

Managers' Reports

Request for Recommendation Priorities Committee




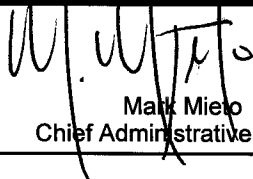
Type of Decision									
Meeting Date	January 22, 2003				Report Date	January 10, 2003			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
National Child Benefit Workplan 2003

Policy Implications + Budget Impact	
<input type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
<p>This report outlines a proposed shift in the way NCB dollars will be allocated over the next several years. The shift reflects a change in priorities from program funding to direct supports for individual families which has been clearly recommended by a community consultation completed in 2002.</p> <p>The implication is that less City dollars will be available to fund targeted programs for low income families. However, with the shift to direct supports, these families will have more resources available to them to meet their basic needs, and programs will become less reliant on this unstable funding source.</p> <p>NCB funding is dedicated funding outside of the regular City budget. This report carries no budget impact.</p>	
<input checked="" type="checkbox"/>	Background attached


Recommendation	
<p>WHEREAS the National Child Benefit (NCB) reinvestment fund, created with municipal savings from the National Child Benefit program, will be approximately \$800,000 in 2003; and</p> <p>WHEREAS National Child Benefit funding is dedicated funding outside of the regular City budget which must be spent on child and family support programs in accordance with Provincial and Federal objectives and directives; and matching funding; and</p>	
<input checked="" type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 Catherine Sandblom Acting General Manager, Health and Social Service

Recommended by the C.A.O.
 Mark Mielo Chief Administrative Officer

Date: January 10, 2003

Report Authored By


Kate Barber
Policy/ Community Developer, Children Services

Division Review


Carmen Ouellette
Director, Children Services

WHEREAS the City contracted a community consultation to determine community priorities for the future allocation of National Child Benefit Dollars which demonstrated solid community support for a plan which would gradually shift NCB funding from program funding to direct benefits to families; and

WHEREAS the National Child Benefit Plan for 2003 has responded to the key recommendations put forth in the community consultation and outlines a plan for future allocations for NCB dollars;

THEREFORE BE IT RESOLVED that the 2003 National Child Benefit Workplan be accepted.

Background

Purpose:

The purpose of this report is to seek approval for the attached "2003 NCB Workplan" which outlines the spending priorities for the National Child Benefit (NCB) reinvestment fund for 2003 estimated to be \$800,000.

These priorities have been developed:

1. To respond to recommendations put forth in the community consultation completed in November 2002 by the local consulting firm Carol Kauppi and Associates.
2. To ensure that NCB funds are directly benefitting the most vulnerable families in the community.
3. To take the first step in implementing a gradual, planned shift of NCB spending from programs to direct supports for families.
4. To continue to support currently funded NCB programs and to assist them with the funding transition over the next several years.
5. To continue to address City Council priorities, current research and other identified community needs.

Date: January 10, 2003

History:

2003 is the fifth year of the National Child Benefit Reinvestment initiative. The fund is created from the municipal portion of social assistance savings created by the National Child Benefit Supplement. National Child Benefit reinvestment funding is dedicated funding outside of the regular City budget which must be spent on child and family support programs in accordance with Provincial and Federal objectives and directives. The City of Greater Sudbury has been successful in creating and funding programs that respond to the following provincial objectives:

- to help prevent and reduce the depth of child poverty; and
- to promote attachment to the workforce

The six "Children First" 1999 Initiatives provided practical supports to low income and at-risk children and their families. These initiatives were designed to respond to the needs identified by community consultation in the document "Reinvestment Strategies for the Regional Municipality of Sudbury". This first phase of Children First includes programs administered by Ontario Works Sudbury and by local community agencies which provide families in need with pre-natal and parenting support, improved food security, access to necessary household and baby items and assistance with child care and extra health expenses.

The 2000 NCB Initiatives responded to identified community needs not addressed by the 1999 initiatives, such as transportation for low-income and isolated families and housing support for young mothers. It also responded to current research on the social, health and financial benefits of supporting recreation in McMaster University studies and the importance of investment in early child development in Mustard and McCain's "Early Years" Study. These programs were all offered by non-profit community agencies working with children. Internal programs administered by the Ontario Works Sudbury continued to be funded. As part of the NCB 2000 strategy, the Emergency Fund for Families, a trust fund administered by the Social Planning Council of Sudbury, was also created to provide direct support to families. The fund has been in operation since then and has been used to disperse any surplus NCB funds directly to families in need.

In 2001, the NCB Advisory Committee developed a series of "Focus Areas" based on the community needs identified by the 1999 community consultation to be used for NCB Planning. The committee also developed a protocol for funding requests and an official application form. The 2001 Workplan provided continued funding for several successful 1999 programs, developed new partnerships with community agencies like the Sudbury Food Bank and the Child and Family Centre and was able to leverage tens of thousands of dollars for our community by making matching dollars available for Early Years Challenge Fund projects approved by the province. Internal programs administered by Ontario Works Sudbury continued to be funded.

In 2002, the NCB workplan reflected a continuation of the direction taken in 2001, providing ongoing funding to existing programs and bringing new programs on board through the Early Years Community Matching initiative. In 2002, speculation about the eventual discontinuation of the NCB "Reinvestment" program continued and several communities in Ontario started to move towards the distribution of direct benefits to families on Ontario Works in place of continuing to fund programs with unstable NCB dollars.

Date: January 10, 2003

New Direction for 2003:

In September 2002 the Children Services Division contracted Carol Kauppi to undertake a community consultation to determine community priorities for the future allocation of NCB dollars.

In this consultation Ms. Kauppi heard from "consumer" groups made up of parents in receipt of Ontario Works and "service provider" groups made up of directors and staff of agencies who work with low income families (including those who currently receive NCB funding) The group discussions gathered information on the views of all stakeholders regarding direct monetary support for clients as well as other strategies for spending on children's programs. One of the key questions was, if more NCB reinvestment dollars are directed to direct monetary support (direct mailout of cheques for families' basic needs), how should the City respond to the reduced amount of funding available for programs currently being funded by NCB.

The report submitted was entitled "NCB Community Consultation: Community Priorities for NCB Allocations" and contained six key recommendations. (Please see the attached Executive Summary). At the December 5th meeting of the NCB Advisory Committee, made up of Health and Social Services staff and community representatives, the following responses to the recommendations were developed.

Key Recommendations and Responses

1) Recruit parents receiving OW/ODSP benefits for membership on the existing NCB Working Group in order to enable clients to participate in the establishment of criteria for future NCB allocations.

Two "consumer" representatives positions, clients in receipt of Ontario Works or ODSP with children under 18, will be created on the NCB Advisory Committee. Staff will work to determine the best method of selecting and recognizing the contributions of these participants.

Focus groups may also be held on an as needed basis to obtain feedback from OW/ ODSP participants. OW staff can assist with logistics of this.

2) Examine strategies for providing more direct monetary support to OW/ODSP clients and for shifting NCB allocations to this type of support in a timely and orderly fashion.

The NCB Advisory group recommends that each year a target be set outlining the percentage of NCB Dollars to go to direct supports to families, through the NCB Emergency Trust Fund, as follow:

2003	25% of the NCB Allocation
2004	40% of the NCB Allocation
2005	60% of the NCB Allocation
2006	75% of the NCB Allocation

Internal programs which directly benefit OW/ ODSP clients will be maintained, and community projects will be reduced gradually as the proportion of direct support increases.

3) Include an extensive outreach component in the local NCB initiative to ensure that OW/ODSP families are aware of the local NCB programs available to them. Inform clients about the local NCB programs by

Date: January 10, 2003

designing and implementing a communications strategy as well as measures for ensuring that OW/ODSP case workers provide the information to their clients.

Because the programs will be reduced in the next years, the group did not want to start a major public outreach campaign. Instead, efforts will be concentrated on OW / ODSP clients with direct outreach. For example, in each mailout for the Emergency Fund, a info sheet with information about all programs will be included, information will be available in the OW/ ODSP waiting room, and service providers working with families on Ontario Works will be provided with information and training on how to refer families to programs.

4) Develop targets for service levels to families in receipt of OW/ODSP benefits and ensure that future funding allocations for local NCB programs reflect these targets.

