

Vision: *The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.*



Agenda

Community Services Committee

meeting to be held

Monday, February 27th, 2012

at 6:00 pm

Committee Room C-11

COMMUNITY SERVICES COMMITTEE AGENDA

For the Community Services Committee Meeting
to be held on **Monday, February 27, 2012**
Committee Room C-11 at 6:00 pm

(Please ensure that cell phones and pagers are turned off)
Copies of Agendas can be viewed on the City's website at www.greatersudbury.ca/agendas/.

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

APPOINTMENT OF CHAIR AND VICE-CHAIR

1. Report dated December 5, 2011 from the Executive Director, Administrative Services/City Clerk regarding Appointment of Chair and Vice-Chair - Community Services Committee. **7 - 11**

(RECOMMENDATION PREPARED)

(Deputy City Clerk, Brigitte Sobush will call the meeting to order and preside until the Community Services Committee Chair and Vice Chair have been appointed, at which time the newly appointed Chair will preside over the balance of the meeting.)

PRESENTATIONS

2. Report dated February 15, 2012 from the Chief of Emergency Services regarding Introduction Session – Emergency Services Department. **12 - 18**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Tim P. Beadman, Chief of Emergency Services

(This presentation will provide the Committee with an overview and strategic direction work plan for the Emergency Services Department.)

3. Report dated February 15, 2012 from the Chief of Emergency Services regarding Community Flood Management Plan. **19 - 66**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Lynn Fortin, Co-ordinator of Special Operations (CEMC)
- Paul Sajatovic, General Manager, Nickel District Conservation Authority

(This presentation will provide an overview of the Community Flood Management Plan.)

4. Report dated January 11, 2012 from the General Manager of Community Development regarding Repositioning of Healthy Community Initiative (HCI). **67 - 80**
(ELECTRONIC PRESENTATION) (RECOMMENDATION PREPARED)

- Catherine Matheson, General Manager of Community Development

(This report provides information regarding the repositioning of the Healthy Community Initiative (HCI) from the General Manager of Community Development's Office to the Community Partnership Section of Leisure Services.)

CONSENT AGENDA

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

ROUTINE MANAGEMENT REPORTS

- C-1. Report dated February 15, 2012 from the General Manager of Community Development regarding Support for the North East LHIN Community Engagement Report. **81 - 83**
(RECOMMENDATION PREPARED)
(The North East LHIN is seeking support for its Community Engagement Report which involved consultations with 24 communities in Northeastern Ontario.)

CORRESPONDENCE FOR INFORMATION ONLY

- C-2. Report dated February 22, 2012 from the General Manager of Community Development regarding Arena Renewal Strategy - Summary of Community Consultations and Next Steps. **84 - 92**
(FOR INFORMATION ONLY)
(This report is a summary of the results of the community consultations for the Arena Renewal Strategy)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated February 15, 2012 from the General Manager of Community Development regarding Community Halls - User Fees for Community Groups, Minor Sports and Not-for-Profit Organizations. **93 - 102**
(RECOMMENDATION PREPARED)
(This report outlines the findings of a Council request regarding a community hall utilization review and a recommendation is made on the user fees for the category of users described as "community groups, minor sports and not-for-profit organizations" holding non licensed events.)
- R-2. Report dated February 15, 2012 from the Chief of Emergency Services regarding Comprehensive Review of the City's Fire Services. **103 - 104**
(RECOMMENDATION PREPARED)
(This report recommends that Council sanction and support a comprehensive review of the City's Fire Services.)
- R-3. Report dated February 15, 2012 from the General Manager of Community Development regarding User Fees for Seasonal Trailer Parks. **105 - 109**
(RECOMMENDATION PREPARED)

(This report requests a decision regarding user fees and changes to the length of the camping season for municipally owned seasonal trailer parks.)

- R-4. Report dated February 15, 2012 from the General Manager of Community Development regarding Arena Dressing Rooms. **110 - 116**
(RECOMMENDATION PREPARED)

(This report recommends action to address the identified need for arena dressing rooms for mixed gender hockey teams.)

- R-5. Report dated February 15, 2012 from the General Manager of Community Development regarding Walden Day Care Centre – Wage Subsidy Overpayment. **117 - 119**
(RECOMMENDATION PREPARED)

(This report recommends an operational review of Walden Day Care Centre in order to establish timelines for re-payment of the 2011 wage subsidy grant overpayment and establish the current financial condition of the Centre.)

- R-6. Report dated February 15, 2012 from the Chief of Emergency Services regarding Emergency Services Training Academy. **120 - 121**
(RECOMMENDATION PREPARED)

(The development of an Emergency Services Training Academy including services and programs; governance, funding and cost sharing arrangements; and facility management. The development of a Business Plan for City Council's approval will also be included.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

(Two-thirds majority required to proceed past 9:00 P.M.)

BRIGITTE SOBUSH, DEPUTY CITY CLERK

FRANCA BORTOLUSSI, COUNCIL SECRETARY

Request for Decision

Appointment of Chair and Vice-Chair - Community Services Committee

Presented To: Community Services Committee

Presented: Monday, Feb 27, 2012

Report Date Monday, Dec 05, 2011

Type: Appointment of Chair and
Vice-Chair

Recommendation

That Councillor _____ be appointed Chair and
Councillor _____ be appointed Vice-Chair of
the Community Services Committee for the term ending
December 31, 2012 or until such time as their successors are
appointed.

Background

This report sets out the procedure for the election by the
Committee of the Chair and Vice-Chair of the Community
Services Committee for the term ending December 31,
2012 or until their successors are appointed.

The Procedure By-law provides that a Member of the
Committee shall be appointed annually by the
Committee to serve as Chair of the Community
Services Committee. As well, a Vice-Chair is appointed
annually.

The above appointments need only be confirmed by resolution.

Remuneration

The Chair of the Community Services Committee is paid \$1,897.50 per annum.

Selection

The selection of the Chair and Vice-Chair is to be conducted in accordance with Article 45 of the
Procedure By-law (copy attached).

Council's procedure requires that in the event more than one (1) candidate is nominated for either
the Chair or Vice-Chair's position, a simultaneous recorded vote shall be used to select the Chair
and Vice-Chair.

Signed By

Report Prepared By

Brigitte Sobush
Deputy City Clerk
Digitally Signed Dec 5, 11

Division Review

Brigitte Sobush
Deputy City Clerk
Digitally Signed Dec 5, 11

Recommended by the Department

Caroline Hallsworth
Executive Director, Administrative
Services/City Clerk
Digitally Signed Dec 5, 11

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Dec 6, 11

It is always in order for a Member of Council to nominate themselves and to vote for themselves. Under *Robert's Rules of Order* a nomination does not need a second.

Once the successful candidates have been selected, a resolution will be introduced confirming the appointment of the successful candidates.

ARTICLE 45. NOMINATING COMMITTEE**45.01 Mandate**

The Nominating Committee shall meet, as needed by Council, for the purpose of considering and recommending to Council citizen appointments to agencies, boards, advisory panels, and other bodies as required.

45.02 Primary Objectives

In making such appointments, the Nominating Committee shall take into consideration a balanced representation from communities of interest so as to be reflective of the geographical and demographic composition of the community.

45.03 Membership

The Nominating Committee shall be composed of all Members of Council and chaired by a Deputy Mayor.

45.04 Term

The term of the Nominating Committee shall coincide with the term of Council.

45.05 Procedure

In making such appointments, the procedure set out in this Article shall apply unless otherwise provided in a shareholders' declaration.

45.06 Number of Applicants Matches Positions - Motion

Where the number of applicants matches the positions to be filled, a motion to appoint the applicant(s) to the position(s) in question shall be presented and voted upon.

45.07 Simultaneous Recorded Vote

A simultaneous recorded vote shall be used to select the applicants to fill each position available, in accordance with Article 33.05, except that:

- (1) the Clerk need not read each ballot aloud nor record each individual vote; and
- (2) the ballots shall be retained as part of the minutes.

45.08 Number of Applicants Exceeds Positions - Simultaneous Recorded Vote

Where the number of applicants exceeds the number of positions available, a simultaneous recorded vote shall be conducted in accordance with Article 37.09.

45.09 Term of Appointment – Local Boards

The term of office of each citizen appointed to a Local Board shall be set out in the body's terms of reference and shall not exceed the term of Council, unless otherwise specified by statute. However for purposes of continuity, such citizen appointments shall remain in effect following a municipal election until their successors are appointed by the incoming Council.

45.10 Term of Appointment – Staff

Except where prohibited by statute, the Nominating Committee may recommend the appointment of a member of staff to a board or agency within its mandate in the place of a Member when no other Members are available to be appointed.

ARTICLE 39. COMMUNITY SERVICES COMMITTEE**39.01 Mandate**

The Community Services Committee shall hear presentations and receive correspondence and reports from the Community Development Department and from the Emergency Services Department, and shall make recommendations to Council on these matters.

39.02 Primary Objectives

The Community Services Committee shall be responsible for the following objectives:

- (1) To hear community delegations on topics related to the provision of services by the Community Development Department and by the Emergency Services Department.
- (2) To review proposals for new policies and for amendments to existing policies that pertain to either the Community Development Department or to the Emergency Services Department.
- (3) To conduct service level reviews, including proposed changes to existing service levels, or the introduction of new services or programs delivered by either the Community Development Department or the Emergency Services Department.
- (4) To study topics or issues referred to the Committee by Council resolution.

39.03 Matters Outside Jurisdiction

Notwithstanding that the Greater Sudbury Public Library and Pioneer Manor are divisions within the Community Development Department, matters which are the jurisdiction of those bodies are outside the scope and jurisdiction of this Committee, unless a matter is specifically referred to the Community Development Committee by way of a resolution.

For Information Only

Introduction Session – Emergency Services Department

Presented To: Community Services Committee

Presented: Monday, Feb 27, 2012

Report Date: Wednesday, Feb 15, 2012

Type: Presentations

Recommendation

For Information Only

Executive Summary

In late June 2011, the City of Greater Sudbury amalgamated its Fire and Emergency Services Divisions into the Emergency Services Department. The Emergency Services Department is responsible for the provision of Fire Services, Emergency Medical Services, and Emergency Management.

Within Emergency Services there is also a small administrative group which is responsible for the administration of the Department's finances, for the provision of business and quality management support, administrative oversight of the Centre Lionel E. Lalonde Protective Service Centre. The operational governance of the Department resides with the Chief of Emergency Services, whose principal responsibility is to provide strategic leadership.

In September 2011, with the support of the IBI Consulting Group, the Office of the Chief of Emergency Services Department undertook a strategic (high level) review of the City's emergency services needs and capabilities. The City's decision to undertake a review was driven by a commitment to public safety, which is paramount, and the perception that the delivery of emergency services may be inherently inefficient, particularly when considered in the following context:

- Organizational changes in June 2011 that resulted in administrative amalgamation of the City's emergency services into a single department, albeit the services continue to operate separately and independently,
- Overlap of Fire Services and EMS responsibilities frequently resulting in deployment of resources from both Services when they may not be required e.g., medical aid calls,
- Provincial expectations of municipally delivered Emergency Management services, which are on the rise,
- Involvement of multiple agencies in dispatch of municipal emergency services. Greater Sudbury Police Services provide 9-1-1 and dispatch for the City's Police and Fire services. MOHLTC dispatches the City's EMS. The two agencies operate independently from separate locations, using different staff, CAD/COM systems, operating protocols, standards, etc.
- Lack of interoperability of communications among the public safety dispatch agencies, which impedes

Signed By

Report Prepared By

Tim Beadman
Chief of Emergency Services
Digitally Signed Feb 15, 12

Recommended by the Department

Tim Beadman
Chief of Emergency Services
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 22, 12

information sharing and contributes to operational inefficiency and occasional delay in deployment of the correct resource,

- More streamlined models for public safety dispatch that other jurisdictions have implemented, ranging from physical co-location of dispatch services, to partial consolidation of functions, to complete integration, and
- Taxpayer fatigue with property tax increases, and pressure for City officials to contain both capital and operating expenditures pertaining to public sector service delivery.

The scope of the review was defined as a strategic (high level) review and the work plan consisted of the following tasks:

- Assembly of available documentation relevant to the delivery of Fire, EMS and Emergency Management services, including information on organizational structure, capital and operating budgets, business plans, internal documentation, and reports published by the City and others e.g., OMBI and MPMP.
- Interviews with key City personnel, including Emergency Services management, labour representatives for both Fire and EMS, and City executives responsible for the provision of corporate administration, Finance and HR support.
- An interview with personnel having management responsibility for the Greater Sudbury Police Services Communications Centre (i.e., the centre responsible for dispatching the City's Fire Services, in addition to its role as provider of 9-1-1 and dispatcher of Police Services).
- Review and synthesis of the assembled information, drawing as necessary from professional experience and knowledge of industry Best Practices, to identify and recommend options for improving delivery of the City's emergency services.

In addition, this review had a particular focus on potential opportunities that may be afforded by the recent departmental integration of the services, for example to:

- Enhance the effectiveness and efficiency of the services,
- Increase service coordination, and
- Improve the strategic administration of the services.

The office of the Chief of Emergency Services will serve as overall Lead for all recommendations in consultation with Department senior management, taking into account the availability of Departmental resources. Overall, there was a wide range of recommendations having potential to improve delivery of the City's emergency services, or to make service delivery more cost-effective. The availability of Department resources, which operate 24-7, 365 days per year will be a critical and necessary element for the success of each undertaking. Further when required, the use of third party expertise to augment in-house resources will be considered based on the assessment of the Chief's office.

In as much as the findings are based on information specific to the City of Greater Sudbury and on industry Best Practices, this was a strategic (high level) review and as such, some options will require further validation prior to outright implementation across the City. For example, where appropriate, consideration can be given to one or more pilot (demonstration) projects, or further research (e.g., by way of a feasibility study or business case analysis).

Given the wide range of recommendations, it is appropriate that this document include a suggested 'going forward' work plan, time table and recommendations for resourcing. This section of the report presents such a plan. Further, recommendations requiring City Council approval may be subject to further validation before being presented to the **Community Services Committee** by way of future Committee presentations and reports.

SUGGESTED GOING FORWARD WORK PLAN – February 14, 2012

RECOMMENDATION	RESOURCING	TARGET START	APPROVAL
RECOMMENDATIONS SPECIFIC TO FIRE SERVICES			
The City's Fire Regulating By-Law should be revised and updated to accurately represent the response capability of the City's Fire Services	Chief of Emergency Services, Fire Chief & Deputy Fire Chiefs	Q1 2012	Community Services Committee Q2 2012
Resolve current staffing shortages in Fire Fleet, Fire Training & Fire Prevention sections	Chief of Emergency Services & Fire Chief	Q2 2012	Community Services Committee Q4 2012
Undertake a comprehensive review of the City's Fire Services with the following as principal scope: Fire needs (risks) and trends, including needs specific to essential services (hospital, long term care, Sudbury airport, etc); operational performance, including station locations and utilization of resources; operating cost comparisons to other municipalities; options for containing costs (capital and operating) including User Fees; options for improving operational effectiveness, including potential to rationalize infrastructure (stations), resources and operating protocols; and investigate whether fire area rating is impacting the service delivery, and provide any recommendations for improvement.	External consultant working under the direction of a Steering Committee consisting of Departmental Senior Management	Q2 2012	Community Services Committee Q2 2013
Emergency Services Department should develop a program for long term capital replacement of Fire vehicles, apparatus, systems et al. The objective of such a program is to create a financial model that will predict the cost implications for replacement of Fire capital, as well as a due diligence approach and reliable response capability – also, to address a forecasted capital shortfall for Fire Services of about \$4.6 million over the next five years (2012 to 2016).	Chief of Emergency Services & Chief Financial Officer	Q1 2012	Community Services Committee Q2 2012
Office of the Fire Marshal should be asked to conduct an external review of the current Fire Prevention program to satisfy any concerns pertaining to potential risks and regulatory compliance	Chief of Emergency Services	Q1 2012	Community Services Committee Q2 2012
Develop a building inspection strategy, work plan and inspection schedule for Fire Prevention. Concurrently review Fire Suppression staff's involvement in Fire Prevention	Fire Chief & Deputy Chief Fire Prevention	Q2 2012	Departmental Senior Management Q3 2012
Review capability of the Corporate Fleet Maintenance Facility to accommodate Fire Fleet needs	Fire Chief & Chief Mechanical Officer	Q1 2012	Departmental Senior Management Q4 2012
Investigate potential to re-establish Platoon Training program	Fire Chief & Chief Training Officer	Q4 2012	Departmental Senior Management Q2 2013
Review internal processes, and RMS and	Fire Chief, Deputy Chiefs &	Q2 2012	Departmental

RECOMMENDATION	RESOURCING	TARGET START	APPROVAL
technology requirements for Fire Fleet, Fire Training & Fire Prevention sections	senior section officers working with other Departmental personnel under the direction of the Chief of Emergency Services		Senior Management Q4 2012
Develop a Fire Capital Replacement program for replacement of Fire vehicles, apparatus, systems et al. Develop a similar initiative for capital improvement / replacement of Fire facilities	Fire Chief, Deputy Chiefs & senior section officers working with other Departmental personnel under the direction of the Chief of Emergency Services	Q1 2012 (to be undertaken in tandem with the Fire Comprehensive Review)	Community Services Committee Q1 2013
Update Fire SOP / SOG: Step 1 - develop a TOR defining the SOP / SOG that need to be addressed, priority sequencing, and a work plan including recommendations for resourcing, time line, and process for review and approval	Working Group consisting of Fire Chief, Deputy Chiefs & senior section officers working under the direction of the Chief of Emergency Services	Q2 2012	Departmental Senior Management Q4 2012
Update the Volunteer Fire Fighters Accord	Chief of Emergency Services and Fire Chief, in consultation with Corporate HR and Corporate Finance	Q2 2012	Community Services Committee Q3 2012
Undertake a review of Volunteer Fire Fighter operations, including alternative volunteer deployment models, alternative volunteer in-the-field oversight models, and alternative approaches to volunteer retention and recruitment	Fire Chief, Deputy Chiefs & senior section officers working with other Departmental personnel under the direction of the Chief of Emergency Services	Q1 2012 (potential to incorporate this into the Fire Comprehensive Review)	Community Services Committee Q2 2013
RECOMMENDATIONS SPECIFIC TO FIRE DISPATCH			
Designate a senior Emergency Services representative to serve as Communications Services Liaison Officer	Chief of Emergency Services in consultation with Fire Chief and Police Services	Q2 2012	Departmental Senior Management Q4 2012
Re-establish Fire Communications Operations Committee	Chief of Emergency Services working with Fire Chief, the Police Chief and the City's CAO	Q2 2012	Departmental Senior Management Q4 2012
Review and update the agreement governing Fire dispatch services	Staff from Emergency Services and Police Services working under the direction of the Fire Communications Operations Committee	Q2 2012	Departmental Senior Management Q4 2012
Review and update the CAD data base pertaining to Fire dispatch. Develop a process for enacting future CAD updates	External resource (e.g., TriTech) working with the Communications Services Liaison Officer and other Fire Services personnel under the direction of a Steering Committee consisting of Departmental Senior Management and Police Services	Q2 2012	Departmental Senior Management Q4 2012
RECOMMENDATIONS SPECIFIC TO EMERGENCY MEDICAL SERVICES			
Undertake a comprehensive operational review of the City's EMS system, with the following as principal objective - to define a preferred long term direction for the EMS Division (within the context of the Emergency Service Department), as well as associated	External consultant working under the direction of a Steering Committee consisting of Departmental Senior Management	Q4 2012	Community Services Committee Q2 2013

RECOMMENDATION	RESOURCING	TARGET START	APPROVAL
resource requirements and cost projections (both capital and operating).			
In accordance with amended Regulation 257/00 of the Ambulance Act, undertake development of a Response Time Performance Plan – targeting submission of said plan to the Director of Emergency Health Services MOHLTC by October 31, 2012	EMS senior management working under the direction of the Chief of Emergency Services	Q2 2012	Community Services Committee Q3 2012
Investigate feasibility to integrate EMS dispatch with the City's current dispatch system for 9-1-1, Police and Fire, as described in Section 4.4 under the heading 'Full Integration of Emergency Communications Services'. This should include development of a 'phased' implementation plan. Phase 1 of the implementation plan may be the City's assumption of operational governance for ambulance dispatch services	External consultant working under the direction of a Steering Committee consisting of Departmental Senior Management, Police Services and the City's CAO	Q1 2012	Community Services Committee Q3 2012
RECOMMENDATIONS SPECIFIC TO FIRE & EMS			
The December 2010 draft Protocol pertaining to medical tiered response should be advanced for final review and implementation early in 2012	Committee represented by Emergency Services, Police Services, MOHLTC CACC and Fire Services Medical Director (i.e., the authors of the draft Protocol)	Q1 2012	Departmental Senior Management Q2 2012
Establish a standing Committee consisting of Fire and EMS personnel to investigate and manage issues arising from variations in practices among career and volunteer fire fighters, and from Fire and EMS cultural differences	Fire and EMS personnel working with Departmental senior management and Corporate HR	Q4 2012	Departmental Senior Management Q4 2012
RECOMMENDATIONS SPECIFIC TO EMERGENCY MANAGEMENT			
Investigate CSA-Z1600 Canadian Standard criteria as a go forward strategy for the City's Emergency Management and Business Continuity Program.	Chief of Emergency Services & Community Emergency Management Coordinator	Q2 2012	Community Services Committee Q4 2012
Secure Corporate support for Business Continuity Planning	Chief of Emergency Services & Community Emergency Management Coordinator	Q2 2012	Departmental Senior Management Q4 2012
Investigate means for increasing Emergency Management profile	Community Emergency Management Coordinator in consultation with the Chief of Emergency Services & other Departmental senior managers	Q2 2012	Departmental Senior Management Q4 2012
CONSOLIDATION OF EMERGENCY SERVICES ADMINISTRATION			
Fire and EMS administrative support functions should be aligned to a common area, potentially the Office of the Chief of Emergency Services. The Chief's Office currently provides strategic leadership, communications with City Council, and financial and other planning support. The recommendation is to expand the administrative role to include service planning, recruitment, purchasing, capital replacement, and facilities, records and performance	Chief of Emergency Services in consultation with Departmental senior management.	Q2 2012	Departmental Senior Management Q4 2012

