

Priorities
Committee
Agenda

to be held on
Monday, September 22nd, 2003
at
7:00 p.m.

**Deputy Mayor
Dave Courtemanche
Chair**



**Councillor
Gerry McIntaggart
Vice-Chair**





Priorities Committee AGENDA

TWENTY-SECOND MEETING OF THE PRIORITIES COMMITTEE
TO BE HELD ON **MONDAY, SEPTEMBER 22ND, 2003** AT 7:00 P.M. IN THE
COUNCIL CHAMBER, TOM DAVIES SQUARE

(PLEASE ENSURE CELL PHONES AND PAGERS ARE TURNED OFF)

The Council Chamber of Tom Davies Square is wheelchair accessible. Please speak to the City Clerk prior to the meeting if you require a hearing amplification device. Persons requiring assistance are requested to contact the City Clerk's Office at least 24 hours in advance of the meeting if special arrangements are required. Please call (705) 671-2489, extension 2475. Telecommunications Device for the Deaf (TTY) (705) 688-3919. Copies of Agendas can be viewed on the City's web site at www.city.greatersudbury.on.ca.

DEPUTY MAYOR COURTEMANCHE, IN THE CHAIR

1. Declarations of Pecuniary Interest

**ANY ITEMS NOT DEALT WITH BY THE ADJOURNMENT HOUR OF
10:00 P.M. WILL BE CARRIED OVER TO THE WEDNESDAY,
OCTOBER 8TH, 2003 MEETING OF THE PRIORITIES COMMITTEE.**

PRESENTATIONS/DELEGATIONS

2. Presentation dated 2003-09-05 regarding Analysis of Organizational Alternatives for Environmental Innovation and Energy Initiatives.

(ELECTRONIC PRESENTATION)

(REPORT TO BE DISTRIBUTED AT THE MEETING)

- Oscar Poloni, KPMG

RECOMMENDATION:

WHEREAS the Council of the City of Greater Sudbury recognizes the importance of environmental and energy initiatives;

AND WHEREAS the City of Greater Sudbury has consistently shown leadership in fostering and implementing environmental and energy initiatives;

AND WHEREAS the Council of the City of Greater Sudbury has recognized eco-industry and energy as one of the five engines for economic growth;

THEREFORE BE IT RESOLVED THAT a new unit in the Economic Development and Planning Services Department be created;

AND FURTHER THAT the new unit continue to provide:

- Leadership in the formation of the EarthCare Sudbury Institute
- Facilitation of partnerships for environmental and energy initiatives
- Identification of internal opportunities for energy efficiencies and environmental initiatives
- A leading role in accessing funding from senior levels of government
- Provide opportunities for the testing of environmental and energy initiatives

AND FURTHER THAT all budget allocations for environmental and energy initiatives be transferred to the Economic Development and Planning Department

PRESENTATIONS/DELEGATIONS (continued)

3. Presentation regarding Sports Council.
(ELECTRONIC PRESENTATION)

- Mr. Lionel Courtemanche, Working Chair, Sports Link
- Mr. Dan Lee
- Mr. John Roberts

RECOMMENDATION #1:

WHEREAS the City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together,

AND WHEREAS the City of Greater Sudbury is committed to promoting the well-being of our citizens in a healthy, safe and stimulating community that is a highly desirable place to live, work, study and play,

AND WHEREAS the City of Greater Sudbury continues to work to develop new partnerships and innovative strategies in support of an active and attractive community,

AND WHEREAS the concept of one community voice for sport that promotes equal access to sport opportunities and that uses volunteerism to enhance the delivery of sport and provide an opportunity for personal growth and development is supported by the principles of the Healthy Community movement.

NOW THEREFORE BE IT RESOLVED THAT the Council of the City of Greater Sudbury endorse the creation of the City of Greater Sudbury Sport Link and further that the City of Greater Sudbury commit to working with this community partner in fulfilling the goals and objectives of the Sudbury Sports Link and support its efforts to access funding from service levels of Government.