As a general principle in approving projects, the NCB Advisory committee will work to ensure that the proportion of clients served who are in receipt of Ontario Works is equal to or higher than the proportion of NCB funding contribution to the total project budget. i.e If the project receives 50% of its total funding from NCB, then at least 50% of the clients served must be families in receipt of Ontario Works/ ODSP

Whenever possible, programs will be asked to collect data about whether clients are in receipt of OW/ ODSP either through intake questionnaires or anonymous client satisfaction surveys.

Programs will be asked to report on what steps they have taken to encourage participation in their programs by families in receipt of OW/ ODSP.

5) Disseminate an annual report to the community that describes the types of needs served through direct monetary support (e.g. post the report on the CGS website).

Staff will prepare an annual report for National Child Benefit spending and will provide it to Council and make it available on the City Website. (Please see attached NCB 2002 Annual Report)

6) Consult with service providers currently receiving NCB funding to discuss alternate sources of funding and to assist with the development of sustainability plans.

This will be an ongoing part of the City's relationship with service providers. This responsibility will also be shared by the Healthy Babies Coalition and the Mayor and Council's Children First Roundtable.

Increasing Direct Monetary Support in 2003

The response to recommendation Number 2 will have the biggest impact on the current administration of the NCB Program. The allocation to direct monetary support for families on Ontario Works/ ODSP is a difficult decision as it requires that funding to current NCB-funded programs be reduced accordingly over the next four years. In order to assist in making funding decisions, the NCB Advisory Committee developed the following set of principles for the allocation of NCB dollars which will guide how the required reductions will be administered. These principles were developed using the recommendations provided in the report "NCB Community Consultation: Community Priorities for NCB Allocations" and the NCB Advisory Committee's experience administering the fund.

These principles are proposed as a basis for making decisions about the allocation of NCB dollars for

Date: January 10, 2003

2003 and beyond:

- New projects should not be approved
- Programs should not receive an increase over last year's allocation
- Internal programs which serve only OW/ ODSP clients should be reduced only if demand decreases.
- Programs funded should contribute to fulfilling clients' basic needs, including food, shelter, medical and household needs, recreation and transportation.
- Programs funded should be available for all/ most families in receipt of OW/ ODSP.
- Reductions to core programs should be gradual and predictable.
- Some programs' funding may need to be discontinued if the program does not fit within the criteria.
- Programs that have a more stable funding base/ or better fundraising capacity may be reduced first.

The NCB Advisory Committee recognizes that this will be a difficult transition for programs who have been receiving NCB dollars over the last several years. However, they feel that it is important to listen to the feedback provided in the community consultation. The committee also want to plan for the discontinuation of the NCB reinvestment funding program by the Provincial and/or Federal governments, which sources predict may occur in the next several years.

Proposed Workplan 2003

The 2003 Workplan proposes an allocation of \$800,000, based on a conservative estimate of revenues to this fund for 2003.

To meet the target of allocating at least 25% to direct monetary support, \$210,000 will be sent to the Emergency Trust Fund held by the Social Planning Council. Most of this funding will be distributed directly by the Social Planning Council to families through a direct mailout in 2003, while a portion will be held in trust for distribution to individual families who have emergency needs throughout the year. The workplan also allocates funding to the Social Planning Council to cover the administration and staffing costs of distributing the funding.

In order to meet the 25% target, funding reductions have been made to programs currently funded by NCB according to the principles set out above. Under this proposal, funding to some programs has been reduced or discontinued.

The following programs have been maintained at their current funding level because they are meeting the basic needs of some of the most vulnerable families:

Ontario Works Internally funded programs: funding for cribs, washing machines, children's beds, medical items, infant supplies, prenatal vitamins, orthodontic work for children, supports for young parents, dental benefits for families in receipt of Ontario Works and prescription drug benefits for families leaving Ontario Works.

Infant Food Bank: a program operated by Our Children Our Future that meets the emergency needs of parents with very young children.

Date: January 10, 2003

Special Projects Fund: Special Project funds are made available to fill specific project or program needs that arise during the year. In the past, this funding has been able to bridge small funding gaps for programs waiting for funding and to fund small, high impact initiatives like the Fire Department's smoke alarms for families program.

The following other programs which meet families' basic needs have been maintained, some with small reductions for 2003.

Healthy Eating: Good Food Program, Our Children Our Future. Through this funding, Our Children Our Future makes healthy food available to pregnant women and families with young children through a "Good Food Bag" program in partnership with Poulton's Independent grocery store.

Positive Leisure Activities for Youth (PLAY) Program, Human League Association. This program assists low income children with registration and equipment costs for sports, arts, culture and recreation programs.

Send-a-Kid-to-Camp Program, Sudbury Manitoulin Children's Foundation. This program sends over 600 disadvantaged children to summer camp each year.

Rideshare GEODE. This program provides low income families with transportation to medical appointments and child development programs using a combination of bus tickets, volunteer drivers and taxis.

Breakfast Clubs, Human League Association. This program supports volunteer-run Breakfast Clubs in many area schools and community centres.

The following programs, although they have been very successful and had a very positive impact on children will not receive funding in 2003 because they do not meet the "basic needs" criteria:

"School's Cool", Our Children Our Future
"Fairstart", Ontario Early Years Centre, Nickel Belt
"Jeunesse Action", Child and Family Centre

Date: January 10, 2003

National Child Benefit Workplan 2003

Proposed Project	Lead Agency	Amount received 2002 (annualized amounts)	Amount requested 2003	Amount Allocated 2003	Issues Identified, Priority Used
Internal (Available for Ontario Works recipients with children under 18)					
LEAP/ Opportunities for Parents (supports for young parents to complete high school)	Ontario Works	70000	70000	70000	Internal programs which serve only OW/ ODSP clients will be maintained as long as demand warrants.
Dental benefits to youth not included in dental plans	Ontario Works	20000	10000	10000	
Discretionary Items (Cribs, children's beds, medical items, washing machine, stove, medically necessary orthodontic work for children)	Ontario Works	50000	50000	50000	
New Discretionary Items (Infant Layette, Prenatal Vitamins, Trillium Drug)	Ontario Works	50000	50000	50000	
Community Projects					
Infant Food Bank	Our Children Our Future	10000	10000	10000	Basic need, should not be reduced.
Healthy Eating: Good Food Bag	Our Children Our Future	54,960 (2001)	n/a	20000	In past years, this funding has not been spent in-year.
School's Cool	Our Children Our Future	40000	40000	0	Not considered a basic need, opportunities for support through Early Years Centres
PLAY	Human League Association	78000	90000	75000	Is a fast growing program, well used by OW clients. Small reduction
Send-a-Kid-to-Camp	Sudbury Manitoulin Children's Foundation	42500	45000	38000	This agency has been successful at fundraising, committee is confident they can continue to operate well with a reduction
Jeunesse Action	Child and Family Centre	20000	20000	0	This program was deemed ineligible because it is not open to all/ most children on OW.

Date: January 10, 2003

Proposed Project	Lead Agency	Amount received 2002	Amount requested 2003	Amount Allocated 2003	Issues Identified, Priority Used
Rideshare	GEODE	73333	95050	70000	Much community support for project, growing demand, needs time to find other sources of funding. Small reduction
Pre-teen program	Better Beginnings Better Futures	0	25000	0	The NCB Advisory Committee decided that new projects will not be funded.
Breakfast Club	Human League Association	69000	81800	65000	High community support for the program. Meets basic needs. This agency has been successful at fundraising, committee is confident they can continue to operate well with a reduction
Teen Mom Pilot	Association des jeunes de la rue	12568	6284	0	Only half year funding required. Program has not had high use. If use increases, money may be made available from "Special Projects"
Special Projects	unallocated	10000	10000	10000	Special Project funds are made available to fill specific project or program needs that arise during the year.
Direct Support					
Emergency Fund Mailout	Trust Agreement with Social Planning Council	(252,190) un-allocated dollars from 2000	200000	210000	At least 25% of total allocation to be directed to direct cash support for families.
Emergency Fund program costs	Social Planning Council	42000	42000	42000	Funding is required to administer the mailouts and ongoing requests.
NCB Program Costs					
City cost of administering NCB program		65000	65000	65000	
Marketing and outreach		45000	15000	15000	Outreach will be done mostly with existing resources.
Totals		502173	927137	800,000	Amount to be allocated 800,000

Note: 2002 amounts paid are annualized for 12 months. Some programs may have received funding only for part of the year.