RECOMMENDATION	RESOURCING	TARGET START	APPROVAL
management			
In conjunction with the above, investigate opportunity to: (a) share resources for administrative functions in-common to both Fire and EMS, and for ongoing management of capital; (b) establish a common storage area, shared inventory and record keeping for Departmental supplies; and (c) promote and develop management (leadership) talent within the Emergency Services Department	Emergency Services Administration under the supervision of the Chief of Emergency Services	Q2 2012	Departmental Senior Management Q4 2012
CONSOLIDATION OF FIRE AND EMS OPERATIONS SUPPORT			
Investigate feasibility of consolidating Fire and EMS Operations Support. Project scope should include a review of alternative jurisdictional delivery models, including potential benefits, disadvantages, costs, implementation challenges and risks	External consultant working under the direction of a Steering Committee consisting of Departmental Senior Management	Q3 2012	Departmental Senior Management Q1 2013
FULL INTEGRATION OF EMERGENCY COMMUNICATIONS SERVICES			
Investigate feasibility to integrate EMS dispatch with the City's current dispatch system for 9-1-1, Police and Fire, to achieve a fully integrated Emergency Communications Services system for the Greater City. This should include development of a 'phased' implementation plan (inclusive of capital and operating costs) and a Business Case for City Council's consideration and submission to the Ontario MOHLTC. Phase 1 of the implementation plan may be the City's assumption of operational governance for ambulance dispatch services	External consultant working under the direction of a Steering Committee consisting of Departmental Senior Management, Police Services and the City's CAO	Q1 2012	Community Services Committee Q3 2012
COMPLETE INTEGRATION OF THE CITY'S EMERGENCY SERVICES			
Implement a Pilot Project intended to trial one or more specific initiatives by which to integrate Fire and EMS. As a starting point, we recommend that the Pilot Project trial alternative working arrangements involving assignment of fire fighters and paramedics to the same squad, emergency response vehicle, etc. The design of the Pilot Project should be undertaken in consultation with Corporate HR and key stakeholders	Working Group consisting of Fire and EMS personnel working under the direction of Departmental senior management	Q2 2012	Departmental Senior Management Q4 2012
In tandem with the above, undertake a study to investigate alternative approaches to complete integration of Fire and EMS The scope of the investigation should review models adopted by other North American jurisdictions (e.g., Winnipeg) and it should assess: potential benefits and advantages, lessons learned, unique opportunities afforded by the respective approaches, key success factors, implementation challenges, and means by which to manage risks.	External consultant working under the direction of a Steering Committee consisting of Departmental Senior Management	Under Review	Under Review
While the above two initiatives are underway, the Emergency Services Department should not entertain any changes that would impede or detract from the Department's ability to achieve an improved operating outcome	Chief of Emergency Services in consultation with Departmental senior management.	Q1 2012	Departmental Senior Management Ongoing

RECOMMENDATION	RESOURCING	TARGET START	APPROVAL
TRAINING TOWER & CLELC			
Develop a future strategy for the Training Tower (in the context of the overall CLELC complex), including services and programs; governance, funding and cost sharing arrangements; and facility management. This should include development of a Business Plan for City Council's approval	'Think Tank' consisting of potential stakeholders working with the Chief of Emergency Services	Q1 2012	Community Services Committee Q4 2012
Undertake a structural assessment to determine the Training Tower's current physical condition and safety for ongoing use as a training facility	External consultant working under the direction of a Steering Committee consisting of Departmental Senior Management	Q1 2012	Departmental Senior Management Q2 2012
SUCCESSION PLANNING / MANAGEMENT TALENT			
Investigate and recommend strategies for promoting and developing management (leadership) talent within the Emergency Services Department, including career advancement and succession planning. This should include investigating opportunities to expand the number of management exclusions – as a potentially necessary means for developing management talent	Emergency Services Administration working with Corporate HR and a standing Committee consisting of Fire and EMS personnel	Q2 2012	Departmental Senior Management Q4 2012
Establish a senior officers 'Forum' as means by which to promote Succession Planning / Management Talent and also, to further Divisional integration (at any level whether it be in administration, operations support or at the front line)	Forum to be established by Emergency Services Administration under the direction of the Chief of Emergency Services. All Emergency Services staff at the District / Platoon Chief level and above should be required to attend	Q2 2012	Departmental Senior Management ongoing
BUSINESS AND QUALITY MANAGEMENT SUPPORT			
In consideration of current pressures and needs pertaining to data management, and that such pressures will intensify over time, it is recommended that a long term strategy for comprehensive management of data (that will accommodate the needs of the entire Department) be developed	Emergency Services Administration working with Emergency Services senior management. Corporate IT to be enlisted to assist with this work	Q2 2012	Departmental Senior Management Q4 2012
Support the Emergency Services Department's initiative to establish a 'Risk and Quality Management' program as a fundamental business principle within the Emergency Services organization.	Emergency Services Administration working with Emergency Services senior management. Corporate HR to be enlisted to assist with this work	Q2 2012	Departmental Senior Management Q4 2012

For Information Only

Community Flood Management Plan

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date Wednesday, Feb 15, 2012

Type: Presentations

Recommendation

For Information Only

Background

The *Emergency Management and Civil Protection Act*, (EMCPA) R.S.O. 1990. c.e. 9 requires municipalities to formulate an “all-hazards” emergency response plan that provides the framework for Greater Sudbury and partner agencies to respond to any type of emergency in a unified and coordinated manner.

The City of Greater Sudbury is dedicated to going beyond the essential requirements of the legislation and is focusing its efforts on implementing a comprehensive emergency management program that includes response plans focused on the hazards present within our community.

Greater Sudbury’s Hazard Identification and Risk Assessment identifies flooding, both overland and urban, as a hazard. To address this concern, a Community Flood Management Plan has been developed to mitigate and respond to flooding hazards within municipal boundaries.

Community Flood Management Plan

The Community Flood Management Plan was developed in collaboration with the Nickel District Conservation Authority, Sudbury & District Health Unit, Greater Sudbury Police Services, Emergency Services, Infrastructure Services and other City departments.

The purpose of the plan is to prepare for the most efficient deployment of resources in response to a flood scenario to achieve the following:

- To provide effective intra-agency and inter-agency cooperation and communication before, during, and after a flood event.
- A coordinated response consistent with prevailing conditions and information provided by external agencies including the NDCA Flood Forecasting and Warning System, local dam operators, and/or

Signed By

Report Prepared By

Lynn Fortin
Community Emergency Management
Co-ordinator
Digitally Signed Feb 22, 12

Recommended by the Department

Tim Beadman
Chief of Emergency Services
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 22, 12

other sources.

- To define the roles and responsibilities of the City departments and supporting agencies involved in a flood emergency.
- To define the procedures to be utilized in minimizing the effects of a flood emergency in the City of Greater Sudbury.

The plan is not intended to replace existing Standard Operating Procedures (SOP) or guidelines that are normally utilized at the scene of an emergency by first responder agencies. Departments and response agencies shall maintain SOP's related to their area of expertise.

The plan is supported by a number of internal Standard Operating Procedures:

- Community Flood Management Standard Operating Procedure
- Corporate Early Notification Protocol
- Neighbourhood Level Emergency Evacuation Protocol

Each of these standard operating procedures provides assistance and direction to front line employees and supervisory staff when faced with an impending or occurring emergency situation.

Planning Assumptions

The plan assumes the following:

- NDCA will provide watershed conditions statements as they becomes available
- CGS will have the primary responsibility for mitigation, prevention, preparedness, response and recovery in flood emergency/disaster situations
- It is highly probable that with events such as climate change and weather anomalies Greater Sudbury could experience flash flooding or a major flooding event to some degree in the future
- CGS and partner agencies will follow the response activities set out in the Emergency Response Plan, the Community Flood Management Plan & Departmental Operating Procedures
- Residents of Greater Sudbury will take active measures to protect personal property

Plan Limitations

- The City of Greater Sudbury does not currently have a formal policy for the protection of private property during flooding. While efforts will be made to assist residents in the protection of their property during a flood emergency, the protection of critical municipal infrastructure must be the first priority to ensure continuity of municipal services to the community.
- There may be factors that will adversely affect the municipality's ability to respond to flood emergencies. Response may be delayed if roads become impassable, normal channels of communications may be disrupted and utilities may be unavailable for extended periods of time.
- Response to flooding varies depending on the cause of flooding. In the event of a heavy rain fall/severe summer storm the response and recovery may take place simultaneously as there is little or no time to prepare.

Public information

The plan contains flood preparedness information to assist the public before, during and after a flood event. It will provide the public with access to key services and community support to assist them in responding to and recovering from a flood.

The Community Flood Management Plan is a living document that will be continuously reviewed and revised as required following each activation based on “best practices” and “lessons learned”.

COMMUNITY FLOOD MANAGEMENT PLAN

FEBRUARY 3, 2012

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SECTION 1: INTRODUCTION

1.1 Background

The City of Greater Sudbury is geographically the largest municipality in Ontario. Contained within the 3627 sq km are 330 lakes and four major rivers. In addition, some of the major tributaries are known hazard areas that can experience annual/seasonal flooding.

Many watercourses within the City limits respond quickly to weather events such as heavy rainfall or rain/snowmelt. Therefore, an emergency response to flooding requires collaboration between agencies, sectors and departments.

The extent of the initial flood response will depend on the warning time (which will vary based on the cause of the flooding) and on the scale of the flood event. Intense storms may produce a flood in minutes or a few hours, while areas downstream from heavy rains may have from twelve hours to several weeks to prepare. Flash floods can occur within six hours or less from the beginning of a heavy rainfall. Dam failure may occur within hours of the first signs of breaching.

Although it has been several years since the City of Greater Sudbury experienced significant flooding, the municipality, the Nickel District Conservation Authority (NDCA), and other partner agencies recognize the need for a Community Flood Management Plan to coordinate flood preparedness and response actions.

1.2 Purpose

The purpose of this Community Flood Management Plan is to prepare for the most efficient deployment of resources to achieve the following:

- To provide effective intra-agency and inter-agency cooperation and communication before, during, and after a flood event.
- A coordinated response consistent with prevailing conditions and information provided by external agencies including the NDCA Flood Forecasting and Warning System, local dam operators, and/or other sources.
- To define the roles and responsibilities of the City departments and supporting agencies involved in a flood emergency.

- To define the procedures to be utilized in minimizing the effects of a flood emergency in the City of Greater Sudbury.

1.3 Scope

The Community Flood Management Plan outlines the assistance that will be provided to the municipality and its residents during flood emergencies.

The City of Greater Sudbury (CGS) will work in conjunction with the NDCA, stakeholders and Provincial authorities to help prepare for, prevent and/or mitigate where possible, and coordinate a response to flood emergencies.

1.4 Planning Assumptions

The plan assumes the following:

- NDCA will provide watershed condition statements as they become available.
- CGS will have the primary responsibility for mitigation, prevention, preparedness, response and recovery in flood emergency/disaster situations.
- It is highly probable that with events such as climate change and weather anomalies Greater Sudbury could experience flash flooding or a major flooding event to some degree in the future.
- City of Greater Sudbury and partner agencies will follow the response activities set out in the Emergency Response Plan, the Community Flood Management Plan and Departmental Operating Procedures.
- Residents of Greater Sudbury will take active measures to protect personal property.

1.5 Plan Limitations

- The City of Greater Sudbury does not currently have a formal policy for the protection of private property during flooding. While efforts will be made to assist residents in the protection of their property during a flood emergency, the protection of critical municipal infrastructure must be the first priority to ensure continuity of municipal services to the community.
- There may be factors that will adversely affect the municipality's ability to respond to flood emergencies. Response may be delayed if roads become impassable, normal channels of communications may be disrupted and utilities may be unavailable for extended periods of time.
- Response to flooding varies depending on the cause of flooding. In the event of a heavy rain fall / severe summer storm the response and recovery may take place simultaneously as there is little or no time to prepare.

1.6 Authority

This plan is published as an annex to the City of Greater Sudbury Emergency Response Plan, as authorized by By-law 2011-162; the *Emergency Management and Civil Protection Act, R.S.O. 1990* and the City of Greater Sudbury Emergency Management Program.

1.7 Activation of the Plan

This plan may be activated in whole or in part, as required, by any member of the City of Greater Sudbury's Community Control Group, with or without the formal declaration of an emergency.

Upon activation, all participating agencies will respond in accordance with the procedures described within this plan and in accordance with their agency operating procedures.

SECTION 2: FLOOD INFORMATION

2.1 Types of Flooding

The causes of flooding within the City of Greater Sudbury could include one of the following, or a combination thereof:

Snow and Ice Melt Runoff Floods

Snowmelt runoff floods are the most common type of flooding in the City of Greater Sudbury. During the winter, most of the precipitation is stored as snow or ice on the ground. When the spring melt occurs, heavy runoff results from the rapid melting of the snow under the combined effect of sunlight, winds, and warmer temperatures. This causes huge quantities of water to be released. When the ground is frozen or paved over, the melting snow is unable to penetrate and runs off over the ground surface into streams and lakes resulting in flooding.

Spring Rainfall

In the spring, the predominant form of precipitation changes from solid (snow and ice) to liquid (rain). The impact of spring rainfall will vary depending on a number of factors including:

- How much rain falls
- How much melting occurred before a rain event
- The water content of the existing snow on the ground
- The ground conditions (frozen or unfrozen)

The worst-case scenario is above-zero temperatures combined with rain on frozen ground, or rain on snow with above-average water content. These conditions provide the greatest threat for flooding.

Severe Summer Storms

During high intensity thunderstorms, rainfall is often so heavy (torrential downpours) that the ground is incapable of absorbing the water quickly enough, resulting in very high runoff rates. As a result, flash flooding may occur. Greater Sudbury has experienced flash flood events in the past. They usually occur on the small urban watercourses.

Ice Jams / Frazil Ice

Ice jams result from the accumulation of ice fragments that build up to restrict the flow of water and then act as a temporary obstruction. Jams form during both the freeze-up and break-up periods, but it is usually the break-up jams that have the greater flood potential.

Ice jamming may also occur in the coldest period of winter, owing to the formation of anchor ice or frazil ice. Ice jamming occurs after prolonged periods of anchor and/or frazil ice formation resulting in ice build-up around bridge piers, islands, bends, shallow slope reductions, and constrictions.

Debris Jams

Debris jams typically occur at crossing structures, and are triggered during extreme, high-intensity rainfall events where large quantities of organic and inorganic material are washed into streams.

Dam Break or Breach

When a dam fails and water is released from a reservoir, the flood wave travelling downstream can cause significant property damage and possible loss of life.

Dam failures can be divided into two broad classifications:

- 1) Failures caused by overtopping during extreme rainfall / snowmelt events, or failure of an upstream dam.

- 2) Structural failures due to foundation problems (i.e. deterioration of concrete, erosion of earth, etc.), geological conditions, or earthquakes.

Overtopping the crest of the dam (i.e. dam breach), whether alone or in combination with a dam failure, can occur when an extreme hydrologic event or failure of an upstream dam causes large water inflows to exceed the capacity of the reservoir and its spillway. Overtopping may also be caused by an accumulation of debris or ice that restricts flow through the dam's spillway.

Urban Flooding

Urban flooding may occur when the rainfall exceeds the municipal storm drainage system's ability to handle the volume of rain. Urban flooding is common during flash flood events. This type of flooding occurs in urban / built up areas during thunderstorm events because the surrounding ground surfaces are largely paved over, thereby decreasing the capability of the ground to absorb even small amounts of rainfall quickly enough. During these types of events, the streets may become inundated, sewer systems may surcharge, and basements may fill with water.

Water Main Break

In extreme circumstances, water main breaks could result in large volumes of water being released and result in flooding. During such situations the streets may become inundated, sewer systems may surcharge, and basements may fill with water, creating issues similar to floods caused by natural phenomenon.

2.2 Potential Adverse Effects Caused by Flooding

A flooding event could result in, but is not limited to, the following:

- Threat to life and property
- Destruction of public property
- Utility failure (power, water / wastewater, gas)

- Communications disruption (telephone, internet, radio, television, newspaper production, delivery, etc.)
- Structural damage
- Erosion
- Damage to the watershed ecosystems
- Traffic disruptions (road, bridge or rail closures, stranded motorists)
- Difficulty in attaining and delivering emergency services (Police, Fire, EMS, Public Works)
- Food and water shortages
- Evacuation of people and animals
- Crop damage
- Threat to public health (dangerous goods accidents, contaminated water - both potable and non-potable water sources)

2.3 Factors Affecting Emergency Response to a Flood Event

- Flooding can occur at any time during the year due to a variety of natural phenomenon (i.e. weather) and/or human induced circumstances (i.e. debris jamming, improper dam operation, etc.), but is most likely to occur during inclement weather conditions that will affect response times and procedures.
- The amount and extent of damage caused by any flood depends on several variables, including how much area is flooded, the depth of flooding, the velocity of flow, the rate of rise, sediment and debris carried, the duration of flooding and the effectiveness of mitigation strategies.
- The potential for damage and/or loss of life due to flooding is magnified because, generally, the public may not recognize the safety hazards associated with flooding.
- Flooding does not necessarily occur in isolation of other emergency situations, and may occur simultaneously with another unrelated type of emergency, whether it is a natural or human-induced emergency.

- Flooding can also result in secondary emergency events, including landslides, contamination of drinking water supplies, sewage back-up in homes and businesses, overloading of the sewage treatment plants resulting in the release of untreated sewage and a significant impact on the environment, etc.

2.4 Flood Emergency Management Priorities

In a flood situation, the City of Greater Sudbury and its partner agencies will focus its efforts on achieving the following objectives:

- Preservation of life and safety of emergency responders, residents and visitors.
- Support for stranded and evacuated persons.
- Protection of the water supply system, sewage treatment and other critical infrastructure of the City of Greater Sudbury.
- Protection of the environment, watercourses and potable water supplies.
- Reducing the economic and social suffering and losses to the residents of Greater Sudbury where possible.
- Returning communities to normal through a coordinated recovery process that includes re-entry of displaced persons.
- Reducing the impact to private property where possible and appropriate.

SECTION 3: FLOODING EVENTS

3.1 Sources of Flooding

Greater Sudbury's watersheds are characterized by four (4) major rivers, namely the Wanapitei, Vermilion, Onaping and Spanish. There are also various major tributaries of these rivers that are known hazard areas and can experience annual / seasonal flooding. Examples include but are not limited to:

- Coniston Creek
- Romford Creek
- Whitson River
- Junction Creek
- Nolin Creek
- Copper Cliff Creek
- Fairbanks Creek

3.2 Response Time of Watercourses

In the City of Greater Sudbury various watercourses take different lengths of time to reach flood stages due to snowmelt / rain, heavy rainfall events, etc. Flood conditions can vary based on the size, shape, watershed development, and land use characteristics.

Generally the large river systems are slow to respond to snowmelt / rainfall events and can sometimes take days to reach flood stage. In contrast, peak flooding on smaller, urban watercourses can occur in less than 24 hours of the onset of snowmelt / rainfall or rainfall alone. Severe thunderstorm events can trigger flooding in a few hours, therefore, many of the smaller tributaries in the City are termed "flash flooders". The large river systems usually consist of lower flows from early summer through the winter months with peak flows in April, May and sometimes June. Large river flows will increase due to snowmelt, heavy continuous rainfall, ice jams or a combination of all.

Compounding the problem is flooding associated with impacts to urban infrastructure such as storm drains, storm / sanitary sewer pipes, etc., due to severe rainfall or freeze / thaw conditions.

In some older homes, rain gutter downspouts, weeping tiles and sump pumps are directly connected to sanitary sewers. While this was once an acceptable practice, the municipal wastewater treatment system serves more customers today than in the past, leaving less excess capacity to process rainwater. Systems are designed solely for wastewater, meaning that additional water flow from other sources can exceed the design capacity of pipes and treatment systems. This increases the risk of flooded basements and overflow of untreated wastewater into waterways. For this reason, residents are encouraged to disconnect rainwater drainage systems from the sanitary sewers.

3.3 Knowing Where It Floods

Baseline knowledge of flood-vulnerable areas is important to providing emergency response during flood events. The NDCA has flood plain maps available for operational use to illustrate areas that may be flooded based on level / flow forecasts.

The City of Greater Sudbury's zoning maps, which are available on the City's website, illustrate the flood plain of the various watersheds within the city's boundaries.