RECOMMENDATION #2:

WHEREAS the City of Greater Sudbury has a rich heritage of sports and athletic achievement;

AND WHEREAS recognizing the accomplishments of our athletes and preserving our local sporting artefacts is important;

AND WHEREAS SportLink supports and promotes the establishment of a Sports Hall of Fame;

AND WHEREAS a committee is being formed to pursue the establishment of a Sports Hall of Fame;

THEREFORE BE IT RESOLVED that City Council supports, in principle, the development of a Sports Hall of Fame for the City of Greater Sudbury.

PRESENTATIONS/DELEGATIONS (continued)

4. Presentation regarding Minnow Lake Community Action Network.
(FOR INFORMATION ONLY) (ELECTRONIC PRESENTATION)

- Mr. John Lindsay, Co-Chair, Minnow Lake CAN
- Mr. Bob King, Co-Chair, Minnow Lake CAN

5. Report dated 2003-09-17, with attachments, from General Manager of Public Works regarding Snow Removal - Parking Lots & Street Frontages - Churches and Community Facilities. **1 - 10**

Report dated 2003-09-17 from General Manager of Corporate Services with an attached letter to churches and community groups regarding Snow Removal - Parking Lots & Street Frontages. **11 - 16**

(This letter was sent to church groups and community facilities (see attached list) regarding their attendance at Priorities Committee of September 22, 2003.)

RECOMMENDATION:

As a result of the significant costs and service disruptions on public roads associated with plowing private parking lots and street frontages for churches and community service organizations, it is recommended that the City of Greater Sudbury discontinues providing these services effective November 1, 2003.

6. Report dated 2003-09-10 from General Manager of Health & Social Services regarding "Child Care Project: Study of the Child Care Delivery System in the City of Greater Sudbury" - Summary and Recommendations. **17 - 27**
(ELECTRONIC PRESENTATION)

- Ms. C. Ouellette, Director of Children Services, City of Greater Sudbury

Report entitled "*Child Care Project: Study of the Child Care Delivery System in the City of Greater Sudbury*" **(UNDER SEPARATE COVER)**

(This report provides a summary of a study entitled "Child Care Project: Study of the Child Care Delivery System in the City of Greater Sudbury" completed for Children Services Division in August 2003 by Professor Ozhand Ganjavi of Laurentian University. Professor Ganjavi's study outlines the current situation and challenges facing the Licensed Child Care System in Greater Sudbury and provides analysis and recommendations for improvement.

In response, Health and Social Services is proposing several strategies for implementation which include using the report to advocate for funding changes at the Provincial level, and a new payment arrangement between the City and service providers for subsidized child care.

Staff will be making a short presentation to explain these recommendations

PRESENTATIONS/DELEGATIONS (continued)

RECOMMENDATION:

WHEREAS the Children Services Division provided an information report to Council in March 2003 to highlight some of the challenges facing licensed child care; and

WHEREAS the Children Services Division has worked over the summer with Child Care Providers and Laurentian University Professor Ozhand Ganjavi to analyse the child care system and develop responses to these challenges; and

WHEREAS a research report has been completed and several strategies have been developed in response to the challenges and recommendations contained in the research report;

THEREFORE BE IT RESOLVED THAT Council receive the research report entitled "Child Care Project: Study of the Child Care Delivery System in the City of Greater Sudbury";

AND FURTHER THAT Council support the recommendations contained in this report related to changes to Children Services Division's reporting requirements for child care service providers and payment structure for subsidized child care rates;

AND FURTHER THAT Council use the results of the research report to advocate to the Provincial and Federal governments for changes to the funding and administration of the child care system in Ontario.

MANAGERS' REPORTS

7. Report dated 2003-09-19, with attachments, from General Manager of Corporate Services regarding Minimum Insurance Liability Requirements for Third Parties. **28 - 43**

(This report presents options for Council's consideration regarding insurance requirements for third parties.)