**NATIONAL CHILD BENEFIT
COMMUNITY CONSULTATION:
COMMUNITY PRIORITIES FOR NCB ALLOCATIONS**

FINAL REPORT

PREPARED FOR
CHILDREN SERVICES
CITY OF GREATER SUDBURY

by
Carol Kauppi, Ph.D.

NOVEMBER, 2002

EXECUTIVE SUMMARY

INTRODUCTION AND BACKGROUND

The NCB is a federal benefit for low-income families that aims to prevent and reduce child poverty and to promote attachment to the work force. The Government of Ontario reduces social assistance payments by the same amount as the Canada Child Tax Benefit, thereby producing savings amounts. Eighty percent of these savings amounts is retained by the Government of Ontario for spending on provincial services to families while 20% is made available to local governments.

A consultation process was designed and completed in October and November, 2002 with the goal of assisting Children Services in setting the direction for the future allocation of NCB funding in Sudbury (i.e. the 20% of the NCB savings that is available for local spending). Focus groups were conducted with low income families, and staff/management providing services to children and families. The group discussions gathered information on the views of various stakeholders regarding direct monetary support for clients as well as other strategies for spending on children's programs.

Six focus groups were conducted with low income parents in different parts of the City of Greater Sudbury and four focus groups were conducted with service providers (two groups included service providers receiving NCB funding and two groups included service providers who were not receiving any NCB funding). An information session was also held on November 12, 2002 to inform Councillors of the results of the community consultation process.

FOCUS GROUPS WITH PARENTS

Use of Services and Basic Needs. Collectively, the participants had used seven of approximately 20 programs in a list of local NCB programs. Parents in the focus groups spoke positively about most of the programs they had used. However, some participants mentioned difficulties in accessing programs such as an inability to get a referral, lack of awareness of the programs, or problems with transportation. Parents described the difficulties they have in meeting their most basic needs. Food, shelter, medications not covered by Ontario Works, and transportation were mentioned most often.

Parents' Views on Direct Monetary Support. The response of most parents was that they need the money and would prefer to receive direct monetary support rather than having "their money" spent on programs. Some parents observed that their children are not eligible for many of the programs due to age restrictions, geographic location, or other eligibility requirements. There was some resentment that their NCB dollars were used to subsidize programs for other parents.

Advantages of Increasing Direct monetary Support. It was seen to be advantageous for families to be able to decide for themselves how best to spend the money. Having more money would enable parents to buy more nutritious food and pay for other basic needs.

Disadvantages of Increasing Direct monetary Support. Many parents could not think of any disadvantages of a decision to increase direct monetary support to OW/ODSP families. The main disadvantage identified was the potential misuse of the money by a small subgroup of irresponsible parents.

Programs versus Direct Monetary Support. OW/ODSP recipients would like to have more access to funds. Some parents also wanted to know why they could not have *both* more direct monetary support and programs/services.

Vital Services. If local NCB funds are to be used for programs, parents would prefer programs providing food, transportation, recreation, early identification/assessment, school readiness, and discretionary items.

FOCUS GROUPS WITH SERVICE PROVIDERS

Primary Needs. As in the client focus groups, most service providers mentioned that parents have difficulty in meeting the most basic needs of food, shelter, and clothing.

Views on Direct Monetary Support. Service providers expressed concerned about the potential for losing high quality programs if they cease to have access to NCB funds. However, service providers stated that local programs and services should not be funded “on the backs” of the poorest families.

Advantages of Increasing Direct monetary Support. It was noted that poor OW/ODSP families would be assisted in making ends meet and purchasing nutritious food. It is time for social service agencies to stop depending on NCB reinvestment funds. This was seen as a prudent approach since the policy regarding the “claw-back” could suddenly be reversed in Ontario, as it has been in other provinces.

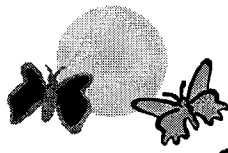
Disadvantages of Increasing Direct monetary Support. Some service providers could not think of any disadvantages to increasing the levels of direct monetary support. Others noted that there would likely be the occasional case wherein the money would not be spent on the children. The potentially negative impact on services through the loss of funding was mentioned in all focus groups with service providers. It was emphasized that the community must work strategically to ensure that good programs are not lost.

Perceptions of Client Preferences Regarding Direct Monetary Support. All of the service providers commented that their clients would prefer to have direct monetary support as compared to having the funds used for programs. However, most of the service providers also mentioned that clients would want both to have access to more monetary support *and* the full range of services.

Vital Services. It was stated that the City of Greater Sudbury must use the NCB funds for direct monetary support to parents but that it must also continue to fund the range of programs and services through other revenue sources.

RECOMMENDATIONS

Six recommendations arising from the consultation process focus on involving OW/ODSP clients in decision-making about NCB allocations, shifting funding toward more direct monetary support, enhancing outreach to OW/ODSP clients to improve awareness of local NCB programs, enhancing accountability to the community with regard to NCB allocations, and consulting with service providers to provide for the sustainability of existing programs and services.



Children First ~ Les enfants avant tout



National Child Benefit Reinvestment (NCB) Annual Report 2002

NCB Goals 2002

The goals for the allocation of the 2002 National Child Benefit (NCB) reinvestment dollars were:

1. to maintain a comprehensive and stable program of Children First Initiatives by providing continued funding to existing programs where appropriate
2. to continue to respond to needs identified by community consultation for "Reinvestment Strategies for the Regional Municipality of Sudbury"
3. to ensure that community matching dollars are available to leverage provincial and other funding for programs that address NCB program objectives and priorities
4. to address City Council priorities, current research and other identified community needs
5. to respond to recommendations put forth in the program evaluation completed in December 2001 by the local consulting firm Strategic Development Associates



What is NCB?

The National Child Benefit (NCB) program started in Sudbury in 1999. It is a fund created each year with the municipal portion of social assistance savings created by the NCB Supplement. The City of Greater Sudbury has used this funding to develop and support programs for children and families that respond to the following Provincial objectives:

- to help prevent and reduce the depth of child poverty; and
- to promote attachment to the workforce

NCB 2002 Facts at a Glance

Total NCB Dollars in 2002:
\$800,000 (est.)

Total NCB dollars spent on direct support and programs
\$724,000 (est.)

Number of Programs Funded:
20

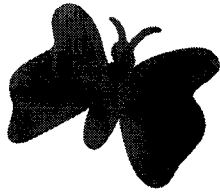
Number of Children Served:
13,101

Amount of Provincial funding leveraged:
\$116,365.00

Amount of NCB dollars distributed directly to families:
\$258,397

NCB Plan 2002

- i) provide continued funding of successful existing programs;
- ii) leverage Provincial dollars by providing community matching dollars for Provincial Early Years Challenge projects;
- iii) develop new internal benefits to directly assist families on OW- including the expansion of discretionary benefits to include infant supplies, prenatal vitamins, and drug benefits for families leaving Ontario Works
- iv) provide limited dollars for special projects that may arise in year; and
- v) implement a strategy for NCB Program Promotion and Outreach.