SECTION 4: RESPONSIBILITIES

4.1 Federal

Part of Environment Canada's mandate, as it relates to this Community Flood Management Plan, is to preserve and enhance the quality of the natural environment, including water, air and soil quality, conserve and protect Canada's water resources, and to carry out meteorology.

In partnership with the Ministry of Natural Resources, Environment Canada (Water Survey Canada) maintains a network of hydrometric stations under a Federal / Provincial Agreement. There are seven (7) of these stations in the watersheds around Greater Sudbury.

There are also two weather observation sites located at the Sudbury Airport. The first is maintained by NAV Canada in support of aviation activities at the airport and provides detailed hourly weather observations to Environment Canada.

The second site is also located at the airport and is maintained by Environment Canada. This is a fully automated site that is part of Environment Canada's Climate Observation Network. These observation sites are but two of the hundreds used by Environment Canada to monitor current weather conditions across North America.

Environment Canada's Ontario Storm Prediction Centre in Toronto uses current weather observations in combination with information from weather radars and satellites, a North American lightning detection network and a number of computer models to provide seven day forecasts for locations across the province.

This information is also used to issue Special Weather Statements, Watches and Warnings when severe weather that could endanger life and property becomes a possibility.

Some weather events can be extremely localized and are not always captured by an observation site. Examples include intense, localized rainfall due to severe thunderstorms during the spring and summer or snow squalls during the fall and winter.

Municipal staff across departments receive regular weather reports, advisories and warnings from Environment Canada weather services. These services are provided by severe weather meteorologists located in either Ottawa or Toronto.

4.2 Provincial

The Province of Ontario, through its various ministries, provides resources and support to Municipalities and Conservation Authorities. The province will:

- Declare a Provincial emergency when warranted.
- In a declared Provincial emergency, invoke the Provincial Emergency Response Plan and coordinate delivery of the Provincial response.

4.2.1 Ministry of Natural Resources (MNR)

- Responsible for Provincial flood emergency management (Provincial Order in Council No. 1157/2009).
- Maintain a Provincial Flood Warning System to provide Conservation Authorities with early alerts of major precipitation events.
- In partnership with Environment Canada, maintain a network of hydrometric stations under a Federal / Provincial Agreement that ensures all water level / flow data is collected in such a way as to conform to national standards.
- Conduct flood damage estimation and assessment after the flood.

4.2.2 Emergency Management Ontario (EMO)

EMO through the Provincial Emergency Operation Centre (PEOC) is the Municipal link to provincial and federal resources and support. EMO will:

- Provide appropriate provincial assistance as required.
- Determine provincial funding as appropriate.
- Assist with the identification of potential liability issues and possible solutions.
- Liaise with other municipalities as required.
- Liaise with federal government agencies as required.

- Assist with emergency information communication.
- Assist with the identification and implementation of short and long term recovery strategies.

4.2.3 Nickel District Conservation Authority (NDCA)

NDCA's legal authority comes from the *Conservation Authorities Act of Ontario* and the *Lakes and Rivers Improvement Act*.

It is the goal of the NDCA to:

- Prevent future loss of life and property by limiting flood plain / hazard land development.
- Reduce or minimize the risk of loss of life and property damage due to flooding in areas of historical development through the issuance of timely watershed conditions / flood messages and other information to those persons that may be at risk and to those agencies and individuals that respond to flood emergencies.
- Assist the City of Greater Sudbury and the Province (if necessary) with the implementation of their flood responsibilities.

NDCA Preparedness / Mitigation Activities

NDCA maintains a network of automated gauging stations on the various watercourses around the watersheds in Greater Sudbury. The information gathered on a continuous basis assists the NDCA in advising when flood events are possible or likely in known hazard areas. Water Survey of Canada and Ontario Power Generation also have monitoring stations on some watercourses in the City which can be accessed if required.

The NDCA also:

- Restricts development in flood prone / hazard areas and provides technical advice to the City in preventing or reducing the effects of flooding.
- Maintains a manual monitoring network of snowcourse survey stations.

- Maintains a network of automated stream gauges for monitoring rising water levels upstream and within areas subject to flooding.
- Maintains an information warning system to alert Municipal Officials, Emergency Services (Fire, Police, Emergency Medical Services), School Boards, Media, MNR, etc. of potential flood situations.
- Operates two flood control dams in the Junction Creek watershed to provide flood protection for highly developed parts of this urban watershed.

NDCA Response Activities

- Predict water level / flow responses based on existing resources / capabilities to forecast potential flood occurrences in different parts of the City.
- Appoint an NDCA Flood Coordination Advisor to oversee the NDCA's flood response operations, coordinate the daily determination of flood potential and, during times of pending and actual flood events, issue the appropriate messages for the expected magnitude of the event.
- Maintain lines of communications and constant liaison with all other operators of dams and control structure in the watersheds to coordinate management and response to pending or actual flood events.
- Maintain complete awareness of the status of Municipal and Provincial responses to flood emergencies.
- Assist with flood damage assessment where possible after flood events.

4.3 Municipal

Prevention / Mitigation Responsibilities

The Municipality is responsible for developing and implementing mitigation strategies to prevent or lessen the occurrences and/or severity of flooding.

These strategies include:

- Controlling development in and around flood zones using Zoning by-laws, Official Plans and Site Plan Development.

- Working with NDCA to map the flood areas and the impact on critical infrastructure.
- Developing and circulating public education material concerning flood prevention and clean-up.

Response / Recovery Responsibilities

When flooding occurs, the initial responsibility for the welfare of residents is at the Municipal level. As with any emergency, the first priority is responder and public safety. The second priority is the protection and maintenance of public critical infrastructure in order to maintain basic services (hydro, water / wastewater, gas, telecommunication systems, etc.).

When flood conditions are present the City of Greater Sudbury will:

- Activate the Community Flood Management Plan.
- Activate the Municipal Emergency Response Plan.
- Convene the Community Control Group.
- Appoint an Incident Commander.
- If necessary, recommend the declaration of a Municipal emergency.
- Direct and control all flood response operations in the Municipality.
- Coordinate the acquisition of emergency response equipment, personnel and other resources required at the incident site.
- Provide assistance to residents displaced by flooding.
- Address concerns related to homes in Greater Sudbury that are on private wells or have private surface water intakes.
- Liaise with the NDCA, local dam operators, Environment Canada, and the Ministry of Natural Resources.

- Disseminate vital emergency information to staff, the media and citizens using appropriate channels.
- Provide information to the public concerning water supply safety, alternative sources of water, and protective actions to be taken.
- Request assistance from agencies not under Municipal control, as required (i.e. Municipal Mutual Assistance Agreements, Red Cross, local industry, etc.).
- Request Provincial assistance to perform specific flood combat / control tasks as may be required.
- Coordinate community disaster financial assistance (Ontario Disaster Relief Assistance Program) as deemed necessary.
- Facilitate arrangements for the inspection of evacuated premises and provide for their orderly re-occupation as appropriate.
- Assist the Provincial authorities with damage estimation and assessment after the flood.
- Provide residents and businesses with information on safe handling of items damaged by water / sewage.
- Explore mitigation and prevention strategies to reduce the impact of future flood events.

4.3.1 Site Operations (Incident Commander)

The Incident Commander (IC) assumes responsibility for the overall coordination of all operations at the emergency site and is the point of contact between the Community Control Group and site operations.

The Incident Commander is responsible for:

- Identifying the flood risk areas.
- Prioritizing response activities.

- Evaluating and identifying equipment and resources needed.

The City of Greater Sudbury's Mobile Command Unit (MCU) may be deployed to provide a secure central location at the emergency site from which response operations are coordinated by the Incident Commander.

The following City departments and partner organizations will assist the Incident Commander in the response and recovery efforts at the emergency site:

4.3.2 Greater Sudbury Corporate Communications

- Act as liaison between Incident Command and the media.
- Designate and supervise an area for the media.

4.3.3 Greater Sudbury Fire Services

- Conduct floodwater rescue, as required.
- Rescue / evacuate any persons in danger with minimum delay and provide first aid as necessary.
- Assist Greater Sudbury Police Services with evacuations in the affected areas as required.

4.3.4 Greater Sudbury Police Services

- Evacuate the affected areas as required.
- Perform traffic and crowd control operations.
- Disperse people not directly connected with the operations who, by their presence, are considered to be in danger, or whose presence hinders in any way the efficient functioning of the flood combat/control operation.
- Secure the affected areas (based on need and availability of staff).

4.3.5 Greater Sudbury Infrastructure Services – Water / Wastewater

- Implement actions to protect water and sewer systems and identify threats to drinking water.
- Work with Greater Sudbury Corporate Communications to advise the public of protective actions that may be required in the event of damage or concerns related to the sewer systems and/or drinking water sources.
- Request the disconnection or discontinuance of any service that may constitute a public hazard.
- In the event a flood emergency results in the release of untreated or partially treated sewage into lakes and rivers, implement internal procedures and notify the Ministry of the Environment, Spills Action Centre Sudbury, the Sudbury and District Health Unit, and the Department of Fisheries and Oceans Canada.

4.3.6 Greater Sudbury Infrastructure Services – Transit

- Provide transportation for residents and emergency responders as required.

4.3.7 Greater Sudbury Community Development – Social Services

- Provide assistance to residents displaced by flooding as required.

4.4 Sudbury and District Health Unit

- Coordinate with Greater Sudbury Infrastructure Services to ensure the availability of potable water.
- Monitor health and sanitation conditions of Reception/Evacuation Centres.
- Provide the public with information about potable water (i.e. boil water advisories) in conjunction with Greater Sudbury's Corporate Communications.

4.5 Dam Operators

There are several dam operators throughout the watersheds and watercourses in Greater Sudbury:

- Ontario Power Generation
- Nickel District Conservation Authority
- Domtar
- Vale
- Xstrata
- Ministry of Natural Resources, and
- City of Greater Sudbury

Dam Operators are required to comply with all applicable legislation.

Prevention / Mitigation Responsibilities

- Maintain dam operations and emergency preparedness plans.
- Perform annual structural inspections on all dam facilities.

Response / Recovery Responsibilities

- Notify the City of Greater Sudbury and other community agencies when any concerns are raised regarding water levels, flows, or the potential for dam break / breach that could result in localized or widespread flooding.
- Maintain awareness of the status of Municipal and Provincial response to a flood emergency.
- Provide on-going information and technical advice to the City of Greater Sudbury, NDCA, and other area water managers for the operation of structures used for water/flood control to reduce the effects of flooding.
- Assist with flood damage assessment and estimation after the flood.

4.6 Union Gas / Hydro One / Greater Sudbury Utilities

- Perform disconnect operations where this is considered necessary and in the interest of public safety.
- Secure services and equipment to ensure continuity of supply.
- Coordinate the priority restoration of affected services as dictated by emergency needs of city services and other essential users.
- Assist with clean up and restoration of services.
- Assess ability to resume normal operations.

SECTION 5: EMERGENCY INFORMATION AND NOTIFICATION

5.1 Provincial Notification

Both the Ministry of Natural Resources and the NDCA have separate flood forecasting and warning systems. The Provincial Flood Forecasting and Warning System is maintained in Peterborough to provide Ontario's Conservation Authorities with early alerts of major precipitation / snowmelt / ice cover break-up events.

Conservation Authorities and the Ministry of Natural Resources typically consider flooding with regard to riverine flooding only and do not normally forecast urban flooding, therefore, flood-warning messages have not normally been issued if watercourses were not expected to leave the confines of their channels. However with the increased frequency of severe storms and the impacts of a changing climate, the Province has initiated a multi-sectoral working group which is developing standards and capabilities to begin dealing with forecasting and alerts related to urban flooding events.

5.2 Local Notification

The NDCA has an established notification procedure with critical community partners to facilitate an immediate, planned and coordinated response to a flooding emergency.

For the purposes of flood forecasting and warning the NDCA notifies the following agencies / organizations / individuals:

- City of Greater Sudbury
 - Infrastructure Services Department
 - Emergency Services Department
 - Corporate Communications Section
 - Mayor and Council
- NDCA Board
- Sudbury and District Health Unit

- Ministry of Natural Resources (Surface Water Monitoring Centre in Peterborough and Sudbury District)
- Dam owners and operators around the watersheds
- School Boards
- Media Outlets
- General Public
- Local MPs and MPPs

5.3 NDCA Notification

The NDCA issues Watershed Condition Statements in the form of Water Safety and Flood Outlook Statements.

Watershed Condition Statement – Water Safety

This is the least serious type of message issued by the NDCA. The two types of bulletins issued are Watershed Conditions and Water Safety.

Watershed Condition Statement:

A general notice issued by the NDCA as a reminder of the potential for high flows, such as those that might occur before or during spring runoff when ice cover breakup begins.

Water Safety Statement:

A general notice issued to residents advising of the potential dangers of current watershed conditions. It advises residents to exercise caution and take steps to protect themselves and their property.

Standard content for a Water Safety Statement includes:

- Date and time issued

- Period for which message is in effect
- Description of watershed conditions (level, flow, ice conditions, etc.)
- Weather forecast (current and long range)
- Relationship of weather forecasts to watershed conditions

Watershed Condition Statement – Flood Outlook

Flood Watch:

The purpose of a Flood Watch message is to notify primary municipal contacts and other partners that the potential for flooding exists. Receipt of a Flood Watch does not normally require specific action, however having been advised of a Flood Watch permits agencies to review their response plans, preparation status, etc.

Flood Watch messages are typically more general in geographical scope than a Flood Warning message. A Flood Watch message may be updated depending on how weather and runoff conditions change over time.

Standard content for a Flood Watch Message includes:

- Message number
- Date and time issued
- Period for which the message is in effect
- Date and time of expected up-date message, if any
- Name of sender and intended recipient(s)
- Summary of weather forecast information (current and long range)
- Description of watershed conditions including snowmelt / rainfall / ice jams
- Assessment of possible flooding and potential impacts

- Designated NDCA contact for additional information and liaison

Flood Warning:

The Flood Warning message advises the primary municipal contacts and other partners that a flood is imminent or occurring. Unlike a Flood Watch message, which provides generalized information, a Flood Warning message will provide detailed information on a specific watercourse(s) in an identified hazard area(s). Receipt of a Flood Warning message will require the municipality to take action to control / combat the impending or occurring flood and will likely include the activation of the Municipal Emergency Response Plan.

Flood Warning messages may be updated depending on weather and runoff conditions. A final update will be issued stating that the flood situation has ended and the Flood Warning has been terminated.

Standard content for a Flood Warning Message includes:

- Message number
- Date and time issued
- Date and time of expected up-date message
- Name of sender and intended recipient(s)
- Summary of weather forecast information (current and long range)
- Description of watershed conditions including snowmelt / rainfall / ice jams
- Assessment of expected flood magnitude and extent of impact
- Designated NDCA contact for additional information and liaison

All Clear:

The All Clear Message advises the public that flood conditions have stabilized and that residents and businesses may return to the flooded areas.

Standard content for an All Clear Message includes:

- Message number
- Date and time issued
- Date and time of expected up-date message
- Name of sender and intended recipient(s)
- Description of area
- Watershed conditions (i.e. levels have peaked, water is receding)
- Instruction to displaced residents (i.e. safe return to homes, begin clean up)

5.4 Municipal Public Warning Strategy

As there is no audible warning system in the City of Greater Sudbury, the public will be alerted to flooding conditions through local media (radio, television, newspaper) and social media (Facebook, Twitter). Warnings will also be posted on both the City of Greater Sudbury's and the NDCA's websites. In extreme circumstances, public warning may also be done through vehicle public address systems and/or door-to-door contact by municipal services and/or volunteers.

5.5 Public Information Sharing

The City of Greater Sudbury has compiled information for residents on what to do before, during, and after a flood emergency. This information is available on the City's website and in print.

After a flood emergency, the City will circulate information to affected residents to assist them in accessing services and recovering from the event. Information will be

disseminated through local media, social media, on the City website, and through other appropriate means.

SECTION 6: VOLUNTEERS

In extreme cases the City may need to supplement the existing municipal workforce with volunteers. If it becomes necessary, Greater Sudbury's Corporate Communications Section will work with local media to recruit volunteers.

Roles and responsibilities of volunteers will vary depending on the situation, safety considerations and the immediate needs of the City. All volunteers will be briefed and supervised by qualified City staff and assigned tasks based on their skills and abilities.

SECTION 7: TRAINING AND SUPPLIES

Each participating agency is responsible for defining and providing, at its own cost, the necessary training and supplies in order to perform its emergency roles.

The City of Greater Sudbury, NDCA, and the Ministry of Natural Resources each carry a limited inventory of sand and sandbags for their own use. In the event the City requires a significant number of sandbags for the protection of critical municipal infrastructure, a request will be made to the Provincial Emergency Operations Centre for consideration. The City's requirements will be assessed based on urgency, available supplies and provincial priority.

SECTION 8: RECOVERY

The ability to recover from the physical damage, injury, economic impairment and human suffering resulting from a disaster is a critical element of any emergency program. It is essential to recognize that successful recovery planning and activities depend on the rapid start-up of a recovery plan and must begin during the emergency response phase.

Through the implementation of a municipal disaster recovery strategy, the City of Greater Sudbury will work with its Departments, partner agencies, and volunteer resources to restore critical infrastructure (both public and private), systematically clean up affected areas, and return the community to a state of normalcy.

The prioritization of restoration and clean up efforts will be determined by the City's Community Control Group based on a number of influencing factors, with the primary focus being on the protection of public safety.

SECTION 9: PLAN MAINTENANCE AND REVIEW

This plan will be reviewed annually by the Emergency Management Section of the City of Greater Sudbury and, where necessary, revised with input from municipal departments, the NDCA and other responding agencies.

SECTION 10: REFERENCES

The websites listed below will provide the reader with additional information on flood preparedness and response from the various levels of government and the Conservation Authorities.

Ministry of Natural Resources

- <http://www.mnr.gov.on.ca/>
- <http://www.mnr.gov.on.ca/en/Business/Water/Publication/264499.html>

City of Greater Sudbury

- http://www.city.greatersudbury.on.ca/cms/index.cfm?app=div_emergprep

Nickel District Conservation Authority

- http://www.nickeldistrict.ca/ndca/index.php?option=com_content&view=frontpage&Itemid=73

Sudbury and District Health Unit

- <http://www.sdhu.com/>

SECTION 11: ACRONYMS

Acronym	Definition
CAO	Chief Administrative Officer
CCG	Community Control Group
CGS	City of Greater Sudbury
EM	Emergency Management
EMO	Emergency Management Ontario
EOC	Emergency Operations Centre
ERP	Emergency Response Plan
ES	Emergency Services
IC	Incident Commander
ICP	Incident Command Post
MNR	Ministry of Natural Resources
NDCA	Nickel District Conservation Authority
OPG	Ontario Power Generation
PEOC	Provincial Emergency Operations Centre
SDHU	Sudbury and District Health Unit
W/WW	Water / Wastewater

SECTION 12: GLOSSARY OF TERMS

Term	Definition
Community Control Group	A group comprised of key municipal department heads and officials who are responsible for decision-making and the provision of essential services needed to minimize the effects of a large-scale emergency on the municipality. The Chief Administrative Officer is responsible for coordinating the actions of the Community Control Group.
Emergency	Situations or the threat of impending situations abnormally affecting the lives and property of society, which by their nature and magnitude require a controlled and coordinated response by many agencies distinct from routine operations.
Emergency Operations Centre	A location outside of the Emergency Site with adequate space and communications for the Community Control Group to control emergency operations.
Emergency Response Plan	Establishes the methodology through which the City will mobilize its resources in the event of an emergency to coordinate the earliest possible response, protect lives and property, and restore the municipality to a state of normalcy.
Emergency Site	The location where the emergency exists.

**CITY OF GREATER SUDBURY
COMMUNITY FLOOD MANAGEMENT PLAN**

Term	Definition
Flood	The overflowing of the normal confines of a stream or other body of water (i.e., lake, pond, wetland, reservoir) or uncontrolled overland flow of an urban nature.
Flood Emergency	An incident wherein the safety and welfare of people, and/or damage to public property and/or private property, is threatened by the effects of flooding.
Flood Forecast	Provides warnings for people threatened by floods and helps in the operation of water control structures.
Incident Commander	The agency / individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations.
Mitigation	Actions taken to reduce the impact of emergencies.
Mobile Command Unit	A mobile communications / central control centre from which the Incident Commander oversees and coordinates the management of the incident. The Mobile Command Unit provides a communication link between Incident Command and the Emergency Operations Centre.

Term	Definition
Preparedness	Actions taken to prepare for emergency situations. This includes developing emergency response plans, conducting training and exercises and providing education and awareness information geared towards personal preparedness.
Prevention	Actions taken to prevent emergencies from happening.
Recovery	Actions taken to return the community to a state of normalcy. This includes developing and implementing measures that expedite a return to normal activities and the recovery of losses.
Response	Actions taken to respond to an emergency that includes providing timely, relevant and accurate emergency information to the public.
Watershed Conditions Statements	General watershed condition notices related to potential flooding or other conditions that pose a risk to personal safety (high flows, unsafe ice, slippery banks, high lake levels, etc.). Statements are initially directed to municipal departments and agencies followed by the general public through the local media.