RECOMMENDATION:

THAT the report from the General Manager of Corporate Services dated September 19, 2003 be approved; and

FURTHER THAT otherwise uninsured community based volunteer groups be financially assisted by Council with the procurement of liability coverage in order for these groups to use City facilities for meetings as outlined in option #3, at an estimated annual cost of \$6,000; and

MANAGERS' REPORTS (continued)

RECOMMENDATION (continued):

THAT the nine community events previously provided or assisted with insurance by former Councils, namely Minnow Lake Days, Capreol Days, Valley East Days, Cavalcade of Colours (Onaping Falls), Rayside Balfour Jug Curling Competition, Walden Winter Carnival, Dowling Winter Carnival, Beaver Lake Winter Carnival and Rayside Balfour Family Hockey Tournament, be financially assisted by the City with the procurement of liability insurance for the non-alcohol related portion of community events at an estimated annual cost of \$9,000; and

THAT the insurance requirements as outlined in this report dated September 19, 2003 be formally adopted by Council and incorporated into the budget and that this be effective January 1, 2004.

8. Report dated 2003-09-19, with attachments, from General Manager of Corporate Services regarding Council and Citizen Appointments for 2003-2006 Council Term.

44 - 71

Sample entitled "*City Council Boards, Committees, Advisory Panels, Roundtables and Associations: 2004*" **(UNDER SEPARATE COVER)**
(THIS IS A DRAFT SAMPLE ONLY)

RECOMMENDATION:

THAT this Priorities Committee authorize the procedure by which Council will make both Citizen and Council appointments and the make-up of the Advisory Panels, Boards, Committees and Roundtables as outlined in the report from the General Manager of Corporate Services dated 2003-09-19.

MANAGERS' REPORTS (continued)

9. Report dated 2003-09-16 from General Manager of Health & Social Services regarding Underserviced Area Program - Physician Relocation Incentive Grant. 72 - 75

RECOMMENDATION:

WHEREAS the City of Greater Sudbury (CGS) has been designated under serviced by the Ministry of Health and Long-Term Care (MOHLTC); and

WHEREAS the outlying areas in the CGS are seeing a reduction in the delivery of primary care; and

WHEREAS the CGS has over 30,000 citizens of this community without a family medicine practitioner; and

WHEREAS there is a decline in the enrollment into the family medicine program throughout the Province of Ontario and globally;

THEREFORE BE IT RESOLVED THAT the CGS lobby the provincial government to review the current UAP incentive grants and that the CGS review its set up relocation incentive within the strategic plan currently being developed.

10. Report dated 2003-09-17 from General Manager of Health & Social Services regarding Pioneer Manor - Tender and Purchase of Therapeutic Tubs, Electric Beds and Mattresses. 76 - 77

RECOMMENDATION:

WHEREAS City Council's resolution 2001-304 approved the commencement of the capital redevelopment of Pioneer Manor for the replacement of 128 beds with new construction and the renovation of 92 beds as required by the Ministry of Health & Long Term Care; and

WHEREAS capital disbursements including the purchase of necessary equipment are within the approved budget of \$22.1 million;

THEREFORE BE IT RESOLVED THAT Pioneer Manor be authorized to tender through the Supplies and Services Department and purchase the following items subject to the lowest bid and meeting all equipment requirements:

1. Up to eight (8) therapeutic tubs at a total estimated cost of \$200,000.
2. Up to 280 electric beds and mattresses at a total estimated cost of \$475,000.

CORRESPONDENCE - INFORMATION ONLY

{NONE}

ADJOURNMENT (10:00 P.M.) (RESOLUTION PREPARED)

{MAJORITY REQUIRED TO PROCEED PAST 10:00 P.M.}

2003-09-19

**DEPUTY MAYOR COURTEMANCHE
CHAIR**

**CORRIE-JO CAPORALE
COUNCIL SECRETARY**

Presentations and Delegations

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 22, 2003				Report Date	September 17, 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

Snow Removal - Parking Lots & Street Frontages - Churches and Community Facilities

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

As a result of the significant costs and service disruptions on public roads associated with plowing private parking lots and street frontages for churches and community service organizations, it is recommended that the City discontinues providing these services effective November 1, 2003.

Recommendation attached

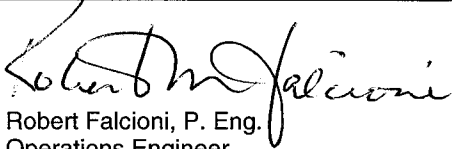
Recommended by the General Manager

Don Bélisle
General Manager of Public Works

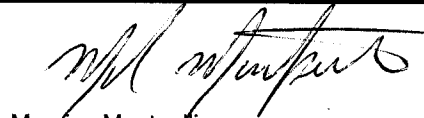
Recommended by the C.A.O.