National Child Benefit Reinvestment Annual Report 2002



NCB Programs 2002

The following programs were part of the Children First National Child Benefit ongoing program for 2002 (Some programs receive additional funding from other sources):

Program Descriptions	Amount Funded	Children Served
Ontario Works (OW) Internally funded programs: Funding for cribs, washing machines, children's beds, medical items, infant supplies, prenatal vitamins, orthodontic work for children, supports for young parents, dental benefits for families in receipt of OW and prescription drug benefits for families leaving OW.	114,959	1,106
Infant Food Bank, Our Children Our Future Emergency assistance for families with very young children. (Funded Sept. - Dec.)	10,000	n/a
Healthy Eating Program, Our Children Our Future. Healthy food for pregnant women and families with young children through collective kitchens and the "Good Food Bag" program. (Funded Sept. - Dec.)	18,320	313
Send-a-Kid-to-Camp Program, Sudbury Manitoulin Children's Foundation. Opportunities for disadvantaged children to attend summer camp. (Funded Sept. - Dec.)	42,500	722
Rideshare, GEODE. Transportation assistance for low income families to attend medical appointments and child development programs. (Funded April - Dec.)	55,000	302
A Morning Start, Human League Support for volunteer-run Breakfast Clubs in many area schools and community centres. (Funded May - Dec.)	42,000	4,431
Emergency Fund for Families, Social Planning Council Emergency assistance for basic needs for families on Ontario Works. (Funded Jan. - Dec.)	31,752	95
Jeunesse Action, Child and Family Centre Supportive recreation based summer therapy programs for children and teens with identified behavioural issues.	20,000	92
Teen Mom Pilot Program, L'association des Jeunes de la Rue; Supportive housing for pregnant teens/ teen moms. (Funded Sept. - Dec.)	22,568	n/a
Positive Leisure Activities for Youth (PLAY) Program, Human League Association; Assistance for low income children for registration and equipment costs for sports/ arts/ recreation programs.(Funded Jan.-Dec.)	78,000	461
"Let's Grow" Child Development Packages for new parents, Sudbury District Health Unit; Information mailouts of parenting, child health and community program information for all new parents. (Jan. - March)	6,000	1,293
Fairstart, Ontario Early Years Centre North. One-stop health and development screening for children entering school. (April - August)	20,000	209

Other Successes

- Over \$250,000 of 2001 and previous years funding was sent directly to families on Ontario Works through a direct mailout and the Emergency Fund for families.
- The following programs continued to operate in 2002, with 2001 NCB dollars:
 - "School's Cool"- school readiness.
 - "A Helping Hand"-practical support for pregnant moms/ new parents.
 - "Healthy Eating"- Sudbury Food Bank program providing access to fresh food.
- \$116,365 Provincial Early Years Dollars were leveraged with the following NCB matching Grants:
 - Big Brothers' Pre-School Mentoring \$12,000
 - The Health Unit's "Nutrition Screen for Every Preschooler" \$25,000
 - Our Children Our Future's "Centre Virtuel Parentant" \$20,000
- The new internal "Infant Layette" amount for pregnant mothers on Ontario Works started September 2002.
- Special project dollars were made available to Better Beginnings Better Futures to keep the "Pre-teen Program" running from July to December.
- A new brochure outlining all NCB programs was developed and distributed to families on Ontario Works.
- A consultation of low income families and children's service providers was conducted to provide direction for future allocation of NCB dollars.

Request for Recommendation Priorities Committee

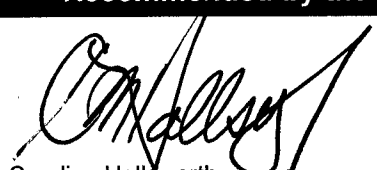


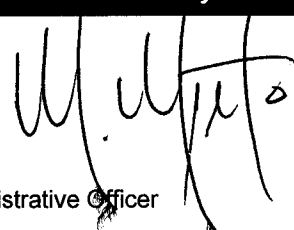
Type of Decision									
Meeting Date	January 22, 2003				Report Date	January 10, 2003			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
Facility Code of Conduct Policy

Policy Implications + Budget Impact	
	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
	Background attached

Recommendation	
<p>THAT the City of Greater Sudbury adopt the Facility Code of Conduct and direct staff to ensure that the Facility Code of Conduct is posted in a prominent location at all City owned recreation facilities and in other City owned facilities as appropriate and that staff be directed to provide information on Fair Play programs to the sports associations who make use of City of Greater Sudbury facilities.</p>	
	Recommendation attached

Recommended by the General Manager
 Caroline Hallsworth General Manager, Citizen and Leisure Services

Recommended by the C.A.O.
 Mark Mieto Chief Administrative Officer

Title: Facility Code of Conduct Policy

Date: January 23, 2003

Report Authored By

Caroline Hallsworth
General Manager, Citizen and Leisure Services

Division Review

Executive Summary:

Fair Play programs and Facility Codes of Conduct are important components of creating sports programs that encourage and foster safety and respect for all participants. Fair Play programs are administered by sports associations and outline the rights, privileges and responsibilities of all participants. Individuals who join an association with a Fair Play program understand that participation in the activity is a privilege and comes with a clear set of expectations and guidelines for participants to follow.

Background:

Over the course of the past year, City of Greater Sudbury staff have been researching Fair Play programs as part of an ongoing commitment to ensuring that municipal recreation facilities provide a safe and enjoyable environment for all participants. A number of different models of Fair Play programs have been developed, and all are implemented and managed by the sports associations with whom the participants are affiliated. Associations and user groups are ultimately responsible for the behaviour of their participants. The facility owner has a role to play in creating a Facility Code of Conduct which clearly identifies expectations for behaviour within the facility.

Fair Play programs encourage and foster safety and respect for all participants in a sporting activity. Fair Play programs do not change the rules of the sport or game and do not detract from competitive competition. Rather, Fair Play contributes to the game or sport by ensuring that everyone and every team plays competitively and with spirit; in a positive and encouraging environment and within the rules of the game. So successful is the Fair Play program in Nova Scotia, that 34 of 37 Minor Hockey Associations participate in the Fair Play program.

There are four primary groups of participants in any game or sport: Players; Coaches; Officials; and Parents/Spectators. How each of these four groups interacts is the key to the creation of the playing environment. In most Fair Play programs, the sponsoring Association develops Codes of Conduct specific to each of the four groups of participants. Each participant is usually asked to sign the Code of Conduct which becomes a form of an agreement between the participant and the association. A sample Code of Conduct program from the Ontario Hockey Federation is attached for the information of Council. In addition to developing the Codes of Conduct which are typically signed by the participants, there is usually a progressive series of consequences for those who do not comply with the Association's program. An example from the Wilmette Hockey Association which has related its Code of Conduct to an implementation process is attached for your information.

Title: Facility Code of Conduct Policy

Date: January 23, 2003

An information package on Fair Play programs and practices will be compiled and distributed to all associations which book space in municipal recreational facilities.

As part of the 2003-2004 Ice Allocation Process, CGS staff will do a presentation on Fair Play programs to all of those associations which make use of City of Greater Sudbury Arenas. In addition, CGS staff will be requesting that they be allowed to make presentations to the Sudbury Regional Soccer Association which includes representatives from the different soccer associations across the CGS and to the various baseball leagues. During these presentations, staff will clarify the roles of the associations and of municipal staff in dealing with conduct issues.

The role of facility staff is to ensure the safety and proper maintenance of the facility. Where actions of an individual compromise safety in the facility, staff have been directed to contact the police. Staff will be working to develop internal protocols for handling difficult situations in facilities and will ensure that staff are provided with tools to ensure proper documentation of incidents.

It is important that in encouraging the sports associations in the community to adopt Fair Play principles, the City of Greater Sudbury have a Facility Code of Conduct which encourages participants to behave respectfully in municipal facilities and which clearly states that the City of Greater Sudbury has a zero tolerance policy for abusive, harassing and disruptive behaviour. The Facility Code of Conduct has been written in simple and straight forward language so that it can be quickly read and easily understood by those entering municipal facilities.

**CITY OF GREATER SUDBURY
FACILITY CODE OF CONDUCT**

Welcome to our Fair Play Facility -

The City of Greater Sudbury Facility Code of Conduct has been developed so as to ensure a positive and safe environment for participants and spectators. Users of the facility are reminded that entrance to this facility is a privilege and not a right.

The City of Greater Sudbury supports the principles of Fair Play in all of its facilities and asks that you:

- Display good sportsmanship, respecting the players and coaching staff from all teams***
- Remember that the participants are playing for their enjoyment, not yours***
- Cheer good plays by all participants and by both teams***
- Respect the rules, the officials and facility staff***
- Refrain from damaging municipal property***
- Ensure that your children are properly supervised***
- Maintain your self control at all times***

The City of Greater Sudbury has a zero tolerance policy for all forms of verbal and physical abuse, harassment and disruptive behaviour. Those who violate this code of conduct will be asked to leave this Fair Play facility. When necessary, the Police will be called.

Title: Facility Code of Conduct Policy

Date: January 23, 2003

If approved by Council the proposed City of Greater Sudbury Facility Code of Conduct will be translated and designed into an attractive, poster sized document which can be displayed in all municipally-owned recreational facilities and in other municipal facilities as appropriate. A copy of the Facility Code of Conduct will be attached to all facility booking contracts. Promotional materials related to recreational facilities and programs will include references to our Facility Code of Conduct.