**Always Prepared.
Toujours prêts.**



**Emergency
Preparedness**

**Préparation aux
situations d'urgence**

www.greatersudbury.ca

www.grandsudbury.ca



Flood Preparedness



Flood Preparedness: Who to Call

Who to CALL

To report a crime in progress or
a life-threatening emergency situation 9-1-1

Union Gas to disconnect gas
powered appliances 1-877-969-0999

Greater Sudbury Hydro
to disconnect electricity 675-7536

Hydro One to
disconnect electricity 1-800-434-1235

Sudbury & District Health Unit for
health questions and cleaning tips 522-9200

City of Greater Sudbury for
water/wastewater services 3-1-1

Nickel District Conservation Authority 674-5249

Ontario Works 675-2411

Ontario Disability Support Program. 564-4515

Web sites for more information:

www.greatersudbury.ca
www.sdhu.com
www.nickeldistrict.ca
www.sudburyhydro.com
www.hydroone.com
www.uniongas.com
<http://www.iclr.org>
www.emergencymanagementontario.ca
www.getprepared.gc.ca

Flood Preparedness

Before a flood:

- ☐ Improve outdoor drainage around your home.
- ☐ Avoid plugging or damaging the sewer lines on your property.
- ☐ Disconnect downspouts, sump pumps and weeping tile from sanitary sewers.
- ☐ Identify and seal flood entry points.
- ☐ Keep storm sewer grates clear.
- ☐ Review your insurance policy to ensure you have adequate coverage.
- ☐ Maintain a list of household inventory in the event of loss.
- ☐ Reduce home water use during heavy rainfall.

During a flood:

- ☐ Protect yourself from electrical shock.
- ☐ Call your local utilities to turn off hydro and gas.
 - If it's sewage, call a licensed plumber.
 - Don't use toilets or sinks.

After a flood:

- ☐ Begin cleaning immediately.
- ☐ Contact your insurance company.
- ☐ Register with the City of Greater Sudbury for collection of flood damaged materials, when applicable.
- ☐ Access social assistance, if necessary.
- ☐ Investigate home improvements that can help prevent future floods.

Flood Preparedness: Know what to do if your basement has flooded

Important first steps:

- Protect yourself from electrical shock. Do not enter the flooded area if there are live electrical currents. If you can enter the flooded area, wear rubber boots and rubber gloves. Don't touch anything metal.
- If it's sewage, call a licensed plumber. The plumber will determine whether the source of the sewage backup is on municipal property or private property. If it is located on municipal property, the plumber will contact the City of Greater Sudbury at 3-1-1. Municipal staff will be dispatched to your residence to verify the location. The plumber will then be authorized to carry out repairs at municipal expense up to a two hour maximum. Repairs which extend beyond two hours must be completed by municipal staff. Repairs or clearing of sewer blockages on private property must be completed at the property owner's expense.
- If the water has reached an electrical outlet, extension cord or baseboard heater, you risk electrocution. If you're in doubt about your safety, contact your hydro utility to disconnect electrical power. Call Greater Sudbury Hydro at 675-7536 or Hydro One at 1-800-434-1235.
- If you make the decision to shut off the main switch on your electrical distribution panel without assistance, wear rubber boots and rubber gloves. When shutting off the main switch, make sure you are standing on a dry, wooden surface—a wooden chair, for example. Do not touch anything metal. Shut the switch off using a wooden stick or broom handle.
- If the floodwater threatens gas-fired equipment such as your furnace or hot water heater, call Union Gas at 1-877-969-0999 to have the gas turned off.
- Contact your insurance company and begin documenting damages.
- Begin cleaning immediately. Remove standing water using pails and mops. Avoid using electrical equipment such as pumps and shop vacuums until an electrician has confirmed that it's safe to turn the power back on.
- Information about how to clean and protect your health is available through the Sudbury & District Health Unit. Call 522-9200 or visit www.sdhu.com
- In the event of unusually intense or widespread flooding, the City of Greater Sudbury may provide expanded collection of curbside household waste to residents who currently receive this service. If a decision is made to offer expanded household waste collection, the City of Greater Sudbury will advise residents through local news media. Residents will be asked to register for expanded collection services by calling 3-1-1. Special provisions may also be made for direct deliveries to local landfills.
- Avoid flushing toilets and using sink, tub and shower drains until the source of the basement flood has been corrected.

Flood Prevention: Minimize the risks of basement flooding

Improve your drainage system:

- Remove debris from your eaves troughs regularly.
- Make sure your downspouts include extensions that take runoff water at least six feet or 1.8 metres away from your basement walls and neighbouring properties. Another alternative is to position a rain barrel with a mosquito resistant covering under your downspout.
- Ensure the ground around your house slopes away from your foundation for a distance of at least six feet or 1.8 metres. The land around older homes can settle, bringing water toward the foundation rather than away from it.
- A sump pit drainage system—which includes a sump pit set into your basement floor, a sump pump and a drainage pipe—can be used to collect water from the weeping tiles that surround your basement walls and push the water away from your house via the drainage pipe. Make sure the drainage pipe takes the water to a place where it can be easily absorbed—a lawn or garden, for example. Clean the sump pit each year after freeze up and check the sump pump for debris at least once a year, preferably before the rainy season. A battery powered back-up sump pump can ensure your system continues to operate in the event of a power outage.

Keep the sewage pipes between your house and the sewer main clean:

- Avoid pouring grease, oils and kitchen wastes down the drain. Collect cooking grease in a tin can. Once it cools, dispose of it in your green organic kitchen collector or with household garbage.
- Do not flush dental floss down the toilet. It can wrap around paper and other debris, catch on imperfections in your sewer pipes or in the sewage line between your home and the street, and cause a blockage.

- Avoid planting trees and shrubs near the line that leads from your home to the sewer main. Their roots can penetrate the lateral and cause the pipe to break or block.

Disconnect rain gutter downspouts, weeping tiles and sump pumps from the sanitary sewer system:

- In some older homes, rain gutter downspouts, weeping tiles and sump pumps are directly connected to the sanitary sewer system. While this was once an acceptable practice, the municipal wastewater treatment system serves more customers today than in the past, leaving less excess capacity to process rainwater and snow melt. These connections are illegal under municipal by-law and increase the risk of basement flooding.

Install a backwater valve with caution:

A backwater valve can prevent sewage from an overloaded sewer main from backing up into your basement. Proper installation and placement of a backwater valve is extremely important. Have the valve installed by a licensed plumber to ensure it is properly placed to block a sewer backup that might otherwise find its way into your basement via sinks, toilets or laundry tubs. Make sure you can easily access the valve. Backwater valves are only effective if they are maintained regularly. A valve that is not maintained can worsen a potential flooding situation. A valve that is placed in the wrong location can crack a basement floor and lead to flooding. Do not install a backwater valve if your weeping tiles are connected to the sanitary sewer system.

Reduce home water use during heavy rainfall events:

The more stress placed on the municipal sewer system, the greater the chances that you or your neighbors will have sewer backup problems. Wait a few hours after a severe rainfall before starting laundry and dishes.

Flood Preparedness: Minimize the risk of overland flooding

Overland flooding can occur when rainfall or snowmelt exceeds the capacity of underground pipes, or when a rainstorm exceeds the capacity of overland flow routes – streets, ditches, swales and parks designed to carry flood water away from urban areas. Flood water can enter homes through windows, doors, vents and other openings. Most insurance policies do not cover damages caused by overland flooding but there are some proactive steps property owners can take to minimize their risk.

Identify and seal flood entry points:

Water can enter your basement through gaps between the basement wall and the framing around windows and doors and through gaps surrounding services such as electrical wiring, phone and television cables and pipes. Cracks in brickwork, basement foundations and floors can also provide entry points for overland floodwater. In many cases, cracks can be sealed from inside the basement. Talk to a plumber, contractor or your local home improvement store for advice and products.

Inspect and correct your lot grading:

Inspect your lot to see if your yard slopes away from your home. The soil directly beside your foundation wall should be approximately 10 – 15 cm higher than the soil 1.5 metres away from the foundation. If your home has window wells, make sure the bottom of the well is at least 15 cm below the underside of your basement window. Window wells must have proper drainage; otherwise, they will overflow and direct rainwater into the basement. A window well cover can provide added protection. Talk to a plumber, contractor or your local home improvement store for advice and products.

Check storm sewer grates for debris:

If there is a municipal storm sewer in front of your residence, check whether it is clear of ice, leaves or other debris to prevent water from flowing back onto your property.

Maintain drainage systems:

Remove debris from eaves troughs. Attach extensions to downspouts to carry water away from your foundation as well as that of neighbouring properties. Test and clean your sump pump and pit. Direct connections of sump pumps and downspouts to the municipal sanitary sewer system are illegal and heighten the risk of sewage backup into your basement. Contact the City of Greater Sudbury at 3-1-1 for free, confidential information about disconnecting drainage systems from sewer laterals.

Flood Preparedness: Know your insurance policy

Most insurance companies will provide coverage for sewer backup damages. Coverage for sewer backup damage is often included in typical home insurance policies, but in many cases a separate endorsement must be purchased. If you are a tenant, Tenants' Insurance can cover the loss of personal belongings as well as provide liability protection. Not everyone's insurance policy is the same: Talk to your insurance provider or broker to find out whether your coverage is sufficient to cover potential losses. Check your policy each year and keep a detailed inventory of your residence.

What if I think the damage is the City's fault?

Private laterals carry wastewater from private properties to the municipal sewer line. Property owners are responsible for the maintenance and repair of all connecting laterals. If a blockage or other occurrence is located on the municipal portion of the sewer line, compensation will be provided if it is proven that property damage is the result of negligence on the part of the city. Your first step in the event of flood damage is to contact your insurance company. Typically, insurers will try to recover the amount of your deductible as well as the claim that they paid, if they believe the city is responsible.

How do I make a direct claim?

Complete and submit a Notice of Claim to: City of Greater Sudbury, Risk Management/Insurance Officer, P.O. Box 5000, Station A, Sudbury, ON P3A 5P3. The Ontario Municipal Act requires you to notify the City, in writing, within ten days of the date of the incident, and may require you to begin legal action within three months.

How are claims handled?

When Risk Management Services receives your claim, an investigation will be started. You will receive a written reply to let you know your claim has been received.

The city's investigation may include an on-site visit by employees or an adjuster, if appropriate, as well as obtaining internal and external documentation, and speaking to employees and/or contractors who may have some knowledge of the incident.

A decision will be made when all of the information has been reviewed. You will be advised as quickly as possible. The city's insurer or adjuster will provide compensation only when it is legally liable for the damage sustained.

Emergency Housing Assistance: Where to find help when you're in need of emergency housing or shelter

Canadian Red Cross,
1460 Fairburn St., Sudbury – 674-0737

During a large-scale emergency, an evacuation shelter may be established in accordance with the City of Greater Sudbury's Basic Emergency Response Plan. During such an event, municipal Social Services will partner with the Canadian Red Cross to provide basic care, comfort and information services within the shelter.

The Canadian Red Cross may provide Personal Disaster Assistance to victims of a house fire or flooding for a period of up to 72 hours.

The Canadian Red Cross also provides the following support services on behalf of Greater Sudbury's Homelessness Network:

- list of available affordable housing,
- assistance with \$300 towards first month's rental deposit (dependent on client assessment and available resources),
- assistance with rent or utility arrears for persons at risk of eviction or disconnection (dependent on client assessment and available resources).

Emergency Shelters

Salvation Army,
146 Larch St., Sudbury - 673- 1175

Emergency shelter for men over the age of 19.

Emergency shelter for single women over the age of 19 and for families.

Foyer Notre Dame,
307 Cedar St., Sudbury - 675- 6422

Emergency shelter for female youth ages 16 to 23.

Say Cedar Youth Shelter,
261 Cedar St., Sudbury - 670-2151

Emergency shelter for male youth ages 16 to 19.

YWCA Sudbury,
Genevra House – 673-4754

Support services and emergency shelter for women experiencing abuse by their intimate partners.

Affordable Housing

City of Greater Sudbury Housing Services,
Housing Registry (learn how to register) – 674
4455, ext. 4678

Ontario Disability Support Program Recipients,
Financial Support for Housing (dependent on client assessment) – 564-4515

Ontario Works Recipients,
Financial Support for Housing (dependent on client assessment) – 675-2411

Homelessness Network

Corner Clinic / Centre de Sante,
344 Elgin St. (Samaritan Centre),
Sudbury - 673-3721

John Howard Society,
204 Pine St., Sudbury - 673-9576

Association des jeunes de la rue,
307 Cedar St., Sudbury - 675-6422

Elizabeth Fry Society,
204 Elm St., Sudbury - 673-1364

Canadian Mental Health Association,
110 Elm St., Sudbury - 675-7252

N'Swakamok Native Friendship Center,
111 Elm St., Sudbury - 674-2128

Sudbury Action Center for Youth,
105 Elm St., Sudbury - 673-4396

Canadian Red Cross,
1460 Fairburn St., Sudbury - 674-0737

Legal Aid

Landlord and Tenant Board
(formerly the Ontario Rental Housing Tribunal),
Northern Regional Office, 199 Larch St.,
Sudbury - 1-888-332-3234

Sudbury Community Legal Clinic,
Rainbow Centre, 40 Elm St, Unit 272,
Sudbury -674-3200

Emergency Support Services: Where to find help in the community

To report a crime in progress or a life-threatening emergency situation dial 9-1-1

City of Greater Sudbury municipal services – 3-1-1 or 671-2489 www.greatersudbury.ca

- Municipal emergency preparedness information and support (note: listen to your local radio stations for important information during a municipal emergency).
- Maintenance and repair of municipal water/wastewater systems (note: sewer and water lines located on private property are the responsibility of the property owner).
- Expanded curbside household waste collection, following a declaration by the City in response to an unusually intense or widespread weather event.
- Ontario Works/ Ontario Disability Support Program financial assistance.
- Maintenance of roads, bridges, culverts and sidewalks.

Information about environmental health and clean-up

Sudbury & District Health Unit – 522-9200
www.sdhu.com

Public Utilities

Union Gas to disconnect
gas powered appliances: 1-877-969-0999

Greater Sudbury Hydro
to disconnect electricity: 675-7536

Hydro One to disconnect electricity: 1-800-434-1235

Free/Low Cost Meals

Elgin Street Mission 673-2163

The Salvation Army 673-1175

Sudbury Soup Kitchen 675-5300

Meals on Wheels 525-4554

St. Andrews United Church 674-0721

Food Banks

Banque d'aliments

Sudbury Food Bank 671-9663

Bread and Roses Food Bank (Capreol) 858-3630

Holy Redeemer Church

St. Alphonse Food Bank 566-9409

Inner City Home of Sudbury 675-7550

Friendship House / Maison d'Amitié 855-4848

Guiding Light Food Bank 524-0237

Garson Food Bank 671-9663

Neighbourhood Action

Project of Sudbury 671-9835

New Sudbury Food Bank 675-7550

Peer Support of Sudbury Inc. 675-1319

The Salvation Army 566-8151

Society St. Vincent de Paul 897-1212

St. Matthew's Evangelical

Lutheran Church 673-2933

Walden Food Bank 692-9207

Free/Low Cost Clothing

Better Beginnings Better Futures /
Partir d'un bon pas pour un avenir meilleur

Community Closet 671-1941

The Salvation Army 566-8151

Society St. Vincent de Paul 897-1212

Sudbury Women's Centre /
Centre des femmes de Sudbury

Women and Children's
Clothing Boutique 673-1916

Medical Aid

Hôpital régional de Sudbury
Regional Hospital 523-7100

Centre de santé communautaire
de Sudbury 670-2274

Shkagamik-Kwe Health Centre 675-1596

Sudbury & District Health Unit 522-9200

Telehealth Ontario 1-866-797-0000

Canadian Mental Health Association
Warm Line Pre-crisis Mental Health
Telephone Support 671-9276

Child and Family Centre / Centre de
l'enfant et de la famille /
Ngodweaangizwin Aaskaagewin 525-1008

Medical Walk-In Clinics

After-Hours Medical Walk-In Clinic
(Lasalle Blvd.) 560-9422

Brady Clinic (Riverside Drive) 688-8833

Four Corners Walk-In Medical Clinic
(Long Lake Road) 522-3380

Northwood Medical Clinic (Lasalle Blvd) 560-2227

Lasalle All-Day Walk-In Clinic 560-9422

Val Est Medical Clinic (Val Caron) 897-7464

Housing Assistance: Information for Ontario Works/ Ontario Disability Program Recipients

If you are in receipt of ongoing Ontario Works or Ontario Disability Support Program benefits and are experiencing hardship due to damage to your accommodations as a result of a declared municipal emergency, please refer to the following steps:

Contact Your Landlord:

Contact your landlord to determine what measures are being taken to fix your accommodations. Landlords typically carry insurance on the buildings they own. The type of damage to your accommodations may or may not be covered under that insurance.

Tenants' Insurance:

If you have purchased Tenants' Insurance for your personal property, please contact your insurance company to determine if they are able to assist. If your insurance company is unable to assist, please obtain a letter confirming this from your insurance company.

Locked Out of Your Accommodations:

If you have been locked out of your accommodations as a result of damages to your unit, contact your landlord to determine whether and when the unit will be repaired.

If you feel that your landlord is not responding to your request to repair the damages, please contact the Landlord Tenant Board at 1-888-332-3234 for advice. Web site information is available at www.LTB.gov.on.ca

If you are locked out of your accommodations as a result of an order from a third party, please obtain a letter from the agency responsible for the decision (e.g. fire services, police services, public health unit, by-law enforcement).

If you have nowhere to live, there are a number of emergency shelter programs available in Sudbury. Please contact either the Salvation Army at 673-1175 (men's shelter, women's shelter and families' shelter) or Foyer Notre Dame 675-6422 (female youth shelter).

Contact your Ontario Works/ODSP Caseworker:

Call your caseworker with a description of your situation. Your caseworker will provide advice and direction based on each unique situation. Please ensure you provide your caseworker with all letters you have obtained. These letters may assist the caseworker in providing additional benefits to you.

Numbers to call:

Ontario Works:	675-2411
Ontario Disability Support Program:	564-4515

Request for Decision

Repositioning of Healthy Community Initiative (HCI)

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date: Wednesday, Jan 11, 2012

Type: Presentations

Recommendation

WHEREAS progress towards a healthy, sustainable community requires strong political leadership, broad participation, and community engagement through partnerships, education, and advocacy for change; and

WHEREAS the Healthy Community Strategy has been one of Council's key planning and strategic priorities dating back to 1999; and

WHEREAS the Healthy Community Initiative (HCI) has firmly taken root within the community and embraces a broad vision of health while focusing on developing four strategic priorities: Human Health and Well-Being, Environmental Sustainability, Civic Engagement/Social Capital and Economic Vitality; and

WHEREAS the United Nations University has identified the City of Greater Sudbury and the Healthy Community Strategy as a Regional Centre of Expertise on education for sustainable development.

THEREFORE BE IT RESOLVED THAT the Healthy Community Policy Statement be adopted into city policy; and

BE IT RESOLVED THAT the Healthy Community Initiative be repositioned in the Community Partnership Division of the Community Development Department to further develop public participation through mentoring, modelling, education, and advocacy via the Community Action Networks (CAN's), grassroots community groups, and broad community partnerships.

Background

The Healthy Community Strategy was created in 2005 as a roadmap for the implementation of one of Council's key priorities for a healthy community. The document outlines the healthy community concept, the guiding principles, the strategic priorities and the implementation model. Since that time, there has been tremendous dedication and investment by the Healthy Community Expert Panel, the Healthy Community Cabinet and sub-committees, on behalf of City Council, to evolve the initiative.

Signed By

Report Prepared By

Cindi Briscoe
Community Development Coordinator
Digitally Signed Jan 11, 12

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Jan 12, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Jan 11, 12

One of the most notable accomplishments was the successful application to the United Nations University (UNU) for the designation as a Regional Centre of Expertise in 2007. This unique privilege validated and supported the Healthy Community Strategy and continues to function as a world-wide learning-and-sharing network of like-minded individuals and organizations. Greater Sudbury is one of 8 RCE's in North America. Greater Sudbury's model has received special recognition internationally as one of the few models that have made connectivity between community and human health. The UNU has acknowledged a total of 85 RCE's worldwide.

The Healthy Community Initiative (HCI) has firmly taken root in the community. It embraces a broad vision of health while focusing on transformative change, sustainability and the social determinants of health associated with four strategic priorities: Human Health and Well-Being, Environmental Sustainability, Social Capital and Economic Vitality.

The Healthy Community Strategy has also been selected as one of four key planning documents of the Corporation. The strategy was revised in 2010, and received by Council in 2011 to follow the term of Council until 2014.

Vision

A healthy community that is inclusive, resilient and sustainable

Mission

The Healthy Community Initiative embraces a broad vision of health while focusing on transformative change, sustainability and the social determinants of health associated with four strategic priorities: Human Health and Well-Being, Environmental Sustainability, Social Capital and Economic Vitality.

Core Values

The Healthy Community Initiative values:

- balancing economic, environmental and social development;
- recognizing and celebrating progress and achievements;
- creating a supportive and caring environment that fosters active living and wellness;
- broadening participation and community engagement;
- empowering the community to take ownership of their health and well-being; and
- transforming education through mentoring, modeling, education and advocacy.