Mark Mieto
Chief Administration Officer

September 17, 2003

Report Authored By

Robert Falcioni, P. Eng.
Operations Engineer

Division Review

Maurice Montpeffier
Director of Operations

Background

The Finance Committee received a report on a recommended policy for Winter Maintenance of Private Lots and Roads, and Public Owned Facilities on February 4, 2003. That report outlined the extent of services provided to church properties and community facilities and recommended that the service be curtailed. As a result of community concerns, Council requested that the service be continued for the balance of 2002/2003 Winter Season and that a meeting be set up with the stake holders to see if an alternate arrangement could be found.

A meeting was held on July 10, 2003 with church groups and other community organizations. Councillors Portelance, Lalonde and Bradley were in attendance (minutes of the meeting are attached).

As a result of the meeting, it was recommended that a more detailed outline of the costs would be necessary for Council to review the situation and this would be brought back to Council in September.

Major Issues

The major issues of concern are:

- The City's snow clearing equipment is not always suited for clearing parking lot areas. The plows are large and lots are small.
- The necessity to plow the parking lots while they are empty and prior to weekend services interferes with the City's priority of clearing the roads during a storm. Plows often have to interrupt their regular patrols to plow these lots.
- It takes approximately 33 man hours and about 22 hours of equipment time to clear these lots. That represents the equivalent amount of time to plow three residential plow routes.
- The City's Insurer has indicated the City is not insured to work on private property.
- The private sector is well equipped to provide this service on private property, and the City is in fact competing with the private sector.
- Some churches have no off street parking and require on street parking.
- Council reduced the snow removal budget by \$500,000.00 by implementing a policy of no snow removal on residential streets.

Costs

A more detailed cost analysis of the City snow clearing operation identifies that Operations spends approximately \$27,000.00 to snow plow 20 parking lots. There are approximately 143 additional churches and community groups that could request this same service. Extending these costs would increase the budget by a further \$193,000.00.

The City also spends an additional \$27,000.00 to clear snow from roadways in front of 20 churches, most

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of which are located on residential streets. There are approximately 83 additional churches that could request snow removal on the street. Extending these costs would result in an increase in the budget of \$112,000.00.

This represents an increase in the snow removal and plowing budget of \$359,000.00.

Attached is a copy of the breakdown of costs per site.

Recommendation

It is recommended that because of the significant costs associated with plowing the parking lots and snow removal on the roadway that the City not provide this service and that these churches and community groups utilize private contractors for the service.

Summary of Costs

Location	Service Rendered	Frequency	Cost Per Event	Total Cost
Golden Age Club, Onaping	Snow Plow Parking Lot	Every Storm (18)	\$98.00	\$1,764.00
Curling Club, Onaping	Snow Plow Parking Lot	Every Storm (18)	\$117.00	\$2,106.00
Larchwood Bible Chapel, Dowling	Snow Plow Parking Lot	Every Storm (18)	\$98.00	\$1,764.00
St. Etienn Martyr Church, Dowling	Snow Plow Parking Lot	Every Storm (18)	\$98.00	\$1,764.00
St. Joseph Church, Chelmsford	Snow Plow Parking Lot	Every Storm (18)	\$143.00	\$2,574.00
Club 50, Chelmsford	Snow Plow Parking Lot	Every Storm (18)	\$143.00	\$2,574.00
Senior Craft Shop, Chelmsford	Snow Plow Parking Lot	Every Storm (18)	\$50.00	\$900.00
	Snow Removal	2 Times Per Year	\$348.00	\$696.00
St. Agnes Church, Azilda	Snow Plow Parking Lot	Every Storm (18)	\$50.00	\$900.00
	Snow Removal	2 Times Per Year	\$348.00	\$696.00
Lion's Den, St. Joseph, Hanmer	Snow Plow Parking Lot	Every Other Storm (9)	\$40.00	\$360.00
Lion's Den, Norman Recreation Centre, Capreol	Snow Plow Parking Lot	Every Other Storm (9)	\$40.00	\$360.00
Community of Christ Church, Hillcrest, Lively	Snow Plow Parking Lot and Sand	Every Storm (18) and Sand when necessary	\$30.00	\$540.00
Waters Mennonite Church, Lively	Snow Plow Parking Lot and Sand	Every Storm (18) and Sand when necessary	\$45.00	\$810.00
Naughton Congregation Church	Snow Plow Parking Lot and Sand	Every Storm (18) and Sand when necessary	\$30.00	\$540.00
St. Christopher's Church, Whitefish	Snow Plow Parking Lot and Sand	Every Storm (18) and Sand when necessary	\$45.00	\$810.00
Bethel Baptist Church	Snow Plow Parking Lot and Sand	Every Storm (18) and Sand when necessary	\$30.00	\$540.00
Beaver Lake Lutheran Church	Snow Plow Parking Lot and Sand	Every Storm (18) and Sand when necessary	\$30.00	\$540.00
St. John Church, Garson	Snow Plow Parking Lot	Every Storm (18)	\$40.00 + Sanding \$175.00	\$895.00
Sudbury Revolver Club, Maki St., Garson	Snow Plow Parking Lot	Every Storm (18)	\$40.00 + Sanding \$175.00	\$895.00