When an individual or group has engaged in extreme conduct or has repeatedly violated the Facility Code of Conduct and in all instances when the Police are required to be involved, the incident(s) will be reviewed for possible issuance of a notice under the Trespass to Property Act. In incidents where municipal property has been damaged, the City will seek restitution for all costs associated with the repair of the damage.

Attachments



CODE OF CONDUCT

This code of Conduct identifies the standard of behaviour which is expected of all Ontario Hockey Federation (OHF) Members, including athletes, coaches, parents, directors, volunteers, staff, chaperones and others.

OHF, Member Partners and League Associations are committed to providing a sport environment in which all individuals are treated with respect, Members of the OHF shall conduct themselves at all times in a fair and responsible manner. Members shall refrain from comments or behaviours which are disrespectful, offensive, abusive, racist or sexist. In particular, behaviour which constitutes harassment or abuse will not be tolerated by the OHF, Member Partners or Local Associations.

During the course of all OHF, Member Partners and local Associations' activities and events, members shall avoid behaviour which brings the OHF, Member Partners and Local Associations or the sport of hockey into disrepute, including but not limited to abusive use of alcohol and non-medical use of drugs.

Members shall not use unlawful or unauthorized drugs/narcotics or performance enhancing drugs or methods.

OHF members shall at all times adhere to the OHF, Member Partners and Local Associations' operational policies and procedures, to rules governing the OHF, Member Partners and Local Associations' events and activities and to rules governing any competition in which the member participates on behalf of the OHF, Member Partners and Local Associations.

Member of the OHF, Member Partners and Local Associations shall not

engage in activity or behaviour which endangers the safety of others.

Failure to comply with this code of Conduct may result in disciplinary action, suspension or release from membership. Such action may result in the member losing the privileges that come with membership in the OHF, Member Partners and Local Associations, including the opportunity to participate in the OHF, Member Partners and Local Associations' activities.



PLAY FAIR CODE

For Coaches, Players, Parents and Spectators

For COACHES

- 1 I will be reasonable when scheduling games and practices, remembering that players have other interests and obligations.
- 2 I will teach my players to play fairly and to respect the rules, officials and opponents.
- 3 I will ensure that all players get equal instruction, support and playing time.
- 4 I will not ridicule or yell at my players for making a mistake or for performing poorly. I will remember that players play to have fun and must be encouraged to have confidence in themselves.
- 5 I will make sure that equipment and facilities are safe and match the players' ages and abilities.
- 6 I will remember that participants need a coach they can respect. I will be generous with praise and set a good example.

be generous with praise and set a good example.

- 7 I will obtain proper training and continue to upgrade my coaching skills.
- 8 I will work in cooperation with officials for the benefit of the game.

For PLAYERS

- 1 I will play hockey because I want to, not just because others or coaches want me to.
- 2 I will play by the rules of hockey, and in the spirit of the game.
- 3 I will control my temper fighting and "mouthing off" can spoil the activity for everybody.
- 4 I will respect my opponents.
- 5 I will do my best to be a true team player.
- 6 I will remember that winning isn't everything that having fun, improving skills, making friends and doing my best are also important.
- 7 I will acknowledge all good plays/performances those of my team and of my opponents.
- 8 I will remember that coaches and officials are there to help me. I will accept their decisions and show them respect.

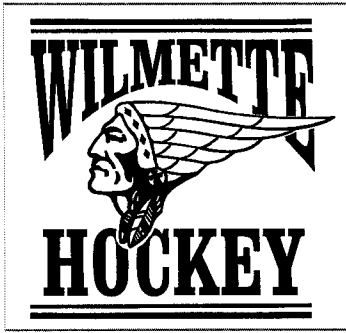
For PARENTS

- 1 I will not force my child to participate in hockey.
- 2 I will remember that my child plays hockey for his or her enjoyment, not for mine.
- 3 I will encourage my child to play by the rules and to resolve conflicts without resorting to hostility or violence.
- 4 I will teach my child that doing one's best is as important as winning, so that my child will never feel defeated by the outcome of a game.
- 5 I will make my child feel like a winner every time by offering praise for competing fairly and trying hard.

- 6 I will never ridicule or yell at my child for making a mistake or losing a game.
- 7 I will remember that children learn best by example. I will applaud good plays/performances by both my child's team and their opponents.
- 8 I will never question the officials' judgement or honesty in public.
- 9 I will support all efforts to remove verbal and physical abuse from children's hockey games.
- 10 I will respect and show appreciation for the volunteer coaches who give their time to coach hockey for my child.

For SPECTATORS

- 1 I will remember that participants play hockey for their enjoyment. They are not playing to entertain me.
- 2 I will not have unrealistic expectations. I will remember that players are not professionals and cannot be judged by professional standards.
- 3 I will respect the officials' decisions and I will encourage participants to do the same.
- 4 I will never ridicule a player for making a mistake during a game. I will give positive comments that motivate and encourage continued effort.
- 5 I will condemn the use of violence in any form and will express my disapproval in an appropriate manner to coaches and league officials.
- 6 I will show respect for my team's opponents, because without them there would be no game.
- 7 I will not use bad language, nor will I harass players, coaches, officials or other spectators.



WHA POLICY

CODE OF CONDUCT POLICY

Date: August 24,2000

Background

The Wilmette Hockey Association (WHA) is committed to maintaining an organization of the highest caliber, teaching not only ice hockey skills but also promoting good sportsmanship and courteous and respectful behavior towards others. The WHA is also committed to its efforts to make ice hockey a more desirable, enjoyable and rewarding experience for all participants. Towards these ends, the WHA is implementing a "**Code of Conduct Policy**" with respect to the behavior of the players, coaches, officials and parents who are members of the WHA.

Policy

It is the policy of the WHA that all players, coaches, game officials, team officials, administrators, spectators and parents maintain a sportsmanlike, courteous and respectful manner before, during and after all WHA sanctioned games.

The WHA supports the goals established by USA Hockey, the Amateur Hockey Association of Illinois, the Central States Development Hockey League, the Northern Illinois Hockey League and the North Shore Youth Hockey League that govern the behavior of players, coaches, officials and parents. The WHA will cooperate with these organizations in the implementation of these policies and any penalties that may be assessed (including the suspension of players, coaches and parents).

In addition to support of the policies of the leagues in which the WHA participates, the WHA will enforce this **Code of Conduct Policy**. Inappropriate behavior may result in disciplinary action up to and including suspension or removal from the team in the case of a player, termination in the case of a coach and prohibition from attendance at WHA games in the case of a parent or spectator.

The WHA, together with all the players, parents and coaches who participate in its programs, will undertake the responsibility to ensure that the behavior of all those who participate in WHA activities conform to this **Code of Conduct Policy**.

Guidelines regarding this policy are as follows:

For Players and Coaches:

WHA coaches and players are each expected to behave in a sportsmanlike manner, being courteous and respectful to other coaches and players, game officials, parents and spectators at all times. Because our coaches are in positions to greatly influence how players and parents will behave, they will be held to particularly high standards.

The following represent a limited list of guidelines for conduct. These are to be followed at any time a coach or player is a representative of the WHA:

- ❑ Be respectful and courteous to coaches, teammates, officials, fans and other teams;
- ❑ Do not argue with coaches or referees;
- ❑ Do not use abusive or vulgar language;
- ❑ Do not taunt players, coaches or officials;
- ❑ Never deliberately try to injure another player;
- ❑ Do not fight or incite others to do so;
- ❑ Be respectful of the property of others

Officials:

Game officials are to conduct themselves in a businesslike, sportsmanlike, impartial and constructive manner at all times. The actions of on-ice and off-ice officials must be above reproach. The WHA believes that game officials are ambassadors of the game and must always conduct themselves with this responsibility in mind. The WHA will take action to assure that any official, who in the opinion of the WHA does not comply with these standards, will not be scheduled for future WHA games.