Key Accomplishments

Key accomplishments of the previous two terms of Council include, but are not limited to the:

- United Nations University RCE Designation
- Creation/ implementation of the Healthy Community Strategy
- 55 member organizations endorsing the Healthy Community Charter
- development and implementation of the Healthy Community/ RCE Lenses
- development and production of the Healthy Community Recognition Awards (5 sessions delivered; 29 groups/organizations recognized)
- development of the Healthy Community Website (www.healthycommunitysudbury.ca)
- development of the Sustainable Mobility Plan (RCE Working Group)
- development of the Social Marketing Strategy and Campaign (healthy community artwork)
- development of CANs – Terms of Engagement (Public Participation Policy), and
- National Speaking Engagements regarding transformative change that has taken place within our community.

Key Success Factors of the Healthy Community Cabinet/Strategy

- Inclusive community engagement
- Social Marketing campaign
- Research
- Learning (formal, non-formal, in-formal)
- Creating transformative change
- Annual Awards celebration
- Networking with UNU/ RCE Partners, and
- Advocating for progressive policy development

Healthy Community Recognition Awards

Twenty Nine (29) groups have been acknowledged to date.

- Laurentian School of Architecture
- Sudbury Children's Water Festival
- Greater Sudbury Diversity Advisory Panel
- The Good Food Box Program
- Employment Support Services Snowflake Project
- Walk & Bike for Life
- St. Benedict's Catholic School – Green Esteem Team
- Eat Local Sudbury
- Coalition for a Liveable Sudbury
- Nickel District Conservation Authority (N.D.C.A.)
- N.D.C.A. Climate Change Consortium
- Sustainable Mobility Plan
- The Vale Living with Lakes Centre at Laurentian University
- Best Start Hubs
- St. Anne Community Garden
- Volunteer Sudbury
- Feel Free to Feel Fit Program (City of Greater Sudbury)
- Junction Creek Waterway Park – Connecting the Creek
- Pond Hockey Festival on the Rock
- Kids Helping Kids Food Drive
- N.D.C.A. – Drinking Water Source Protection Program
- Killarney-Shebanoning Outdoor Environmental Education Centre
- Rockhaven
- Ridgecrest Accessible Playground Neighbourhood Park
- Delki Dozzi Community Garden
- The Skate Exchange Program
- C.G.S. Accessibility Advisory Panel
- Dearness Environmental Society
- Tim Horton's Free Swim and Public Skating Program

Measures of Sustainability

- By-law 2001-63
- City council priority 2004
- Formation of Expert Panel 2004
- Healthy Community Strategy released 2005

- Healthy Community Cabinet Advisory Panel formed 2006
- United Nations RCE designation 2007
- Development of Healthy Community / RCE Lenses 2007
- Action Plan/Public Participation Policy 2008
- Healthy Community Recognition Awards 2009
- Healthy Community Initiative Marketing Campaign 2010
- Healthy Community Strategic Plan 2010-2014

Next Steps

The repositioning of the Healthy Community Initiative into the Community Partnerships Division, within the existing staffing compliment, will provide an opportunity for enhanced community engagement through the involvement of the Community Action Networks (CANs), grassroots community groups, and broad community partnerships.

The Community Partnership section of the Community Development Department currently coordinates these networks and could therefore assist in effectively moving the healthy community initiative forward in a more sustainable manner.

The Healthy Community policy statement also contributes to the sustainability of the initiative.

City Agenda Report

Report To: CITY COUNCIL

Report Date: June 6, 2001

Meeting Date: June 14, 2001

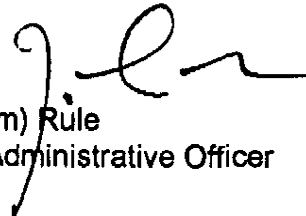
Subject: HEALTHY COMMUNITY

Department Review:



Caroline Hallsworth
General Manager
Citizen and Leisure Services

Recommended for Agenda:



J.L. (Jim) Rule
Chief Administrative Officer

Report Authored by: Caroline Hallsworth

Recommendation:

WHEREAS the City of Greater Sudbury is committed to helping all its residents attain an optimal quality of life and enjoy our great northern lifestyle; and

WHEREAS the overall health status of the population is determined by such broad social variables as income, education, housing, recreation, transportation, security, health care, and environment; and

WHEREAS the City of Greater Sudbury can influence the determinants of healthy communities directly and indirectly by:

adopting a broad policy approach to health which examines how overall municipal policies can affect the health of the community;

encouraging municipal departments to work individually and collaboratively to establish policies and procedures which promote health in the broadest sense; and

ensuring full community participation in decisions that affect health and

WHEREAS the World Health Organization's Healthy Communities project provides a framework for promoting community health through joint action of governments, agencies and residents;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury supports the principles of the Healthy Communities movement and adopts and promotes within its area of competency, public policies and strategies which enhance the overall health status of its population.

Executive Summary:

Today, June 14, marks the opening of the Healthy Places, Healthy People Conference here in Sudbury. This conference will bring together people from all over Ontario who are interested in creating stronger, healthier communities. A special action planning session for Sudbury will take place on Saturday.

Background:

The focus of the Healthy Places, Healthy People conference fits well with Council's stated priorities. At its visioning exercise held on February 8 and 9, 2001, City Council and senior staff of the City of Greater Sudbury adopted the following vision: "The City of Greater Sudbury is a growing, world class community bringing talent, technology and a great northern lifestyle together." Council also set as one of its key priorities for the year, "Adopting and implementing the principles of the Healthy Community. Council wishes to work with the community to develop and support healthy public policy, sustainable environment initiatives and social well-being, putting children first. This will support our

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economic development efforts by keeping and attracting people who want to live in a community with a variety of quality lifestyle amenities and one which offers a supportive environment for people to make healthy lifestyle choices."

In the spirit of "Mapping the Vision" and in support of the Healthy Communities Conference, Council is asked by the members of the Mayor's Task Force on Volunteerism and Community Involvement to consider passing the motion which supports the Healthy Community vision as described by the World Health Organization: ***"A healthy community is a town or village which is constantly improving its physical and social environment and which, using the resources of the community, enables its citizens to help each other carry out their daily tasks and fully develop their potential."***

Item C-25
(Continued)

RECORDED VOTE:

YEAS

NAYS

Bradley
Callaghan
Courtemanche
Craig
Davey
Dupuis
Gainer
Kilgour
Lalonde
McIntaggart
Petryna
Portelance
Gordon

CARRIED

Rules of Procedure

Council, by a two-thirds majority, agreed to dispense with the Rules of Procedure and deal with Item R-1 at this time.

Item R-1
Citizen Appointments

Report dated 2001-06-04, with attachment, from the General Manager of Corporate Services regarding Citizen Appointments was received.

At the City Council meeting of 2001-06-14, two citizens received the required number of votes for appointment to the Greater Sudbury Utilities Inc. The voting process to appoint the remaining two members was continued.

Rules of Procedure

Council, by a two-thirds majority, agreed to dispense with the Rules of Procedure while voting continued and deal with Item R-4, Healthy Community, Item R-2, Development Liaison Advisory Panel and Items C-1 to C-27, Consent Agenda, during the voting process to appoint the remaining two members to the Greater Sudbury Utilities Inc.

Item R-4
Healthy Community

Report dated 2001-06-14 from the General Manager of Citizen & Leisure Services regarding Healthy Community was received.

The following resolution was presented:

2001-306 Craig/McIntaggart: WHEREAS the City of Greater Sudbury is committed to helping all its residents attain an optimal quality of life and enjoy our great northern lifestyle;

AND WHEREAS the overall health status of the population is determined by such broad social variables as income, education, housing, recreation, transportation, security, health care and environment;

Item R-4
(Continued)

AND WHEREAS the City of Greater Sudbury can influence the determinants of healthy communities directly and indirectly by:

adopting a broad policy approach to health which examines how overall municipal policies can affect the health of the community

encouraging municipal departments to work individually and collaboratively to establish policies and procedures which promote health in the broadest sense;

and ensuring full community participation in decisions that affect health;

AND WHEREAS the World Health Organization's Healthy Communities project provides a framework for promoting community health through joint action of governments, agencies and residents;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury supports the principles of the Healthy Communities movement and adopts and promotes within its area of competency, public policies and strategies which enhance the overall health status of its population.

CARRIED

Item R-2
Development Liaison/
Advisory Committee

Report dated 2001-05-15 from the General Manager, Economic Development and Planning Services regarding Formalize Development Liaison/Advisory Committee was received.

The following resolution was presented:

2001-307 Courtemanche/Craig: WHEREAS a Development Liaison Advisory Panel was established in Council's Procedural By-law (34.3) for the 2001-2003 term;

NOW THEREFORE BE IT RESOLVED THAT Council approve the Development Liaison Advisory Committee as that advisory panel to Council with the mission, purposes and membership as outlined in the staff report dated May 16th, 2001.

CARRIED

PART I
CONSENT AGENDA

The following resolution was presented to adopt Items C-1 to C-27 inclusive, contained in Part I, Consent Agenda:

2001-308 Kilgour/Dupuis: That Items C-1 to C-27 inclusive, contained in Part I, Consent Agenda, be adopted, with the exception of Item C-25, otherwise dealt with.

CARRIED

HEALTHY COMMUNITY POLICY STATEMENT

The City of Greater Sudbury supports the principles of the Healthy Community and promoted within its area of competency, public policies, and strategies which enhance the overall health status of its population and the sustainability of the community as a whole.

It is recognized that balanced economic, environmental, and social factors will contribute to this goal.

The Healthy Community Strategies were developed with the following **guiding principles**:

-  Embrace diversity, and respect cultural and linguistic needs of the population
-  Build capacity, encourage community participation and foster social inclusion
-  Empower the community to take ownership of their health and well-being
-  Allocate appropriate resources for project sustainability
-  Support and acknowledge existing and ongoing programs
-  Inspire individuals and the collective community
-  Foster an environment that promotes learning
-  Build on the strengths and learn from mistakes
-  Recognize and celebrate progress and achievements
-  Nurture and appreciate relationships and partnerships that develop
-  Find solutions, not treatments
-  Remain realistic and maintain a positive outlook of the future

Overview

The Council of the City of Greater Sudbury is the governing body for the Healthy Community Strategy (HCS). The Healthy Community Cabinet, the functional body for the HCS was created by Council to lead the development of a Healthy Community, one of the strategic priorities of the Council of the day. The Cabinet is comprised of community leaders that share in the desire to make the City of Greater Sudbury a healthier community in which to live.

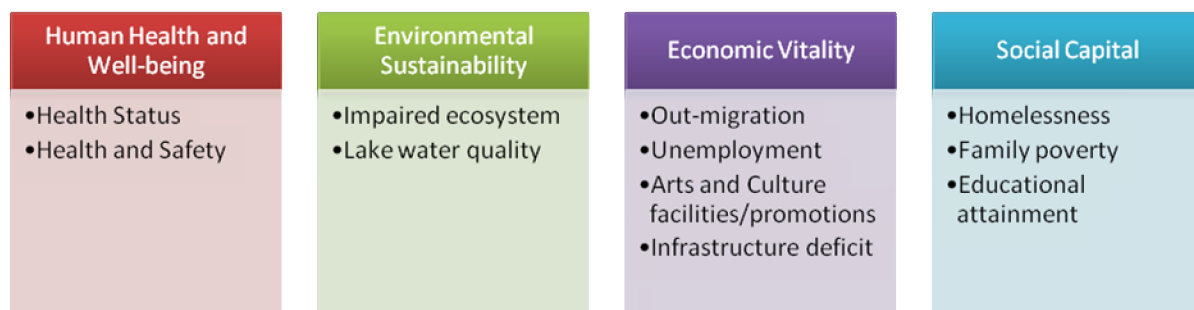
Three sub-committees have been established to complete the tasks delegated by the Cabinet:

Broad Implementation Team (Coordination Team) – working in conjunction with the Communications and Research sub-committees, the Coordination team will ensure that the work of the Healthy Community Cabinet is carried out and communicated appropriately.

The Communications Sub-Committee – working in conjunction with the Coordination and Research sub-committees, the Communications sub-committee will be responsible for the development, implementation and management of the Healthy Community social marketing, public awareness and public education initiatives, and

The Research and Evaluation Sub-Committee – working in conjunction with the Coordination and Communications Sub-committees, the Research and Evaluation sub-committee will be engaged to guide and support the development, implementation and evaluation of the HC/RCE practices and ongoing surveillance and best practices research.

The work of the Healthy Community Cabinet is driven by four pillars and the sustainable development challenges that are associated with each pillar.




New Projects and Initiatives

The projects and community initiatives that are to be considered as Healthy Community Initiatives will be related to the guiding principles and will be selected based on their ability to address the sustainable development challenges illustrated above.


The primary consideration for any project or initiative for the Healthy Community Strategy is its relevance to the principles, pillars and challenges as outlined above. The Cabinet will strive to support projects/initiatives that are reflective of these core elements and maintain responsiveness to the community and the community's needs.


The initiatives that have been undertaken or are ongoing include, but are not limited to:

 The Healthy Community Charter: The Healthy Community Cabinet produced the Charter which cites the vision and recommends actions and efforts to achieve a healthy sustainable community be focused on four areas: Active Living/ Healthy Lifestyle; Natural Environment; Civic Engagement/ Social Capital, and Economic Growth. The Charter was approved unanimously by City Council on October 11, 2006.

 Regional Centre of Expertise (RCE) on Education for Sustainable Development designation: An RCE is a network of existing formal, non-formal and informal education organizations, mobilized to deliver education for sustainable development (ESD) to local and regional communities. A network of RCEs worldwide will constitute the Global Learning Space for Sustainable Development. RCEs aspire to achieve the goals of the [UN Decade of Education for Sustainable Development](#) (DESD, 2005-2014), by translating its global objectives into the context of the local communities in which they operate.

In recognition of the importance of using formal, non formal and informal learning as a means to working towards a healthy and sustainable community, the Healthy Community Cabinet sought the identification of Greater Sudbury as an RCE. The designation was formally approved by the Ubuntu Committee of Peers for RCEs at their first meeting in Paris on December 5, 2006.

 The Healthy Community Lenses: A healthy community and RCE lens were developed to recognize the contribution of individuals and organizations in their efforts to make Greater Sudbury a healthy, sustainable community. The approval process of the completed lenses ensures that the project or initiative being recognized falls within the scope of the Healthy Community Charter. The Healthy Community Lens has been crafted to assist the community in effectively presenting projects that may meet Healthy Community criteria. . The Co-ordination Team is responsible for reviewing lenses completed by the community, and recommending acceptance of projects to the Healthy Community Cabinet.

 Social Marketing Campaign: The community public education program will be an important component of the healthy community initiative. The social marketing campaign will consist of messaging based on the twelve sustainable development challenges identified. The healthy community website has been developed, which is an electronic database for all documents and publications pertaining to healthy community initiatives. An effective public education program can empower citizens. A more knowledgeable public will create a healthy community culture and will help ensure the sustainability of this initiative.

✿ Healthy Community Recognition Awards: Creating a healthy community involves everyone's participation. The awards were established as a means of highlighting and celebrating accomplishments, progress and results achieved by the citizens of Greater Sudbury producing an enhanced quality of life in the community.

✿ Healthy Community Annual Event: Once a year a community based event takes place. Members of various organizations are invited to take part. A keynote presentation is made based on one of the twelve sustainable development challenges. The Healthy Community Recognition Awards take place at this annual event.

✿ Terms of Reference for the Healthy Community Cabinet, Pillar Leads and Sub-committees: Terms of reference have been developed for the Healthy Community Cabinet and the three Sub-committees to ensure the goals and objectives of the Healthy Community Strategy and Charter are met.

The Pillar Leads signed a Memorandum of Understanding on January 14, 2008 to: develop action plans that include support of programs and activities that address the healthy community initiative sustainable development challenges; wherever possible, contribute to public understanding and awareness of the healthy community strategy/ RCE activities; liaise with other lead agencies, the Healthy Community Cabinet and community stakeholders to insure that the activities of the Greater Sudbury Healthy Community Cabinet / RCE are complementary; and report on activities and outcomes of all HCC/RCE programs and initiatives.

✿ United Nations University RCE Bulletins: The RCE bulletin, produced every three months, carries news of RCE activities and upcoming events from around the world. Although aimed at the RCE network primarily, the bulletin also demonstrates the broad scope of the RCE global community's work. Requests are made to healthy community cabinet members for articles and pictures to include in the bulletin.

✿ Public Participation Policy: the Public Participation Policy is intended to provide a framework for the City of Greater Sudbury to engage its citizens in local decision-making. One of the main goals of this policy is to ensure that civic engagement activities are given consideration throughout the corporation as well as ensure that citizens can initiate civic engagement activities through a number of available entry points. This policy recognizes, unless otherwise stated by law or regulations, that it is the responsibility of the City of Greater Sudbury (Council and Administration) to assess opportunities for public engagement.

✿ RCE-ESD Thematic Discussion – At the 4th International RCE meeting in Montreal thematic discussions took place in the areas of Health, Biodiversity, Ecosystems, role of higher education institutions, Youth, better schools for ESD, e-learning, Poverty & Environment, and Climate Change. RCE Greater Sudbury participated in the Health & ESD area and acted as a co-moderator with RCE Penang. Dialogue focused on common RCE challenges such as health promotion and infection control, the target sectors being schools, children and families.

Potential pilot programs in the respective RCE areas were discussed. Expected outcomes would be local actions around common matters of infection control and health promotion, utilizing indicators to measure outcomes.



Sustainability - Recognizing the Healthy Community priority of the City of Greater Sudbury Councils, sustainability of the initiative will be attained through;

1. Official Plan
2. Healthy Community Initiative Fund
3. Public Participation Policy
4. Healthy Community Recognition Awards
5. Healthy Community Cabinet advisement to city council
6. Healthy Community Policy Statement and Healthy Community Strategic Plan updated every four (4) years.
7. Community Action Networks (CANs) and their terms of engagement.

Request for Decision

Support for the North East LHIN Community Engagement Report

Presented To: Community Services Committee

Presented: Monday, Feb 27, 2012

Report Date: Wednesday, Feb 15, 2012

Type: Routine Management Reports

Recommendation

Whereas community health care is important to every person living in Northeastern Ontario; and

Whereas health and housing concerns of the frail and elderly are often interrelated; and

Whereas the North East Local Health Integration Network (NE LHIN) seeks to improve access to health care for all in Northeastern Ontario; and

Whereas the NE LHIN recently conducted 25 community engagement consultations with citizens across Northeastern Ontario; and

Whereas a 2011 Summary Report of the NE LHIN's Community Engagement Sessions is now available at www.nelhin.on.ca.

Therefore, be it resolved that the City of Greater Sudbury endorse the report and support the efforts of the NE LHIN to enhance local health care; and

That the City of Greater Sudbury continue to offer its cooperation to the goals of the NE LHIN.

Signed By

Report Prepared By

Bernadette Walicki
Program Co-ordinator of Community Initiatives
Digitally Signed Feb 15, 12

Division Review

Rob Blackwell
Manager, Quality, Administrative and Financial Services
Digitally Signed Feb 15, 12

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 16, 12

Finance Implications

There are no financial implications.

Background

The North East Local Health Integration Network (NE LHIN) Community Engagement Report provides a summary of the discussions that took place during a consultation process throughout 25 communities in Northeastern Ontario. The goal of the engagement sessions was to "ensure Northern voices continue to be heard and reflected in building a local health care system that provides the right care, in the right place, at

the right time, and at the right cost". The information gathered is part of the NE LHIN's 2011-2012 Annual Community Engagement Plan.

12 themes emerged from the consultations:

1. Lack of Community Support Services (CSS)

- Many aspects to community support services and people very often use terms interchangeably – equivalents can be assisted living, supportive housing, home care or others
- Ensuring adequate care for seniors is complicated by the fact that many frail elderly have little family support
- Community support services are essential in helping to meet the needs of seniors outside of an institution
- Community-based service investments also help to decrease alternate level of care or ALC numbers

2. Transition from Hospital

- Help patients being discharged from hospital gain confidence in knowing where local services can be found to help them in the next phase of their care, outside of the hospital

3. Education

- Poor understanding of what health care services are available within their communities, where the services are, who provides them, and how they can be accessed. As a result, oftentimes people are using the local emergency department to access the care they need.
- More help is needed to increase awareness of local health care programs and services
- System navigation is a challenge right across the health care spectrum

4. Transportation

- Availability of transportation to assist seniors and the frail elderly with getting to and from medical appointments is often recounted as the community's top health care issue
- In some communities, it is not the provision of more transportation options, but coordination of those that are already available, so that there are efficient and effective means of moving seniors to and from their required medical appointments safely.

5. Primary Care Coordination and Engagement

- With a shortage of both primary care providers and access to them, participants expressed a need for more coordination and a closer working relationship between each one of them, as well as with other health care partners such as public health units, chiropractors, midwives, and others
- Greater coordination of primary care, and engagement of providers, will increase local access and awareness of available options.

6. eHealth Technologies

- Increased access to technology would enhance quality of care for local citizens – more electronic medical health records, more telemedicine access, more teletherapy access and more technical infrastructure investments

7. Governance Engagement

- Participants commonly expressed the need to have more engagement with the governance level of health organizations — their Boards.

8. Integration

- Identify opportunities to integrate the services of the local health system to provide appropriate, coordinated, effective and efficient services
- Needs to be better coordination of services within the various sectors

9. Cultural Diversity

- Providing culturally appropriate services to the population of Francophone and Aboriginal/First Nation/Métis

10.Mental Health and Addictions

- Need for more mental health and addiction services – notably for youth between the ages of 18-24
- Too much fragmentation of services
- More investments in technology should be able to help address intermittent services, by enabling specialists to link virtually with a community.

11.Recruitment and Retention

- A top issue at most HSP engagements was the need to eliminate silos and have professionals work more collaboratively to deliver care more effectively
- Without appropriate primary care options, people resort to the local emergency department to access the care they need. This is the most costly option and often the least efficient given local wait times.

12.Need for Change

- Willingness to evolve the current system

Council's support is being requested to endorse the report and the efforts of the NE LHIN to provide citizens of Northeastern Ontario with access to health care, at the right time, in the right place.

For Information Only

Arena Renewal Strategy - Summary of Community Consultations and Next Steps

Presented To: Community Services Committee

Presented: Monday, Feb 27, 2012

Report Date: Wednesday, Feb 22, 2012

Type: Correspondence for Information Only

Recommendation

For Information Only

Background

On June 15th, 2011, Council was presented with a report that provided an introduction to the Arena Renewal Strategy, including: the terms of reference, timelines, principles and deliverables that would be produced by the initiative.

The deliverables were identified by Council on April 14, 2010 as:

1. *A review of physical and functional condition of existing arenas*
2. *A review of demand for ice time across the City of Greater Sudbury*
3. *Community input/consultation by the CGS Planning Department*
4. *Recommendations on the closure of existing arena(s) if appropriate*
5. *Recommendations on if and where new arena(s) should be constructed*
6. *Explore capital sources of revenue for 2012 budget deliberations*

The current report will provide a summary of the community input.

Community Consultations

In order to provide the citizens of Greater Sudbury an opportunity to provide input and feedback regarding the state of arenas in the city, seven (7) consultations were conducted throughout the month of September 2011, in several communities in Greater Sudbury. The consultations were designed as a drop-in and open house experience for citizens, with various fact and figures regarding arenas and arena usage posted on

Signed By

Report Prepared By

Rob Blackwell
Manager, Quality, Administrative and Financial Services
Digitally Signed Feb 22, 12

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Feb 22, 12

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Feb 22, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 22, 12

“story boards” with staff present to answer questions and provide additional information. Surveys were available to citizens to complete in order to provide more feedback and opinions regarding the direction that could be considered for the renewal strategy (Appendix A). The surveys were also available on-line. The City of Greater Sudbury’s website was utilized to provide information regarding the consultations, as were various social media applications (i.e. Facebook).

The following table illustrates the locations and dates for the consultations, with sites selected based on recommendations by the Planning Section:

Table 1: Consultation Locations and Dates

Location	Date
Howard Armstrong Recreation Centre	September 13, 2011
T.M. Davies Community Centre/Arena	September 14, 2011
Garson Community Centre/Arena	September 19, 2011
Centennial Community Centre/Arena	September 22, 2011
Chelmsford Community Centre/Arena	September 26, 2011
Tom Davies Square	September 27, 2011
Lo-Ellen Park Secondary School	September 29, 2011

Participation

The Survey

The survey was designed according to the deliverables requested by Council at the April 14, 2010 Council meeting. On-line survey was designed and administered via the “SurveyMonkey” web application. Paper copies of the survey were distributed at each consultation session and were also shared via email with various community groups and associations within the City of Greater Sudbury. Surveys were also available on the CGS website and at all Citizen Service Centre locations.

Advertising

The community consultations and survey availability was advertised through the City of Greater Sudbury’s Communications Section, utilizing; social media, local newspapers, the CGS main web page and through the use of posters and print material distributed through user groups and associations.

Approximately 1,277 hits were received on the city’s web page and approximately 679 hits were received on the CGS Facebook page.

The Arena Renewal Strategy survey yielded 433 responses, with the majority of respondents (53.7%) completing the survey electronically. “SurveyMonkey” was also utilized to collect and analyze survey responses.

Consultations

The community consultations, held in various public facilities across the Greater Sudbury area, provided an opportunity for citizens to review the information related to Arena Renewal and to ask questions of city staff hosting the consultations. Citizens were able to view story boards and review Frequently Asked Questions regarding arenas (Appendix B). As a general comment, the consultations that occurred in arenas that were active at the time of the consultation (TM Davies, Garson, Chelmsford Arenas) tended to have a good participation rate, and many excellent discussions were generated. Consultations that were held in

non-arena facilities (Lo-Ellen Secondary School, Howard Armstrong Recreation Centre) or in arenas that were not active at the time of the consultation (i.e. Centennial Arena) had very little participation.

Survey Responses

The surveys generated a considerable number of responses and a variety of comments from the public. The following is a summary of the survey results.

Demographics

As aforementioned, 433 surveys were completed with the majority of respondents completing the surveys on-line (53.7%). Females completed 58.4% of the surveys and 91.5% of the participants completed the forms on behalf of themselves and not associations.

Respondents indicated that 78.1 % were current ice users as well, and approximately 76% said they would continue to make use of the facilities for more than the next ten years.

Responses Regarding Ice Facilities and Usage

Regarding the responses received in the survey concerning the current state of arenas and an opinion regarding what the CGS should do, 45.8% indicated that they thought repairs were required and 42.6% indicated that the City should build new arenas.

Respondents were asked to rank the importance of the potential actions (next steps), with “1” being most important and “10” being least important. The most important action was refurbishing current arenas (1.77). The least important was shutting down arenas with little usage (3.95).

When asked to rank which arenas were considered the most important to the respondent, with “1” being most important and “10” being least important, Chelmsford Arena (3.92) was considered the most important to those who responded. The next important arena was the Sudbury Community Arena (4.21). The highest ranking (and therefore the least important to the respondents) was the Capreol Arena (6.57).

The survey asked respondents to rank, in order of importance, where they would prefer that a new arena be located if new facilities were built. The most important ranking was for the New Sudbury area (3.68), followed very closely by the Azilda/Chelmsford area (3.79). The least important location was Capreol (7.47).

Note: 30.5% of survey respondents identified themselves as being from Azilda/Chelmsford.

Survey respondents were asked how far they were willing to travel for ice time and 46.9% of those that responded indicated they would be willing to spend up to 30 minutes traveling to an arena.

When reviewing respondents’ appetite for increased user fees for new arenas, the majority of respondents indicated that an increase of 1% - 10% would be acceptable.

When asked how to cover the costs incurred if a new arena was to be constructed and given the options of grants & other donations, tax increase and user fee increase, the following responses were obtained;

- 53.3% indicated a combination of grants & other donations, tax increase and user fee increase
- 52.5% responded grants and other donations only
- 18.8% of respondents indicated that a user fee increase should be utilized
- 6.5% selected the option of a tax increase only.

Comments

In the final section of the survey, respondents were able to provide comment on any issue or concern that they thought needed to be captured. The themes from these comments included:

- Maintaining (not closing) arenas in outlying areas
- A need for multi-pad/multi-use facilities in the City of Greater Sudbury
- Importance of arenas for maintaining a healthy, active lifestyle for young people and the aging population

Analysis

The results of the Arena Renewal survey and comments from the community consultations suggest that community arenas are still very important to residents. Although there was no overwhelming consensus on which direction the City of Greater Sudbury should pursue regarding arena renewal, it was clear from the responses that from the perspective of the citizens that participated in the consultations, existing facilities within communities should be maintained. The respondents appeared split in their opinion regarding whether the CGS should build new facilities or invest in repairing existing facilities, though anecdotal comments often contained reference to multi-use facilities and the multi-pad facilities in Southern Ontario communities.

It is important to note that 30.5% of the survey respondents reported to be from the Azilda/Chelmsford community. Although this could be a reflection of the community support for the facilities in that area, it also creates a statistical skew in other results. In terms of community participation and engagement, the residents of this area provided the most robust participation. The following table provides the distribution of respondents re: area of residence:

<i>Area of Residence</i>	<i>Percentage</i>
Azilda/Chelmsford	30.5%
Downtown/South End	14.9%
Val Caron/Blezard Valley/Hanmer	14.0%
New Sudbury/Minnow Lake	13.9%
Dowling/Onaping/Levack	11.2%
Garson/Falconbridge/Skead	7.2%
Lively/Naughton	3.5%
Capreol	3.3%
Coniston/Wahnapiatae	1.9%
Whitefish/Worthington	0.2%

Conclusion and Next Steps

The current inventory of ice pads in the City of Greater Sudbury is at an all time high, with 16 pads in 14 facilities operating for the 2011-2012 ice season. It is anticipated that the City will be able to acquire important data regarding demand and ice requirements based on the usage statistics from this ice season. A forecast can then be generated, which will take into consideration several variables, including: trends for minor hockey usage, increase in demand for adult ice users and demographic trends.

There is also potential for demand from Laurentian University for collegiate hockey teams. City staff have confirmed that Laurentian University will be developing men's and women's varsity hockey teams, as well as intra-mural programs. They have expressed their intent to have these teams ready as early as the 2013-2014 hockey season. Discussions with a potential private partner have also been initiated by Laurentian University to develop a twin pad ice facility to accommodate the University's ice users and the desire for a potential partnership with the City of Greater Sudbury.

Certainly, the current physical state of the arena infrastructure will require additional analysis. It will be important that building condition assessments are completed to properly identify and prioritize capital requirements and risks with the existing facility inventory. Analysis will include the review of the need/demand for a marquee arena (ie. replacement of the Sudbury Community Arena). Community Development has identified \$80,000 in the 2012 capital budget for a life cycle analysis of municipal arenas and pools. The study will provide a detailed analysis of the capital needs of the facilities along with a cost estimate and a schedule re: implementing capital upgrades. Cost benefit analyses can then be completed regarding the projected ice usage needs and City's ability to meet those needs. Additional considerations, as identified during the community consultations may include: additional dressing rooms, maintenance of dressing rooms and washrooms, accessibility and non-ice usage of arenas.

Potential funding sources will also be examined, which could include expressions of interest from community and private sector partners in the development of new facilities, if it is determined that the need exists. Internal funding and future capital envelopes will also be analyzed to determine capacity to renew or replace facilities utilizing CGS capital funding.



Arena Renewal Strategy

Community Consultation FAQs

Community Partnerships Section, Leisure Services

Frequently Asked Questions

- ***What is the Arena Renewal Strategy?***

- As per City Council's request, this strategy will research, investigate and identify the primary challenges and opportunities for the City of Greater Sudbury with respect to arenas.
- This strategy will include:
 1. A review of physical and functional conditions of existing arenas.
 2. A review of demand for ice time across Greater Sudbury.
 3. Recommendations from stakeholders and members of the public.
 4. Recommendations on the replacement of existing arena(s) if appropriate.
 5. Recommendations on the location of new arena(s) if appropriate.
 6. Explore capital sources of revenue for 2012 budget deliberations.

- ***What is the goal of the Community Consultation?***

- To gain insight into the opinions of community members and current arena users to ensure the City of Greater Sudbury is meeting the current and future needs of ice users.
- To gain insight from the community on ice rental costs and ice availability.
- To learn about public opinion on potential arena replacement or construction of new facilities, and to receive suggestions for location(s).
- To give the community an opportunity to provide input on the process of ensuring that arenas are affordable, accessible and equitable in distribution throughout the City of Greater Sudbury.
- To examine other revenue-generating ideas and opportunities to maximize operational potential in our existing arenas.

- ***How will the community feedback from the consultations be used?***

The community's feedback will be used to help develop recommendations to City Council about the future planning and capital funding for all arenas in the City of Greater Sudbury. It will also assist with the review and determination of the future direction for the operation of all arenas.

- ***Where are we in the facility review process?***

- City staff are currently in the data collection stage of the process. Your feedback will form part of this data, which will be incorporated into an information report to be provided to City Council in November 2011.
- All decisions about the future operations of our municipal arenas will take budget and current arena conditions into account, and must be approved by City Council.
- It is important to obtain your feedback now so all community needs can be considered as we address community arenas into the future.

- ***How can I get involved in this strategy?***

Attend a consultation session and complete the survey. The information and survey are also available online at www.greatersudbury.ca/arena .

- ***Are any arenas going to close?***

The responses from the community consultations and completed surveys will help to give direction to City Council regarding the future operation of our arenas. It is too early in the process to determine how many arenas our community requires and where they should be located.

- ***Is it more expensive to renovate an old facility or build a new one?***

- Due to the age of most City of Greater Sudbury arenas, the initial cost of building a new arena is higher than renovating an old one. New arenas, however, offer increased energy efficiency and current technology, which result in long-term savings. It costs roughly 1.5 times more to build a new arena when compared to general building construction, due to hydro, heat, refrigeration systems, inflation, and construction cost.

- ***How much money is required from the tax base to sustain arena maintenance and operations?***

On average, approximately 62% of arena maintenance and operation costs are recovered through arena revenues. The balance, on average 38%, is funded through the tax base (Council Report, June 15, 2011).

- ***What is the lifespan of an arena?***

The lifespan of an arena has changed in recent years due to rapid developments in technology and changes in user requirements. In the 1980s, the lifespan was approximately 50 years, but now the estimate is 30 years. Currently, the average age of our municipal arenas is 40 years (Council Report, June 15, 2011).

- ***Why does the City not have any public-private partnership agreements for arena management?***

Current statistics indicate that 68% of Ontario residents want municipal governments to own and operate arena facilities (Toronto Sun, August 2011). It should be noted that, on average, public-private partnerships charge between \$80 and \$100 more per hour for ice time.

- ***How many ice pads does the City of Greater Sudbury currently operate?***

The City of Greater Sudbury currently operates 16 ice pads in 14 arenas.

- ***What are the benefits of having two ice pads versus one?***

Incorporating multiple ice pads in one arena facility provides cost savings in the initial construction. Multiple ice pads also offer operational savings, such as staffing and equipment requirements. Double ice surfaces allow for increased tournament potential and flexibility in the use of space, which offers a positive economic impact.

*It should be noted that in the Parks, Open Space & Leisure Master Plan, it was recommended that the City consider replacing some of the single-pad arenas with multi-pad facilities where appropriate.

- ***What happened with McClelland and Cambrian Arenas and what is the status of these facilities?***

Both arenas are up and running for the 2011-2012 season. Cambrian Arena was renewed over the past two years and McClelland Arena was restored after the fire took place in 2009.

- ***General Points of Interest:***

I.J. Coady Memorial Arena has the lowest usage of all City of Greater Sudbury arenas, and is in good condition.

Capreol Community Centre/Arena has two ice pads, which lowers operational costs for the facility. However, the travel time required for many residents to reach this arena is seen as a barrier.

Chelmsford Community Centre/Arena is in poor condition, and in the near future will require a similar renewal process to that which Cambrian Arena underwent during the 2010-2011 season.

Greater Sudbury residents travel to arenas outside the City of Greater Sudbury (such as St. Charles, Verner and Espanola) for ice time.

For more information please visit our website at:

http://www.greatersudbury.ca/cms/index.cfm?app=div_leisureservices&lang=en&currID=11269

Request for Decision

Community Halls - User Fees for Community Groups, Minor Sports and Not-for-Profit Organizations

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date Wednesday, Feb 15, 2012

Type: Managers' Reports

Recommendation

WHEREAS, council has requested that staff review the utilization of community halls; and

WHEREAS, council has expressed an interest in increasing such utilization; and

WHEREAS the review discovered that the user fees set in Miscellaneous By-Law 2012-5F for the category of user described as "community groups, minor sports and not-for-profit organizations" holding non licensed events do not reflect the rates such groups are willing to pay as 78% of hall bookings for this category were without charge.

THEREFORE, BE IT RESOLVED that Miscellaneous By-Law 2012-5F be amended for this category of user as follows:

1. If the user is generating a revenue source during hall use (i.e. admission charge, ticket sales, 50/50 draw etc.) then the established rates in the by-law would be charged.
2. If the user is not generating a revenue source during hall use then the charge would be \$0.00 and use of the City facility would be authorized as a grant to each such user.

Finance Implications

There is no significant financial impact.

Signed By

Report Prepared By

Olivia Titon
Coordinator of Financial and
Performance Measurement
Digitally Signed Feb 15, 12

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Feb 15, 12

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 16, 12

Purpose

Council has requested that staff review the utilization of community halls. This report outlines the findings of the review and a recommendation is made on the user fees for the category of user described as *"community groups, minor sports and not-for-profit organizations"* holding non licensed events. Subsequent reports can be presented to council that can address other community hall issues like catering, no risk policy and the rationalization/disposition of buildings.

Usage review

The following is a list of community halls located throughout the City of Greater Sudbury:

- Chelmsford Arena
- Dr. Edgar Leclair Arena
- Garson Arena
- T.M. Davies Arena
- McClelland Arena
- Centennial Arena
- Capreol Arena
- Dowling Leisure Centre
- Delki Dozzi Community Centre
- Howard Armstrong Recreational Centre
- Kinsmen Hall
- Ben Moxam Centre
- Naughton Community Centre
- Onaping Falls Community Centre
- Falconbridge Community Centre
- Fielding Memorial Park
- Whitewater Lake Park
- Minnow Lake Place

Staff reviewed the community hall booking detail for the past five years. The review showed that the number of bookings has been increasing. Community halls have become a desirable location for private citizens and community groups to gather. Table 1 summarizes some of the common users/themes found when the booking data was reviewed. This list is not meant to be all inclusive.

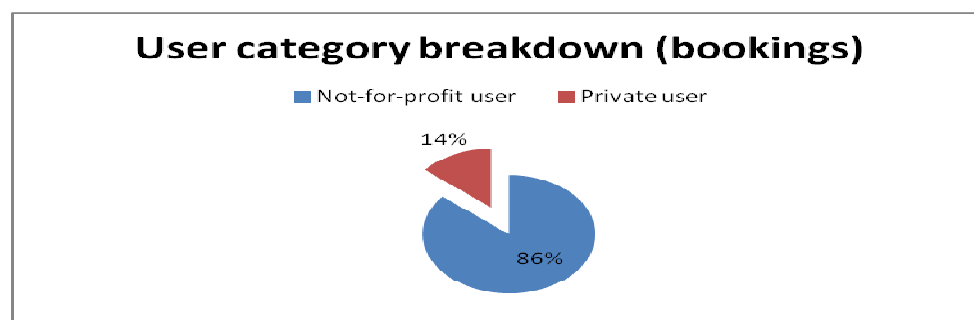
Table 1: Examples of typical community hall uses/events		
Zumba classes	School Graduation	Public information meeting
Martial Art classes	Sport team banquet	CAN Meeting
Stamp Club	Sport team meeting	Flu Clinic
Open Card Afternoons	Church Picnic/Tea	Blood Donor Clinic
Seniors' Walking Program	Comedy Night	Wedding reception
Table Tennis	Music Concert	Birthday party
Shuffle Board	Art and Craft Show	New Year's Eve party
Stitchery Guild	Remembrance Day Ceremony	Retirement party
School dance/prom	Winter Carnival	Funeral Reception

Table 2 summarizes the number of bookings per hall over the past several years.

Table 2: Booking Statistics						
Facility	2005	2006	2007	2008	2009	2010
Capreol Community Centre	26	22	29	24	28	39
Centennial Community Centre	115	91	98	52	72	72
Chelmsford Community Centre	88	91	124	138	126	165
Dr. Edgar Leclair Community Centre	102	128	159	158	147	235
Garson Community Centre	63	65	91	99	89	112
McClelland Community Centre	99	108	52	26	108	166
TM Davies Community Centre	83	83	81	99	138	164
Delki Dozzi Community Centre	0	0	0	54	128	132
Falconbridge Community Centre	2	6	4	6	4	4
Dowling Leisure Centre	45	108	146	280	47	203
Onaping Community Centre	210	172	162	108	24	28
Whitewater Lake Park	9	19	51	70	82	91
Valley East Centre (HARC)	160	161	207	171	610	652
Ben Moxam Community Centre	286	210	125	41	51	48
Minnow Lake Place	540	545	670	350	262	646
Kinsmen Centre	304	330	327	345	481	398
Fielding Memorial Park	82	110	138	116	131	131
Naughton Community Centre	57	211	208	123	88	130
Total # of bookings	2,271	2,460	2,672	2,260	2,616	3,416

Overall, these booking statistics show that the community is utilizing the halls (# of bookings has grown approximately 50% since 2005). The booking statistics also show that some halls are being booked more frequently than others. For example, the Capreol Community Centre was booked 39 times in 2010 whereas; the Centennial Community Centre was booked 72 times. It is difficult to say for certain why some halls are used more than others. Some determining factors could be location, amenities, availability and number of service groups in the area.

The review also showed that on average 86% of all hall bookings are from the not-for-profit user category. This category includes community groups, minor sports, not-for profit organizations and City run programming. Basically, it captures any user group that is not considered to be private.



The reason the breakdown between not-for-profit and private bookings has been highlighted is because in 2010 for example, 78% of hall bookings for this category were without charge. Table 3 shows the hall rental revenue for the past five years.

Table 3: Community Hall Rental Summary				
2010	2009	2008	2007	2006
\$82,650	\$62,882	\$63,717	\$48,750	\$61,063

Table 4 breaks down the rental revenue for 2010 between not-for-profit (NPO) and private bookings.