Parents/Spectators:

The enjoyment by all those playing and attending a WHA hockey game is one of the expressed goals of our organization. Enthusiastic support of your team or favorite player is an expected and welcome part of our games. However, this enthusiasm cannot be allowed to become counter productive. On-ice officials of the leagues in which the WHA participates have been instructed to stop any game when parents/spectators are displaying, in that official's opinion, inappropriate and disruptive behavior that interferes with other spectators or the conduct of the game. The on-ice officials will identify violators to the coaches for the purpose of removing parents/spectators from the spectators viewing and game area. Once removed, play will resume. Lost time will not be replaced. In addition to the on-ice officials, inappropriate behavior observed by WHA officials or rink management may also result in disciplinary action up to and including removal from the viewing area or rink. Violators may be subject to further disciplinary action by the WHA Discipline / Rules &

Ethics Committee. The following is a limited list of potentially inappropriate or disruptive behavior:

- Use of obscene or vulgar language to anyone at any time at the rink before, during or after a game.
- Taunting of players, coaches, officials or other spectators by means of baiting, ridiculing, threat of physical violence or actual physical violence.
- Throwing of any object in the spectators viewing area, player's bench, and penalty box or on the ice surface directed in any manner as to create a safety hazard.

Any parent/spectator who must be removed from the rink will be automatically suspended from WHA games for a minimum period of two weeks from the date of the removal subject to review and further action by the WHA Discipline / Rules & Ethics Committee. Any parent/spectator who must be removed from the rink a second time will be automatically suspended from attending any further WHA games until formal action by the WHA Discipline / Rules & Ethics Committee, which will establish final sanctions. Failure to comply with the above sanctions will result in the parent/spectator's team player not being allowed to participate while that parent/spectator is in the building.

The WHA will implement this Code of Conduct policy by:

1. **Educating** each player, parent and coach about the WHA Code of Conduct Policy and the Zero Tolerance rules established by the league in which their team will be playing. Copies of the Code of Conduct and the relevant rules will be distributed at the beginning of each season. Participants will have an opportunity to ask questions about the policies.
2. **Documenting the participant's agreement** to comply. Every coach, each parent or guardian from every player's family and all players are required to sign a statement documenting their understanding of the WHA Code of Conduct policies and associated penalties and agreement to comply with such policies. A statement must be signed each season before the player can participate in any games. The Registrar will keep signed statements on file. The signature of a parent or guardian shall be binding on all members of that family as well as any guests they may bring to a game, practice or other WHA activity.
3. **Enforcing compliance** with the Code of Conduct.
 - a. Parents and Players shall take personal responsibility for:
 - i. Ensuring that their personal behavior is appropriate at all times;
 - ii. Speaking to an individual whose behavior is not appropriate;
 - iii. Informing a Team Manager (*Travel Division*), Coach (*House League*), the Hockey Director or WHA Board Member about an incident if the individual refuses to stop inappropriate behavior or if

the incident is a flagrant or repeated violation of the Code of Conduct;

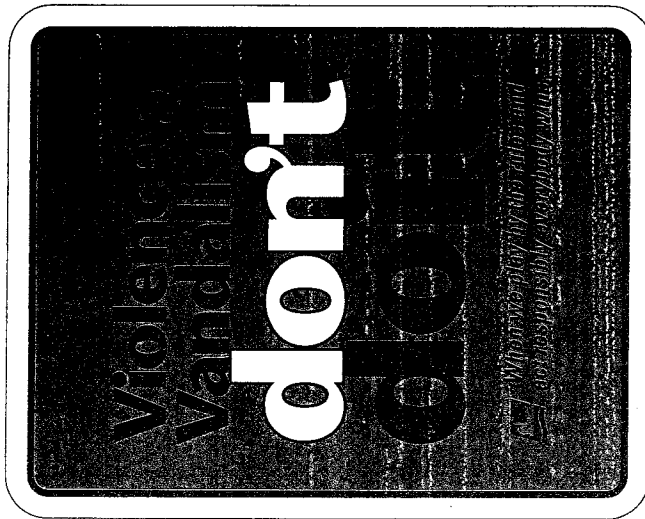
- iv. Informing the rink staff in the event of a serious confrontation.
- b. Team Managers and Coaches shall take personal responsibility for:
 - i. Appropriate personal behavior at all times;
 - ii. Counseling any parent or player on their team whose actions violate the WHA Code of Conduct. Whenever feasible, a person violating the Code of Conduct should be instructed to stop their behavior immediately;
 - iii. Informing the rink staff in the event of a serious confrontation;
 - iv. Informing the Hockey Director, Travel Director or House League Director of flagrant or repeated violations of the Code of Conduct.
- c. The WHA Travel Director and House League Directors shall investigate any reported violation of the Code of Conduct and either:
 - i. Counsel the players and/or parents concerned or;
 - ii. Refer the incident to the WHA Discipline/Rules & Ethics Committee for investigation and action, or;
 - iii. If the individual concerned is a member of another hockey organization, the Travel or House League Director shall inform the WHA President of the incident. The President shall determine whether to notify the other hockey organization of the incident.
- d. The WHA Hockey Director shall investigate all reported or observed violations committed by Coaches. The Hockey Director shall have the authority to discipline the coach involved or, with the concurrence of the WHA Executive Committee, to terminate the coach involved.
- e. The WHA Discipline/Rules and Ethics Committee shall investigate all reported incidents. The individual accused of inappropriate behavior shall have the opportunity to address the Committee. If, in its judgment, the Committee determines that sanctions are appropriate, the Committee shall have the authority to suspend or expel a player or parent as necessary. The Committee shall report its actions to the Board of Directors at its regular meeting.
- f. The WHA Board of Directors shall review this policy annually and determine whether any changes are required.

Any decision of the WHA Discipline / Rule & Ethics Committee may be appealed in writing to the WHA Executive Committee. A \$125.00 appeal fee must accompany the appeal. Decisions of the WHA Executive Committee shall be final.

Reporting Incidents

When you witness incidents of vandalism or violent behaviour, immediately notify Facility staff or call Corporate Security at **615-4060**.

City staff and/or facility users have a duty to report any incidents of vandalism or violent behaviour. All incidents will be reported to City of Mississauga - Corporate Security, and depending upon the severity, may be reported to the Peel Regional Police.



Working alongside the Facility Watch Program towards a common goal

This program will also be aligned with the Facility Watch Program, both with the overall goal of reducing vandalism and improving personal safety in all of our facilities.

For more information, please call 896-5345.

The City of Mississauga would like to thank our Community Partners

Greater Toronto Hockey League (GTHL)

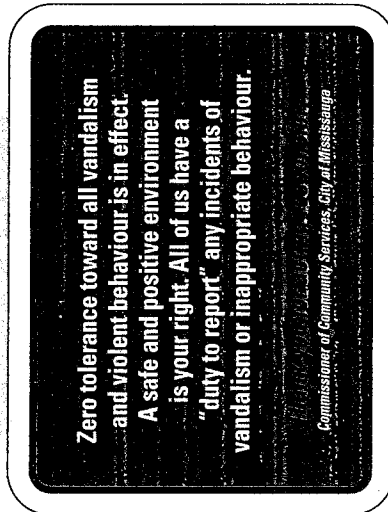
Mississauga Girls Hockey League (MGHL)

Mississauga Hockey League (MHL)

Peel Regional Police

Secondary School Hockey

Streetville Minor Hockey (SMHL)



MISSISSAUGA
Community Services

Leading today for tomorrow

Sports and Recreation

The physical and social skills developed through sports and recreation activities build confidence, self-esteem and feelings of success in youth. The City of Mississauga, Community Services Department, along with dedicated community partners and volunteers, is committed to strengthening individuals, families, and our communities by offering a wide variety of leisure and recreational experiences.

New Violence & Vandalism Policy and Procedures

The City of Mississauga strives to maintain safe recreation facilities and foster positive environments ensuring maximum enjoyment for all. Violence and Vandalism Policy and Procedures have been developed, in co-operation with community user groups, to deal with inappropriate behaviour in and around City facilities. The goal is to stress accountability by users, promote zero tolerance, highlight preventative measures, and encourage healthy competition, sportsmanship and fair play in an effort to reduce acts of violence and vandalism.

Violence & Vandalism—Don't Do It

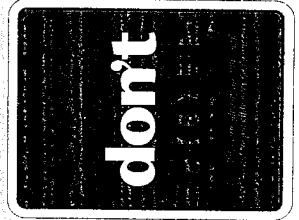
The motto "Violence and Vandalism - Don't Do It" has been developed to promote the message of zero tolerance towards vandalism and violence. Inappropriate behaviour will not be tolerated in and around City facilities.

Definitions: Violence and Vandalism

Vandalism is defined as the malicious, willful and deliberate destruction, damage or defacing of municipal property.