Table 4: Rental Revenue Breakdown - 2010		
Private	NPO	Total
\$71,691	\$10,959	\$82,650
87%	13%	100%

Staff identified that the reason the rental revenue from the not-for-profit user category only accounts for approximately 13% of total revenue is because staff have had difficulty implementing Miscellaneous User Fee By-Law 2012-5F (see Appendix 1) for this category of user. Public pressure and past practices made it difficult for staff to maintain consistency. There are a variety of circumstances for which this category uses community halls thus; more clarification is needed on how to adapt and apply this by-law to effectively maintain community hall usage, reasonability of fees charged and consistency amongst users.

Recommendation

The findings outlined in this report show that the halls are being used and that community groups, minor sports and not-for-profit organizations are the main users. The report also outlined that staff have experienced difficulty implementing Miscellaneous User Fee By-Law 2012-5F for this category of user because the by-law does not reflect the rates such groups are willing to pay.

Therefore, it is recommended that an amendment be made to the Miscellaneous User Fee By-Law 2012-5F for the category of user described as *"community groups, minor sports and not-for-profit organizations"* holding non licensed events and retain the existing user fee structure for all other categories. The amendment to this category would be as follows:

1. If the user is generating a revenue source during hall use (i.e. admission charge, ticket sales, 50/50 draw etc.) then the established rates in the Miscellaneous User Fee By-Law 2012-5F would be charged.
2. If the user is not generating a revenue source during hall use then the charge would be \$0.00 and use of the City facility would be authorized as a grant to each such user.

This user fee by-law amendment would provide more clarification to staff and would allow this category of user to continue to make use of the community halls. Historically, community halls have always had an impact on the tax levy. Table 5 shows the financial data for the past three years.

Table 5: Historical Community Halls Financial Data

	<u>2011 budget</u>	<u>2011 projected actual</u>	<u>2010 budget</u>	<u>2010 actual</u>	<u>2009 budget</u>	<u>2009 actual</u>
Revenue	355,808	425,731	180,249	348,141	187,252	329,798
Expenses	(955,898)	(869,546)	(934,782)	(973,609)	(934,121)	(942,039)
Levy impact (deficit)	(600,090)	(443,815)	(754,533)	(625,468)	(746,869)	(612,241)
Cost Recovery	37%	49%	19%	36%	20%	35%
* Note: Revenue and expenses are for the entire facility not only the hall						

Currently, the not-for-profit user category brings in approximately \$10,959 in rental revenue (per 2010 data) so removing this revenue source would have a minimal impact on the levy. Table 6 shows the impact on the tax levy if this recommendation was to be accepted.

Table 6: 2010 Financial Data - with recommendation

	<u>2010 actual</u>	<u>2010 with recommendation</u>
Revenue	348,141	337,182
Expenses	(973,609)	(973,609)
Levy impact (deficit)	(625,468)	(636,427)
Cost Recovery	36%	35%
* Note: Revenue and expenses are for the entire facility not only the hall		

SCHEDULE "CD-J"

TO BY-LAW 2012-5F

COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS

<u>CATEGORY</u>	<u>EFFECTIVE UNTIL</u> <u>MARCH 31, 2012</u>			<u>EFFECTIVE</u> <u>APRIL 1, 2012</u>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
COMMUNITY HALLS						
<i>TIER I</i>						
DR. EDGAR LECLAIR COMMUNITY CENTRE, CAPREOL COMMUNITY CENTRE, CENTENNIAL COMMUNITY CENTRE, GARSON COMMUNITY CENTRE, TM DAVIES COMMUNITY CENTRE, FALCONBRIDGE RECREATION CENTRE, DOWLING LEISURE CENTRE						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	171.68	22.32	194.00	176.99	23.01	200.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	199.12	25.88	225.00	203.54	26.46	230.00
TWO DAYS	402.65	52.35	455.00	415.93	54.07	470.00
THREE DAYS	592.92	77.08	670.00	610.62	79.38	690.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	230.09	29.91	260.00	238.94	31.06	270.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	402.65	52.35	455.00	415.93	54.07	470.00
TWO DAYS	725.66	94.34	820.00	752.21	97.79	850.00
THREE DAYS	964.60	125.40	1,090.00	991.15	128.85	1,120.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	143.36	18.64	162.00	147.79	19.21	167.00
TWO DAYS	287.61	37.39	325.00	296.46	38.54	335.00
THREE DAYS	287.61	37.39	325.00	296.46	38.54	335.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	143.36	18.64	162.00	147.79	19.21	167.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	287.61	37.39	325.00	296.46	38.54	335.00
TWO DAYS	566.37	73.63	640.00	584.07	75.93	660.00
THREE DAYS	566.37	73.63	640.00	584.07	75.93	660.00
PUBLIC MEETING (All Week)	85.84	11.16	97.00	88.50	11.50	100.00
NEW YEAR'S EVE	522.12	67.88	590.00	539.82	70.18	610.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

<u>CATEGORY</u>	<i>EFFECTIVE UNTIL MARCH 31, 2012</i>			<i>EFFECTIVE APRIL 1, 2012</i>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
<i>TIER II</i>						
CHELMSFORD COMMUNITY CENTRE, HOWARD ARMSTRONG RECREATION CENTRE, KINSMEN HALL, NAUGHTON COMMUNITY CENTRE, ONAPING FALLS COMMUNITY CENTRE MCCLELLAND COMMUNITY CENTRE						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	143.36	18.64	162.00	147.79	19.21	167.00
TWO DAYS	287.61	37.39	325.00	296.46	38.54	335.00
THREE DAYS	424.78	55.22	480.00	438.05	56.95	495.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	171.68	22.32	194.00	176.99	23.01	200.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	287.61	37.39	325.00	296.46	38.54	335.00
TWO DAYS	566.37	73.63	640.00	584.07	75.93	660.00
THREE DAYS	814.16	105.84	920.00	840.71	109.29	950.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	114.16	14.84	129.00	117.70	15.30	133.00
TWO DAYS	230.09	29.91	260.00	238.94	31.06	270.00
THREE DAYS	230.09	29.91	260.00	238.94	31.06	270.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	230.09	29.91	260.00	238.94	31.06	270.00
TWO DAYS	460.18	59.82	520.00	477.88	62.12	540.00
THREE DAYS	460.18	59.82	520.00	477.88	62.12	540.00
PUBLIC MEETING (ALL Week)	57.52	7.48	65.00	59.29	7.71	67.00
NEW YEAR'S EVE	402.65	52.35	455.00	415.93	54.07	470.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

<u>CATEGORY</u>	<i>EFFECTIVE UNTIL MARCH 31, 2012</i>			<i>EFFECTIVE APRIL 1, 2012</i>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
<i>TIER III</i>						
COMFORT STATION HALL, BEN MOXAM, ADANAC CHALET						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	92.04	11.96	104.00	94.69	12.31	107.00
TWO DAYS	181.42	23.58	205.00	185.84	24.16	210.00
THREE DAYS	269.91	35.09	305.00	278.76	36.24	315.00
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	143.36	18.64	162.00	147.79	19.21	167.00
TWO DAYS	230.09	29.91	260.00	238.94	31.06	270.00
THREE DAYS	336.28	43.72	380.00	345.13	44.87	390.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	57.52	7.48	65.00	59.29	7.71	67.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	57.52	7.48	65.00	59.29	7.71	67.00
TWO DAYS	114.16	14.84	129.00	117.70	15.30	133.00
THREE DAYS	114.16	14.84	129.00	117.70	15.30	133.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	114.16	14.84	129.00	117.70	15.30	133.00
TWO DAYS	230.09	29.91	260.00	238.94	31.06	270.00
THREE DAYS	230.09	29.91	260.00	238.94	31.06	270.00
PUBLIC MEETING (ALL Week)	57.52	7.48	65.00	59.29	7.71	67.00
NEW YEAR'S EVE	199.12	25.88	225.00	203.54	26.46	230.00
<i>TIER IV</i>						
<u>FIELDING MEMORIAL PARK</u>						
PUBLIC - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	171.68	22.32	194.00	176.99	23.01	200.00
TWO DAYS	336.28	43.72	380.00	345.13	44.87	390.00
THREE DAYS	522.12	67.88	590.00	539.82	70.18	610.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

<u>CATEGORY</u>	<i>EFFECTIVE UNTIL MARCH 31, 2012</i>			<i>EFFECTIVE APRIL 1, 2012</i>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
PUBLIC - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	143.36	18.64	162.00	147.79	19.21	167.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	424.78	55.22	480.00	438.05	56.95	495.00
TWO DAYS	814.16	105.84	920.00	840.71	109.29	950.00
THREE DAYS	1,141.59	148.41	1,290.00	1,176.99	153.01	1,330.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	85.84	11.16	97.00	88.50	11.50	100.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	148.67	19.33	168.00	153.10	19.90	173.00
TWO DAYS	287.61	37.39	325.00	296.46	38.54	335.00
THREE DAYS	287.61	37.39	325.00	296.46	38.54	335.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - ALCOHOL						
MONDAY TO THURSDAY (PER DAY)	114.16	14.84	129.00	117.70	15.30	133.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY	486.73	63.27	550.00	504.42	65.58	570.00
TWO DAYS	964.60	125.40	1,090.00	991.15	128.85	1,120.00
THREE DAYS	1,460.18	189.82	1,650.00	1,504.42	195.58	1,700.00
PUBLIC MEETING (ALL Week)	57.52	7.48	65.00	59.29	7.71	67.00
NEW YEAR'S EVE	548.67	71.33	620.00	566.37	73.63	640.00
OTHER LOCATIONS						
FIELD HOUSE (NEIGHBOURHOOD PLAYGROUND BUILDING)						
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - NO ALCOHOL						
ONE DAY	57.52	7.48	65.00	59.29	7.71	67.00
MONTHLY RATE (UP TO 5 USES)				118.58	15.42	134.00
ANNUAL RATE - 12 TIMES PER YEAR				238.94	31.06	270.00
ANNUAL RATE - UNLIMITED				327.43	42.57	370.00
FALCONBRIDE RECREATION CENTRE						
GYM (PER HOUR)	36.28	4.72	41.00	37.17	4.83	42.00
BIRTHDAY PARTIES - Up to 12 Children	130.97	17.03	148.00	135.40	17.60	153.00
BIRTHDAY PARTIES - 13 to 20 Children	161.06	20.94	182.00	166.37	21.63	188.00
SPORTS TEAM PARTIES - Up to 20 Children plus Coaches	151.33	19.67	171.00	155.75	20.25	176.00
MILLENNIUM RESOURCE CENTRE						
CLASSROOM - (PER HOUR)	31.86	4.14	36.00	32.74	4.26	37.00
CLASSROOM - (PER DAY)	128.32	16.68	145.00	132.74	17.26	150.00
BIRTHDAY PARTIES	58.41	7.59	66.00	60.18	7.82	68.00
DOWLING LESIURE CENTRE						
DOWLING KITCHEN COFFEE/SANDWICHES	30.09	3.91	34.00	30.97	4.03	35.00
COUNTRYSIDE ARENA						
BOARDROOM - COUNTRYSIDE	30.09	3.91	34.00	30.97	4.03	35.00
GALLERY - COUNTRYSIDE	95.58	12.42	108.00	98.23	12.77	111.00

SCHEDULE "CD-J"**TO BY-LAW 2012-5F****COMMUNITY HALLS / MEETING ROOMS / ARENA FLOORS**

<u>CATEGORY</u>	<i>EFFECTIVE UNTIL MARCH 31, 2012</i>			<i>EFFECTIVE APRIL 1, 2012</i>		
	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>	<u>FEE</u>	<u>HST</u>	<u>TOTAL</u>
MINNOW LAKE PLACE						
NO ALCOHOL						
PUBLIC - HALL/GYM FULL DAY	128.32	16.68	145.00	132.74	17.26	150.00
PUBLIC - HALL/GYM HALF DAY	63.72	8.28	72.00	65.49	8.51	74.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - HALL/GYM FULL DAY	75.22	9.78	85.00	77.88	10.12	88.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS - HALL/GYM HALF DAY	38.05	4.95	43.00	38.94	5.06	44.00
ALCOHOL						
PUBLIC						
MONDAY TO THURSDAY (PER DAY)				171.68	22.32	194.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY				287.61	37.39	325.00
TWO DAYS				566.37	73.63	640.00
THREE DAYS				814.16	105.84	920.00
COMMUNITY GROUPS, NON-PROFIT AND MINOR SPORTS						
MONDAY TO THURSDAY (PER DAY)				85.84	11.16	97.00
FRIDAY, SATURDAY AND SUNDAY						
ONE DAY				114.16	14.84	129.00
TWO DAYS				230.09	29.91	260.00
THREE DAYS				230.09	29.91	260.00
CLASSROOM (UPPER & LOWER LEVEL) - PER BOOKING				76.99	10.01	87.00
HOWARD ARMSTRONG RECREATION CENTRE						
MEETING ROOM	28.32	3.68	32.00	29.20	3.80	33.00
PICNIC PAVILLION						
PRIVATE GROUP	120.35	15.65	136.00	123.89	16.11	140.00
ARENA FLOORS						
COMMUNITY CENTRE, MCCLELLAND ARENA, CHELMSFORD ARENA, CONISTON COMMUNITY CENTRE, RAYMOND PLOURDE ARENA, CARMICHAEL ARENA, CAMBRIAN ARENA, COUNTRYSIDE ARENA						
*COMMERCIAL- BASE RATE						
DAILY RENTAL (INCLUDES A SET UP DAY I.E. FRI FOR SAT SHOW)	2,053.10	266.90	2,320.00	2,115.04	274.96	2,390.00
*NON-PROFIT (NON-ALCOHOL) -BASE RENTAL						
DAILY RENTAL	814.16	105.84	920.00	840.71	109.29	950.00
FLOOR SPORTS (per Hour)	42.48	5.52	48.00	44.25	5.75	50.00
CONISTON DOG SHOWS	743.36	96.64	840.00	769.91	100.09	870.00
CARMICHAEL GEM SHOW	1,212.39	157.61	1,370.00	1,247.79	162.21	1,410.00
20 YARD DISPOSAL BIN				212.39	27.61	240.00
*NON-PROFIT (ALCOHOL) -BASE RENTAL						
DAILY RENTAL (SECURITY/RENTERS COST)	1,141.59	148.41	1,290.00	1,176.99	153.01	1,330.00
CAPREOL ARENA / J. COADY ARENA DAILY RATE	628.32	81.68	710.00	646.02	83.98	730.00
CN GOLF TOURNAMENT RATE	318.58	41.42	360.00	327.43	42.57	370.00
SUDBURY COMMUNITY ARENA						
DAILY RENTAL	3,292.04	427.96	3,720.00	3,398.23	441.77	3,840.00
MATERIAL FEES WILL BE CHARGED, WHERE APPLICABLE, AT COST RECOVERY						

Request for Decision

Comprehensive Review of the City's Fire Services

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date Wednesday, Feb 15, 2012

Type: Managers' Reports

Recommendation

THAT the City of Greater Sudbury undertake a comprehensive review of the City's Fire Services; and

THAT the Chief of Emergency Services working under the direction of a Steering Committee consisting of Departmental Senior Management ensure that the investigation of options include an assessment of benefits, disadvantages, costs and risk.

Finance Implications

If approved, \$150,000 set aside for professional assistance from the Reserve for Various will be used for the review.

Signed By

Report Prepared By

Tim Beadman
Chief of Emergency Services
Digitally Signed Feb 15, 12

Recommended by the Department

Tim Beadman
Chief of Emergency Services
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 22, 12

Background

The Fire Services Division is comprised of 132 full-time staff, including 108 career fire fighters and approximately 340 volunteer fire fighters who, operating out of 24 fire stations provide Greater Sudbury with fire prevention, fire suppression and emergency rescue services. Fire prevention services include fire safety inspections, fire code enforcement and public safety education.

Fire Services operates within a backdrop characterized by increasing demand for emergency services (including medical aid calls, water/ice rescue, vehicle extractions, fire alarm calls, and land search and rescue), albeit accurate statistics on growth and Fire Services needs are not readily available.

It is a relatively large operation, consisting of some 450 fire fighters operating out of 24 stations that are geographically dispersed over an area of 3,627 square kilometres that has evolved from an amalgamation of multiple municipal fire services in 2001, which to date has not been subjected to rigorous examination relative to the City's Fire Service needs. The Service operates under protocols that vary by community. Questions abound concerning the number and geographic location of stations, and potential redundancy of specific stations.

There also are questions regarding the City's investment in Fire Services. In particular, how does the City's investment compare to fire services costs in other municipalities of similar size. Where variance in costs exists, is it attributed to a difference in delivery system or operational effectiveness of the Fire Services, or to a difference in number, type or potential severity of local Fire Services needs (i.e., risk threats)? It also has been suggested that the

City should investigate the use of User Fees to manage/contain Fire Services costs.

Suppression operations of the Fire Services is subject to Area Rating, a solution introduced in conjunction with amalgamation, as a means by which to harmonize the former variation in service levels without significantly increasing the combined Fire operating budget, or residential property taxes. Area Rating has resulted in the provision of three service levels - full time career fire fighters in the City core, volunteers supported by a few full time career fire fighters in the former Valley East, and volunteer fire fighters serving all other sections of the City. It has been suggested that the City should investigate whether fire area rating is impacting service delivery, and provide any recommendations for improvement.

In consideration of the above, it is recommended that the Emergency Services Department should undertake a comprehensive review of the City's Fire Services with the following as principal scope:

- To investigate the City's Fire service needs (risks) and trends, including needs specific to essential services e.g., hospital, long term care facilities, Sudbury airport, etc.
- To assess the operational performance of the City's Fire Services, including number and geographic location of stations, and utilization of resources.
- To investigate the costs to operate the City's Fire Services and how the cost compares to fire services costs in other municipalities of similar size.
- To investigate options for containment of the City's Fire Services costs (capital and operating), including the use of User Fees.
- To investigate options for improving the operational effectiveness of the City's Fire Services, including options for rationalizing (consolidating) infrastructure (stations), resources (manpower, fleet and equipment) and operating protocols.
- To investigate whether fire area rating is impacting the service delivery, and provide any recommendations for improvement.
- To review the volunteer operations with respect to the examination of alternative volunteer deployment models, alternative volunteer in-the-field oversight models, as well as alternative approaches to volunteer retention and recruitment by other municipalities.
- In tandem with the Fire Rationalization review, a Fire Capital Replacement program should be developed for replacement of Fire vehicle, apparatus, and systems. A similar initiative for capital improvements/replacement of Emergency Services facilities should be included.

Investigation of options should include assessment of benefits, disadvantages, costs and risks. Further, given the scope and complexity of the undertaking, the Chief of Emergency Services will be retaining third party subject matter expertise working under the direction of a Steering Committee consisting of Departmental Senior Management.

The use of third party subject matter expertise will provide the necessary oversight support for the scope of project, and their professional experience and knowledge of industry Best Practises will assist with the validation of the options developed by the in-house resources. This process will provide the needed due diligence on the validity of the options developed before the final recommendations are presented to the Community Services Committee/Council.

It is expected that working committees will be required throughout this project comprising of frontline fire fighters from the career and volunteer sections, and other administration/technical support personnel. Given the time period involved, this project is not expected to be completed until the first quarter of year 2013.

Request for Decision

User Fees for Seasonal Trailer Parks

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date Wednesday, Feb 15, 2012

Type: Managers' Reports

Recommendation

WHEREAS the City of Greater Sudbury operates three (3) seasonal trailer parks, and;

WHEREAS there has been public interest in extending the camping season at the seasonal trailer parks operated by the City of Greater Sudbury, and;

WHEREAS in review of the user fees for seasonal trailer parks owned by the city in relation to other trailer parks operated by private and provincial operators, the user fees at city facilities are found to be low.

THEREFORE BE IT RESOLVED that the Community Services Committee adopt Option _ as outlined in the report from the General Manager of Community Development dated February 27, 2012.

Finance Implications

Option 1 - increase the user fees to generate approximately \$17,300 in additional revenue and increase the service levels by extending the camping season by 18 days, at a cost of approximately \$10,200. The net gain would therefore be approximately \$7,100.

Option 2 - Increase the user fees and maintain the current service levels, generating approximately \$17,300 in additional revenue.

Option 3 - Status Quo - no financial impact.

If option 1 or option 2 is approved, the additional revenues will be included in the 2013 operating budget.

see attached report

Signed By

Report Prepared By

Rob Blackwell
Manager, Quality, Administrative and
Financial Services
Digitally Signed Feb 15, 12

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Feb 15, 12

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 15, 12

Background

The Seasonal Trailer Parks

The City of Greater Sudbury provides, through operating agreements, three seasonal trailer parks (campgrounds): Ella Lake Park in Capreol, Whitewater Lake Park in Azilda and Centennial Park in Whitefish. The responsibility for the parks was assumed by CGS at amalgamation from the former area municipalities.

Table 1: # of Sites	Centennial	Whitewater	Ella Lake
# of Sites (2011)	47	25	17

The seasonal trailer parks earn revenue through user fees for site rentals. Expenses are primarily for the operating agreements. The financial data for the three parks over the past five years suggests that only Centennial Park has consistently shown a net surplus and the three parks, when considering total expenses vs. revenue, have incurred a total loss of approximately \$193,000 over the period of analysis.

Changes to Operating Season

In the spring of 2011, there was a concern voiced regarding access to Centennial Park for seasonal campers that wished to gain entry to the park in May, prior to the official opening of the park for the season in 2011.

To meet the requests of the park users, the “shoulder seasons” of the municipally owned trailer parks could be extended. The extension would allow for access to the park starting the second weekend in May (weekends only) and daily commencing Victoria Day weekend. At the end of the season, the parks would remain open for an additional week (7 days), closing on the third Sunday of September of each year. This would provide for approximately 18 extra days of access in each camping season. If any operating changes are approved by Council, it is recommended that any changes be applied to all three municipally owned seasonal trailer parks.

Table 2: Proposed Operating Season			
Current Season		Proposed Season	
<i>Opening</i>	<i>Closing</i>	<i>Opening</i>	<i>Closing</i>
Weekends, starting 2 nd weekend in May and daily starting 2 nd weekend in June	2 nd Sunday in September	Opening the second weekend in May and daily starting Victoria Day Weekend	3 rd Sunday in September

The daily operating costs for each park, based on the current operating agreements are: Ella Lake - \$160/day, Centennial Park - \$162.04/day and Whitewater Park - \$240/day. Therefore, the total increase in cost for 18 additional days is \$10,117.

Changes to Rates

A brief comparison of user fees suggests that the fees charged (not including HST) at CGS seasonal trailer parks are lower than the rates charged by most private campgrounds and in Provincial Parks in North Eastern Ontario:

Table 4: Rate Comparison			
	CGS Municipally Owner Parks	Private Northern Parks	Provincial Parks
Seasonal Rental	\$867	\$1300 - \$1600	\$1232 - \$1464
Daily Rental (max)	\$21	\$25 - \$35	\$29.75 - \$39.00

An increase in user fees for seasonal rates at municipally owned trailer parks to align the municipal rate with private park and provincial park rates would generate a maximum additional revenue of approximately \$17,327 annually. Daily rates could also be increased to align them with private and provincial rates, but the impact would not be significant as there is little daily camping at municipally owned campgrounds. The increased revenue would sufficiently offset the additional cost of extending the camping season.

Proposed Rates (before HST)		
All Campgrounds 2011	Current Rate	Proposed Rate
Seasonal Regular	\$867.26	\$1,061.95
Seasonal Senior	\$734.51	\$899.40
Overnight Regular	\$21.24	\$26.01
Overnight Senior	\$18.14	\$22.21
Weekly Regular	\$108.85	\$133.29
Weekly Senior	\$92.48	\$113.24
Monthly Regular	\$327.43	\$400.93
Monthly Senior	\$278.76	\$341.34
Tenting	\$19.03	\$23.30

Recommendations

Three options to regarding seasonal park operations are presented for Council's consideration for 2012:

1. Increase the operating season by 18 days (opening daily on Victoria Day Weekend and closing the third Sunday in September) offset by an increase in user fees across all parks to be more in line with private and provincial parks. The cost of increasing the service levels would be approximately \$10,117. The new recommended regular rate for a seasonal rental would be \$1016.95 + HST = \$1200/season, to bring municipal user fees in-line with provincial and private parks. The new rate would provide a maximum increase in revenue of approximately \$17,300. Therefore the net gain would be approximately \$7183.

2. Increase the user fees but maintain the current service level. The new recommended regular rate for a seasonal rental would be \$1016.95 + HST (\$1200/season), to bring municipal user fees in-line with provincial and private parks. The new rate would provide a maximum increase in revenue of approximately \$17,300.
3. Status quo. Do not change the operating season, and do not revise the user fees.

Request for Decision

Arena Dressing Rooms

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date Wednesday, Feb 15, 2012

Type: Managers' Reports

Recommendation

WHEREAS there has been a significant increase in co-ed hockey teams as part of the minor hockey system due to the elimination of body contact in house league hockey;

AND WHEREAS there has been a significant challenge in providing dressing rooms to meet the needs of the participants;

THEREFORE BE IT RESOLVED that Council adopt the policy of Hockey Canada with respect to co-ed dressing;

AND THAT the dedicated dressing rooms allocated at the Chelmsford and Dr. Edgar Leclair be terminated allowing general user groups access;

AND THAT dedicated dressing rooms be provided to the Midget AAA's and the NOJHL Cubs as per past practice;

AND THAT staff review the need to retrofit existing spaces at local arenas in co-operation with local minor hockey associations to determine inexpensive alternatives to meet the need of the participant.

Signed By

Report Prepared By

Ray Mensour
Manager of Arenas
Digitally Signed Feb 15, 12

Division Review

Real Carre
Director of Leisure Services
Digitally Signed Feb 15, 12

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 22, 12

Background

Co-ed hockey teams have dramatically increased this season due to the recent change in minor hockey which no longer permits body contact in the majority of house league games. As a result, more female participants are playing minor hockey on co-ed teams. The increase in co-ed teams has resulted in a need to access four dressing rooms per booking rather than the traditional allocation of two dressing rooms per booking. The arenas were built back in the late 60's, early 70's and included a minimum number of dressing rooms (average of 4-5 dressing rooms). Attached is an inventory of dressing rooms per arena.

The increase in co-ed teams has had a major impact on facility operators throughout Canada. Hockey Canada has recently developed a Co-ed Dressing Room policy. The policy deals with co-ed dressing rooms and provides direction to accommodate both genders. The policy has been attached for Council's

information which provides a clear policy with respect to the Initiation program, Novice and Atom levels (5-10 years of age) along with Peewee (11 years old) level and above. The approval of the policy will assist the department and minor sports associations with an option to address co-ed dressing.

On December 1, 2011, the Hockey Canada policy was forwarded to all Associations requesting their feedback. Only four Associations (Sudbury Speed Skating, High School Hockey, Coniston Minor Hockey and Valley East Minor Hockey) responded.

The Sudbury Speed Skating Club responded that parents, regardless of gender be permitted to assist younger athletes with their dressing needs. This concern is addressed in the Hockey Canada policy which is recommending that participants below 11 years of age arrive in full equipment or wear at a minimum gym short or long underwear.

High School Hockey teams expressed concerns that girls from opposite teams are required to share change rooms which can cause conflicts. Schools have requested that separate rooms be made available. The need for two separate rooms will be addressed in the recommendation of converting tournament rooms into additional change rooms. Furthermore, staff recommend that school's schedule their games at arenas which have a minimum of six dressing rooms.

The Coniston Minor Hockey Association is requesting (see attached letter) the removal of dedicated dressing room space to the Coniston Old-timers. By removing the dedicated user from this room, the Toe Blake Memorial Arena will have an additional dressing room available. The dedicated dressing room to the Coniston Oldtimers has been vacated as of January, 2012. In addition to the Coniston Old-Timers dressing room, there are two additional dedicated dressing rooms at Dr. Edgar Leclair (Nickel City Hockey Association) and the Chelmsford Arena (Nickel City Hockey Association). These 2 groups will also be requested to vacate the dedicated use of the rooms by the end of the hockey season due to the fact that there is not adequate number of dressing room in these respective facilities.

The Valley East Minor Hockey Association is requesting as a long term solution to construct additional change rooms. The cost to construct additional dressing rooms would be substantial. The association has identified options on a short term basis to address the issue. The association has been working with arena staff to convert the existing tournament office at Centennial Arena. In addition, a suitable option was provided at the Capreol Arena.

In regards to dedicated dressing rooms, current practice will continue of providing dedicated dressing rooms to the Midget AAA's and the NOJHL (Northern Ontario Junior Hockey League - Cubs) teams at facilities equipped with additional dressing rooms.

Attached is a summary of co-ed teams and the number of female athletes participating.

Conclusion

It is recommended that the Hockey Canada policy with respect to co-ed dressing rooms be adopted. In addition, it is recommended that dedicated use of dressing rooms at the Chelmsford and Dr. Edgar Leclair arenas be discontinued and further that existing space within the local arenas be reviewed and the cost to retrofit be funded through future year capital envelope. Further staff have identified the shortage of adequate dressing rooms at local arenas as part of the arena renewal initiative.

MUNICIPAL ARENA DRESSING ROOMS

Area	TOTAL	DEDICATED	AVAILABLE	Current COED Room	*TOTAL with COED	COED Room Required
Caribrian	4	0	4	First Aid Room	5	Yes - convert tournament office
Capitol #1	4	0	4		4	Yes - skate sharpening room
Capitol #2	5	0	5		5	
Carmichael	4	0	4	First Aid Room	5	Yes - convert tournament office
Centennial	4	0	4	First Aid Room	5	Yes - convert tournament office
Chelmsford	6	1 - Nickel City (Midget)	5		5	Yes - Nickel City return dedicated room
Countryside #1	8	1 - Nickel Capitals (Midget)	7		7	NO
Countryside #2	8	0	8		8	NO
Dr. Ed Leclair	5	1 - Nickel City (Peewee)	4	Room behind trophy display	5	Yes - Nickel City return dedicated room
Garson	5	0	5		5	Yes - convert ticket booth or coach's room
IJ Coady	6	1 - Nickel City (Bantam)	5		5	Yes - convert tournament office
McClelland	5	1 - Cubs	4	Room across skate sharpener	5	Cubs or Storage Room
Ray Plourde	6	No	6		6	NO
TM Davies	4	No	4	Ref's Small Room	5	Yes - convert tournament office
Toe Blake	5	1 - Coniston Oldtimers	4	First Aid Room	5	Yes - Oldtimers return dedicated room



HOCKEY CANADA CO-ED DRESSING ROOM POLICY

The following is the policy of Hockey Canada with respect to co-ed dressing:

Hockey Canada firmly believes in accommodating both genders in our great game. We further believe in balancing this goal with the safety, privacy, modesty and wishes of ALL our members without compromising the aspects of camaraderie, social integration and bonding inherent in a team sport. This policy attempts to meet all these goals while providing a safe and respectful environment for our participants.

1. **Hockey Canada stresses the importance of coaches in ensuring both male and female players have equal access to pre and post team sessions and to all team related activities.**
2. Hockey Canada recognizes the physical limitations of some facilities and encourages our members to work with local facility management to ensure that appropriate changing facilities are available to both genders.
3. Hockey Canada allows co-ed dressing room situations to exist at the Initiation Program, Novice and Atom levels, 5-10 years of age provided participants in a co-ed situation either arrive in full equipment or wear at a minimum gym shorts or long underwear as well as a full t-shirt (no tank tops) all of which must be in good condition and without holes/tears.
4. At the Pee-Wee (11 years old) level and above the following conditions will apply in all co-ed team environments:
 - Females and males will change in separate rooms
 - Both genders shall congregate in one dressing room fully prepared to participate in the game/practice not more than 15 minutes prior to the scheduled ice time unless otherwise indicated (to be there earlier) by the coaching staff.
 - The lesser represented gender shall depart the dressing room not more than 15 minutes after the game/practice unless otherwise indicated (to stay longer) by the coaching staff.
 - The gender in the majority shall not begin changing, helmets, gloves and skates excepted, prior to the departure of the lesser represented gender.

- When necessary, due to facility limitations, dressing and showering shall be done in shifts with the gender in the majority dressing and showering first. Once the room with shower facilities has been fully vacated the lesser represented gender may use the shower facilities.

It is the belief of Hockey Canada that these provisions adequately address issues of team unity/camaraderie and provide for the modesty/privacy of all participants.

Note: Hockey Canada Branches that have mediated Human Rights settlements within their Province/Territory with respect to specific co-ed dressing room parameters are exempted from this policy within their jurisdictions and may continue to adhere to previously mediated settlements.

Monday, December 26th, 2011

Ray Mensour
Manager of Arenas
City of Greater Sudbury
240 Elgin St
Sudbury, Ontario
P3E 3N6

Subject: Girls Dressing Room / Hockey Canada Room Policy

Mr. Mensour,

We have been discussing the issue of girls change rooms for some time now in Coniston. I am aware that several parents, players and coaches have expressed concerns to you in writing as well as in telephone conversations.

When it comes to the city adopting the Hockey Canada policy we do not object. However we do not understand how implementing this policy helps with the problem at hand. Seeing that all local hockey associations are governed by the NOHA, a division of Hockey Canada, we are all aware of this policy. The only exception would be playground hockey.

The policy unfortunately does not address the problem at hand. The problem is not whether or not the girls change with the boys. It is simply that we do not have an adequate room for the girls to change in. We do believe that a fairly easy turn key solution would be to have a designated dressing room for the girls to use. The one that we have now has become too small and does not have proper facilities. A room in the arena is currently being used by a user group that only uses the ice an hour and a half per week. Would it not be beneficial to all groups if this room became accessible to all the young ladies who play at the Toe Blake Arena? A second, more long term solution might be to build a second room in the same area as the old timers' room and make both of these accessible to all groups. The arena would then grow from four rooms to six rooms. Allowing for one team to be at the back of the arena and the other to be in the hall where all the rooms are currently located. It would alleviate any potential problems the hallway could create with two opposing teams.

We look forward to working together in helping rectify this problem and would like to thank you for your attention to this matter.

Pete Thibeault
President
Coniston Minor Hockey

2011-12 CO-ED TEAMS PARTICIPANT LISTING

ASSOCIATION	2011-12 CO-ED TEAMS	2011-12 TOTAL TEAMS
Capreol Minor Hockey	6	7
Coniston Minor Hockey	8	8
Copper Cliff Minor Hockey	20	38
Nickel Centre Minor Hockey	7	17
Nickel City Hockey Association	6	30
Onaping Falls Minor Hockey	3	7
Rayside Balfour Minor Hockey	13	22
Sudbury Girls Hockey	0	44
Sudbury Minor Hockey	22	45
Sudbury Playground	25	36
Sudbury Ringette	1	6
Valley East Minor	37	52
Valley East Ringette	1	11
Walden Minor Hockey	14	20
Walden Ringette Association	0	7
TOTAL	163	350

Request for Decision

Walden Day Care Centre – Wage Subsidy Overpayment

Presented To: Community Services Committee

Presented: Monday, Feb 27, 2012

Report Date: Wednesday, Feb 15, 2012

Type: Managers' Reports

Recommendation

Whereas the City of Greater Sudbury is the local Consolidated Municipal Service Manager for Child Care and manages wage subsidy allocations for 23 different Child Care Operators;

And whereas one Operator was in arrears to the City for wage subsidy reconciliation for 2010 and 2011;

And whereas that Operator did remit payment for the 2010 arrears;

And whereas the Operator has been unable to re-pay the wage subsidy grant within the specified timelines for the 2011 arrears;

Be it resolved that the Standing Committee of Community Services recommend an operational review of Walden Day Care Centre in order to establish timelines and capacity for re-payment and determine the sustainability of the Centre.

Finance Implications

If an operational review is required, the funding would be provided for within the existing operating budget.

Background

The Children Services Section oversees the children services system in Greater Sudbury and as such administers two key programs for child care providers. Wage subsidy is a program in which the City will reimburse staffing costs based on a Provincial formula. Fee subsidy allows citizens to access a subsidy based on income testing that allows equitable access to the child care system.

Currently the City manages wage subsidy agreements with 23 different providers. The formula that is used to calculate wage subsidy at the beginning of the year is based on the specific operating capacity of the Centre. As part of the administrative process, the City requires an annual reconciliation from providers in order to ensure the wage subsidy funds are being used for their intended purpose. As an example, a

Signed By

Report Prepared By

Tyler Campbell
Manager of Children Services
Digitally Signed Feb 15, 12

Division Review

Ron Henderson
Director of Citizen Services
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Recommended by the Department

Catherine Matheson
General Manager of Community Development
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Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
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provider could have a reduction in operating capacity during the year which would then cause an overpayment which the provider would have to pay back to the City. Providers have been instructed to complete monthly reconciliations as part of good business practice to ensure that they catch any overpayment's early in the year and that these can then be corrected which avoids a large overpayment at the end of the year.

For 2010 and 2011, there has been one organization that has had large overpayment's owed to the City at year end. Walden Day Care Centre (WDC) owed the City \$34,077 for the 2010 wage subsidy which was repaid on December 30th, 2011 after making an arrangement with the City.

The reconciliation for 2011 wage subsidy was due by the end of January 2012 which showed an amount owing to the City of \$24,387. WDC has indicated that they could only afford to pay back the amount on a monthly basis over the next 24 months, which is outside of the City's practice.

A Brief History of Walden Day Care Centre

WDC has been in operation since 1989 and has had various interactions with the City throughout the past 10 years. WDC is currently licensed to provide 349 spaces in four sites and is the only operator providing English language licensed child care in the Copper Cliff and Lively areas. On two separate occasions the City has conducted reviews of different facets of the Centre's operations. The outcome in both instances resulted in recommendations which were presented to the Board of Directors of the Centre.

CGS Considerations for Walden Day Care Centre

The City of Greater Sudbury has two options to collect the outstanding balance;

1. Complete an operational review to establish time lines for re-payment and assess sustainability of the Centre.

The City of Greater Sudbury can appoint a 3rd party to review the current operations at the Centre. This would give the City a clear understanding of the financial condition of the Centre and would therefore allow the City to be prepared with a contingency plan if there was indeed a default by the Centre. The report would be shared with the Board of Directors at the Centre. The selection of a 3rd party auditor would follow the City's purchasing policies and procedures. KPMG has done this type of work for the Children Services Section in the past and they have a familiarity with this Centre and the funding guidelines for Children Services. The 3rd party would also recommend a re-payment plan based on their analysis of the long term sustainability of the Centre. The total cost of the option would be in the range of \$10,000 to \$15,000. This would be funded from the administrative portion of the Children Services budget that is fully funded from the Ministry of Education.

2. Commence overpayment reductions on their monthly payments from the City to bring the debt to zero by year end.

The City of Greater Sudbury could commence overpayment reductions by clawing back the monthly wage subsidy that is owed to the Centre to establish a re-payment plan to recover the funds, within the fiscal year ending December 31st, 2012.

While this option would collect the amount owing in a timelier manner, it will not address the root problem of ongoing payment issues with the Centre and may put the Centre at risk- jeopardizing the delivery of child care services in the Lively area.

Next Steps

It is recommended that Option 1 be implemented in order to establish a repayment plan that is

recommended by an outside party based on the financial condition of the Centre. This option will also allow Children Services to be able to protect the child care spaces in the area with an adequate contingency plan should the Centre default. It will also provide the operator with recommendations to manage City subsidies in a more efficient manner.

Request for Decision

Emergency Services Training Academy

Presented To: Community Services
Committee

Presented: Monday, Feb 27, 2012

Report Date Wednesday, Feb 15, 2012

Type: Managers' Reports

Recommendation

THAT the Chief of Emergency Services organize a “Think Tank” involving potential stakeholders to discuss development of a future strategy for the Training Tower, including services and programs; governance, funding and cost sharing arrangements; and facility management; and,

THAT the go forward strategy include the development of a Business Plan for the Community Services Committee’s approval.

Background

The Centre Lionel E. Lalonde Protective Services Centre (CLELC) in Azilda is a 136,000 square foot facility that houses Fire and Emergency Medical Services Administration, Emergency Management and Police Services Property Division, and serves as a training centre for the City’s Protective Services Divisions and other Northern Ontario based organizations, including Ministry of Natural Resources, Cambrian College and Correction Services. The Centre is outfitted with boardrooms, dormitories, fitness centre, kitchen, cafeteria and ample on-site employee and visitor parking. Also located on the grounds is a fire Training Tower.

The Training Tower, which is generally referred to as ALERTech (Academy of Leading Emergency Response Technologies) was originally conceived by the Pre-Entry Level Fire Service Advisory Committee at Cambrian College. The facility was established with the following goals:

- To make training and education that meets Province of Ontario standards accessible to fire fighters and emergency response personnel in Northeastern Ontario by creating partnerships with public and private sector agencies.
- To ensure that training is affordable.
- To offer a variety of training and education on a flexible time table to accommodate the work schedules of emergency response personnel.

Since its construction in 2003, custodial responsibility for the Training Tower has been in a state of flux and as a consequence, its upkeep and condition have lapsed. The facility is currently the responsibility of the City’s Emergency Services Department and the Department is of the following view:

Signed By

Report Prepared By

Tim Beadman
Chief of Emergency Services
Digitally Signed Feb 22, 12

Recommended by the Department

Tim Beadman
Chief of Emergency Services
Digitally Signed Feb 15, 12

Recommended by the C.A.O.

Doug Nadorozny
Chief Administrative Officer
Digitally Signed Feb 22, 12

- The original goals of the Training Tower are just as relevant today, possibly even more so when one considers the potential client groups which include public and private sector organizations that must train their personnel in emergency response, and educational institutions that are being encouraged to expand their emergency training programs.
- The immediate challenge is to investigate and affirm the potential opportunities and costs to re-energize and expand the Training Tower's use, and to assemble a group of stakeholders having knowledge, resources and vigorous commitment to investigate, develop and market the facility to its full potential.

Given the information provided, it is recommended that the Chief of Emergency Services organize a "Think Tank" involving potential stakeholders to discuss development of a future strategy for the Training Tower, including services and programs; governance, funding and cost sharing arrangements; and facility management. In this regard it may be prudent to consider the Tower in the context of the overall CLELC complex. In time the discussions should include development of a Business Plan for the Community Services Committee's approval. Additionally, it is recommended that the City also undertake a structural assessment to determine the Training Tower's current physical condition and safety for ongoing use as a training facility.