Violence includes, but is not limited to the following behaviours:

- **loud verbal assaults;**
- **threats and/or attempts to intimidate;**
- **throwing of articles in a deliberate or aggressive manner;**
- **aggressive approaches to another individual or group;**
- **physical striking of another individual;**
- **attempts to goad or incite violence in others;**
- **racial or ethnic slurs; and/or**
- **damage to property**



Codes of Conduct

Codes of conduct have been developed to clearly outline expectations of behaviour and to clarify everyone's role in supporting a positive atmosphere. All players, coaches, officials, league administrators and parents will be expected to adhere to a Code of Conduct agreement, reinforcing their commitment to promoting and acting in accordance with these codes. Codes of conduct for spectators will be posted in City facilities ensuring that they clearly understand what is expected of them.

Enforcement and Disciplinary Actions

The City of Mississauga will take appropriate disciplinary action when incidents of vandalism or violence occur in City facilities. This action could include banning of patrons from facilities, cost recovery for repairs or equipment replacement, and financial penalties for repeat acts of vandalism. The Commissioner of Community Services, City of Mississauga, in consultation with the Vandalism/Violence Discipline Review Committee, will determine the appropriate disciplinary action.

Organizations and community groups are responsible for the behaviour of their participants in and around City facilities. In addition to City disciplinary actions, individuals may also face actions in accordance with the disciplinary procedures set out by their corresponding organization or community group.

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	January 22, 2003				Report Date	January 10, 2003			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

Citizen Service Policy

Policy Implications + Budget Impact


	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
	Background attached

Recommendation

THAT the Citizen Service Policy attached to the report from the General Manager of Citizen and Leisure Services dated January 10, 2003 be adopted.

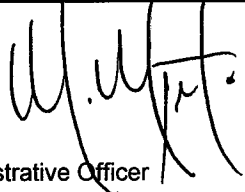
	Recommendation attached
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Recommended by the General Manager



Caroline Hallsworth
General Manager, Citizen and Leisure Services

Recommended by the C.A.O.



Mark Mieto
Chief Administrative Officer

Date: January 22, 2003

Report Authored By

Caroline Hallsworth
General Manager, Citizen and Leisure Services

Division Review

EXECUTIVE SUMMARY

One of the recommendations contained within the Governance Report dated January, 2002 was to develop a citizen service policy for the City of Greater Sudbury.

BACKGROUND

"Mapping the Vision for the City of Greater Sudbury" recognizes the need to "clarify the values that we will uphold in fulfilling our duties" and includes in our value statements a commitment to "providing high quality service with a citizen focus".

Staff in the Citizen Services department reviewed Customer Service policies and charters from more than twenty communities, both within Ontario and around the world. These policies represent a code of ideals that describe how the municipal or state government or associated agency or board interacts with its citizens to ensure high levels of customer service while managing the resources in their trust effectively. Following a comprehensive review of existing policies in other communities, a draft Citizen Service Policy for the City of Greater Sudbury was developed and presented to the operating departments for their review and input. Out of this consultative process, we have developed a policy for Council's consideration which if adopted, will empower staff to make effective and pro-active decisions, so as to promote a "can do" attitude towards serving our community.

Should the policy be adopted by Council, staff have a number of strategies in place to ensure that this is a living and meaningful document. The policy will be translated and designed into an attractive, poster sized document which can be displayed in all of our service areas. We would like to initiate a campaign of "catching" employees in the act of delivering great citizen service and recognizing their efforts in a number of ways, which could include a regular feature entitled "Spotlight on Service" in "CityLink". As part of the process of introducing staff to the new policy, a series of in-house training sessions will be provided to front line employees which will both cover the details of the new policy and provide some refreshers on key points of citizen service, including customer service etiquette and conflict resolution strategies.

Attachment

Resolution Number and Date:

PREAMBLE:

The City of Greater Sudbury is committed to creating a challenging and rewarding work environment in which employees are motivated to respond to the needs of our citizens by providing the highest quality service in all municipal facilities, programs and service areas. We exist to serve our community and our goal is to provide citizens with great service that consistently exceeds the citizen's expectations.

“CAN DO” SERVICE:

The City of Greater Sudbury promotes a 'can do' attitude amongst employees. Staff are positive and empowered to make effective and pro-active decisions when dealing with citizens. They use their common sense along with their technical and professional knowledge to make timely and effective decisions. This ensures that service is responsive to unique needs while addressing core services, policies and safety standards.

Our employees go the extra mile for citizens by:

- ▶ actively greeting citizens and ensuring that staff are clearly identified;
- ▶ listening to citizens and valuing their individual needs, experiences and differences;
- ▶ treating all citizens fairly and equitably
- ▶ working co-operatively;
- ▶ encouraging problem resolution;
- ▶ being accountable for our individual actions and decisions;
- ▶ taking ownership for achieving conclusion to an issue;
- ▶ finding alternatives for the citizen when we cannot help.

As a corporation, we support risk taking and problem solving and encourage innovation within the framework and guidelines provided to us by Council. Corporately we foster an 'open for business' attitude and work to simplify procedures and eliminate red tape.

SERVICE STANDARDS:

The City of Greater Sudbury is committed to:

- ▶ Providing clear, concise and accurate information and resources in a professional, courteous and helpful manner and in a variety of ways - in person, by telephone, mail, facsimile, e-mail and on the City of Greater Sudbury website.
- ▶ Providing services in both official languages in response to community needs.

- ▶ Creating a welcoming atmosphere, acknowledging citizens immediately, responding promptly to messages and inquiries and providing citizens with information as to our availability. This can include strategies such as using the vacation rule on e-mail to advise of a return date and updating voice mail messages to reflect absences from the office.
- ▶ Continuously monitoring, evaluating and improving our service level and implementing a process to measure our successes and get feedback from citizens.
- ▶ Providing close and convenient community based access to municipal services in Citizen Service Centres and through e-government solutions.
- ▶ Ensuring that public offices and facilities are accessible to those with special needs.
- ▶ Embedding citizen service standards and performance measures in all business plans and supporting service excellence across all levels of the corporation.

CALL HANDLING PROTOCOLS:

- ▶ Answering all incoming calls to the Call Centre with a live voice during regular business hours.
- ▶ Using call resolution techniques to minimize the number of times a call is transferred.
- ▶ Giving citizens the choice of having their calls transferred either to another individual or to voice mail when the specific person for whom they are calling is not available.
- ▶ Ensuring that no calls are left unanswered.

STAFF SUPPORT:

- ▶ We promote professionalism among all staff. Staff are expected to maintain an appropriate appearance and restrict food consumption and personal grooming in public view.
- ▶ We provide staff training to ensure that our employees have an acceptance and understanding of our corporate vision, mission, values, goals and priorities and excel in customer service.
- ▶ We consider customer service skills in making hiring decisions for positions with high levels of citizen contact.

Request for Recommendation Priorities Committee



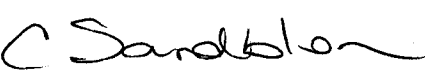
Type of Decision									
Meeting Date	January 22, 2003				Report Date	January 14, 2003			
Recommendation	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

Report Title
Extreme Cold Weather Alert

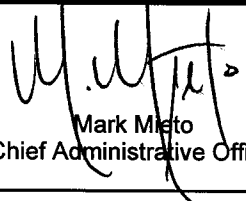
Policy Implications + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
<p>Policy Implications: The well-being of citizens of the City of Greater Sudbury will not be compromised in the event of extreme cold weather.</p> <p>Budget Impact: The pilot project will require one-time funding of \$35,000 from the \$203,300 community placement funding previously reserved by Council through Priorities Committee recommendation 2002-22.</p>	
<input checked="" type="checkbox"/>	Background attached

Recommendation
<p>WHEREAS according to Environment Canada, the winter season in Northern Ontario begins in October and ends in May; and</p> <p>WHEREAS, on average, Sudbury has approximately 36 days between the months of October and May with temperatures below -15°C; and</p> <p>WHEREAS community resources necessary for the implementation of an Extreme Cold Weather Alert are available within the City of Greater Sudbury;</p>
<input checked="" type="checkbox"/> Recommendation attached

Recommended by the General Manager


 Catherine Sandblom
 Acting General Manager
 Health and Social Services

Recommended by the C.A.O.


 Mark Mieto
 Chief Administrative Officer

40

Date: January 22, 2003

Report Authored By



Bernadette Walicki
Program Co-ordinator - Community Initiatives

Division Review



Harold Duff
Director of Social Services

THEREFORE, let it be resolved that the Priorities Committee of the City of Greater Sudbury approve Option 1, a two year pilot implementation of an Extreme Cold Weather Alert system, to be carried out by the Social Services Division in cooperation with community partners, using \$35,000 of the existing \$203,300 community placement target funding previously reserved by Council through Priorities Committee recommendation 2002-22, as a short-term emergency response during cold weather to ensure that all vulnerable citizens have access to shelter and services between the months of October and May.

Background

The premise of the Extreme Cold Weather Alert system is to increase services available to vulnerable persons during brief spells of extreme cold weather as a short-term emergency response. Extreme Cold Weather Alert systems are not developed to be sustainable over an extended period of time nor intended to replace longer-term solutions to problems faced by the community.

The proposed system for implementation was developed based on similar activities taking place in Toronto and Hamilton. The Extreme Cold Weather Alert system has been designed to ensure that the well-being of all citizens within the City of Greater Sudbury is not compromised by cold weather.

Community partners and the Task Force on Emergency Shelters and Homelessness have been instrumental in sharing their expertise in the development of this project. On January 9, 2003 the Task Force on Emergency Shelters and Homelessness passed a motion in support of this document in consideration for the homeless persons who may include a portion of the clientele accessing the services offered by this project.

Implementation Procedure

1. Identifying an Extreme Cold Weather Alert

According to Environment Canada, the winter season in Northern Ontario begins in October and ends in May. Therefore, an Extreme Cold Weather Alert will be called by the Canadian Red Cross when Environment Canada predicts:

- a daily low of -15°C without a wind-chill; or
- when a wind-chill is expected to reach a level where Environment Canada issues a warning for outdoor activity for people in the City of Greater Sudbury; or
- Environment Canada issues a Winter Storm Watch or a Winter Weather Warning (specific to a blizzard, wind-chill, cold wave warning or winter storm warning).

The Public Works Department currently subscribes to predicted and current weather forecasts from World Weather Watch. This information would assist in the preparation of a cold weather alert. In a search for past weather conditions in Sudbury from Environment Canada, the results were as follows:

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1954 to 1990	Nov	Dec	Jan	Feb	Mar	Apr
Daily Maximum	2.2	-5.6	-8.5	-6.7	-0.5	8.2
Daily Minimum	-4.8	-14.3	-18.7	-17.3	-10.8	-2.3
Daily Mean	-1.3	-9.9	-13.5	-11.9	-5.6	3
Extreme Minimum	-25	-35.4	-39.3	-37.8	-30.2	-21.1

1971 to 2000	Nov	Dec	Jan	Feb	Mar	Apr
Daily Maximum	2.0	-5.1	-8.4	-6.1	-0.1	8.5
Daily Minimum	-5.1	-13.9	-18.6	-16.6	-10.4	-2.2
Daily Mean	-1.5	-9.5	-13.6	-11.4	-5.3	-3.1
Days with Minimum Temperature <= -20	0.31	8.1	14.5	10.4	3.1	0.0
Days with Minimum Temperature <= -30	0.0	0.53	2.6	0.73	0.03	0.0

2. Ensure enhanced services are available.

The Canadian Red Cross will ensure that increased services during an Extreme Cold Weather Alert will include:

- advising shelters and Greater Sudbury Police Services of the Alert
- permitting shelters to increase their capacity within fire regulations
- requesting that the shelters exercise leniency in their curfews
- having the Elgin Street Mission day-time drop-in centre extend their hours to offer services overnight
- increasing the number of outreach street patrol workers to advise persons on the streets about additional services and offer transportation services when needed
- ensuring outreach workers have a sufficient supply of blankets, clothing and hot coffee to offer persons not wanting to access shelter services
- allowing shelter providers to issue bus vouchers to residents who were initially dropped-off by outreach workers
- issuing a press release

3. Educate the public about cold weather and hypothermia.

Throughout the winter months, the Sudbury and District Health Unit has agreed to issue press releases about ways to handle the cold and identify hypothermia.

4. Inform the public of available services.

On Extreme Cold Weather Alert days, the Canadian Red Cross will also issue a press release advising the public of:

- the days and times for which the alert is in effect

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- the services available to the public during the alert
- the phone number for L'Association Des Jeunes de la Rue (Community Outreach Program) who will have available a telephone line accepting calls from the public and persons in need.

The public will also be made aware, through the press release, that forced removal of persons from the street is counterproductive and can be seen as abusive. The goal of outreach services is to encourage persons on the street to voluntarily access shelters and services. Shelters do not have the authority to confine persons without their consent.

Summary of Responsibilities During an Extreme Cold Weather Alert

Canadian Red Cross:

- monitor daily weather forecast from Environment Canada
- advise shelters (Genevra House, Salvation Army Centre, Foyer Notre Dame, Elizabeth Fry Transitional Home and Inner Sight Educational Homes), outreach providers (L'Association Des Jeunes de la Rue), the Elgin Street Mission and Greater Sudbury Police Services of the alert and outline their responsibilities as a result
- issue press releases
- ensure that costs incurred by the participating agencies are paid in accordance with the agreed upon contract

Genevra House, Salvation Army Centre, Foyer Notre Dame, Elizabeth Fry Transitional Home and Inner Sight Educational Homes:

- increase their capacity within fire regulations
- exercise leniency in curfews
- have available bus vouchers to give to residents who were dropped-off by outreach workers

L'Association Des Jeunes de la Rue (Community Outreach Program):

- provide overnight outreach services whereby persons on the streets will be made aware of the services available within the City of Greater Sudbury and will further be provided additional clothing, blankets and coffee if they choose not to access services
- direct persons, who phone the overnight line, to services that most appropriately meet their needs within the City of Greater Sudbury
- provide transportation to persons who wish to access shelter services
- respond to calls from the public who have spotted a person on the street in need of attention

Elgin Street Mission:

- provide services overnight

Sudbury and District Health Unit:

- issue press releases between the months of October and May informing the public of ways to handle the cold and identify hypothermia

Evaluation

Prior to the implementation of the Extreme Cold Weather Alert system, the Social Services Division, in cooperation with the Canadian Red Cross, will develop an evaluation tool to assess the feasibility of the project. Efforts will be made by the Social Services Division to secure permanent funding during the pilot phase for this initiative. All avenues of funding will be pursued, including Federal and Provincial dollars.

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Yearly Estimated Budget for the Extreme Cold Weather Alert

A contractual agreement will be reached with the Canadian Red Cross. The Canadian Red Cross will function as the financial flow-through of funds paid to the service providers. A one-time maximum of \$5,000 will be available for project start-up. Further, \$15,000 will be available for the yearly operation of the Extreme Cold Weather Alert system.

Priority Committee Options

Option 1:

Accept the recommendation.

Benefits

- Ensures that all community members, including those in outlying areas, have access to an environment that will not compromise their well-being.
- Allows community agencies and service providers to work cooperatively for the collective benefit of the community.
- Utilizes existing resources within the City of Greater Sudbury to provide a consolidated service.
- Supports the Health and Social Services policy recommendation for homelessness, passed by the Council of the City of the City of Greater Sudbury on October 10, 2002.
- Provides a service, to all community members, not currently available.

Downfalls

- Additional one-time funding from the Social Services Division Community Placement Fund will be required for the implementation of the project.
- Participating agencies will have to ensure that additional support staff are available within short notice.

Option 2:

Do not approve the recommendation.

Benefits

- Shelter and drop-in services will continue to be available to vulnerable persons.
- Funds will not have to be accessed by the Social Services Division.
- Staff time will not have to be designated toward the implementation, operation and evaluation of this project.

Downfalls

- A gap for enhanced services will exist.
- Allows for the potential that community members might be exposed to conditions where hypothermia will result.
- Will not provide an opportunity for agencies and organizations to work collaboratively for the increased benefit to the community.

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Option 3:

Delay the approval of the recommendation pending further research.

Benefits

- Priorities Committee members will have the opportunity to receive additional facts that may not have been addressed in this report.

Downfalls

- There will be a delay in the implementation of the project.

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