Snow Removal - Parking Lots & Street Frontages - Churches and Community Facilities

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Nickel Centre Seniors, Falconbridge	Snow Plow Parking Lot	Every Storm (18)	\$30.00 + Sanding \$175.00	\$715.00	
Skead Seniors, Skead	Snow Plow Parking Lot	Every Storm (18)	\$30.00 + Sanding \$175.00	\$715.00	
Brady Park Food Bank, O'Neill Dr., Garson	Snow Plow Parking Lot	Every Storm (18)	\$30.00 + Sanding \$175.00	\$715.00	
Sub-Total Seasonal Snow Plowing					\$23,458.00
St. John United Church, Levack	Snow Removal Along Street	Twice Yearly	\$1,010.00	\$2,020.00	
St. Barth Church, Levack	Snow Removal Along Street	Twice Yearly	\$1,010.00	2,020.00	
St. Anthony's Church 19 Mary St., Sudbury	Snow Removal Along Street	Xmas	\$680.00	\$680.00	
St. Clement's Church Albert St., Sudbury	Snow Removal Along Street	Xmas	\$680.00	\$680.00	
St. Eugene Church Eyre St., Sudbury	Snow Removal Along Street	Xmas plus Special Events (Average 3 Yearly)	\$1,360 Xmas \$680 Event	\$3,400.00	
Berean Baptist Church Pine St., Sudbury	Snow Removal Along Street	Xmas	\$680.00	\$680.00	
Ukranian Greek Church Baker St., Sudbury	Snow Removal Along Street	Xmas	\$680.00	\$680.00	
All People United Church 400 Antwerp St., Sudbury	Snow Removal Along Street	Xmas	\$140.00	\$140.00	
Holy Trinity Church 426 Burton Ave., Sudbury	Snow Removal Along Street	Xmas plus Funerals (Average 3 yearly)	\$1,360 Xmas \$680 Event	\$3,400.00	
St. Jean de Brebeuf Bond Street, Sudbury	Snow Removal Along Street	Seldom	N/A	---	
Ste. Anne's Church 40 Beech St., Sudbury	Snow Removal Along Street	Xmas plus Funerals (Average 3 yearly)	\$676 Xmas \$675 Event	\$2,700.00	
Salvation Army Birch St., Sudbury	Snow Removal Along Street	Xmas	\$270.00	\$270.00	
All Nations Church 885 Prete St., Sudbury	Snow Removal Along Street	Xmas	\$410.00	\$410.00	
St. Timothy's Church, Collin's Drive, Copper Cliff	Snow Removal Along Street	Xmas	\$410.00	\$410.00	

Snow Removal - Parking Lots & Street Frontages - Churches and Community Facilities

September 17, 2003

Croatian Catholic Church Pine @ Alder, Sudbury	Snow Removal Along Street	Xmas	\$815.00	\$815.00	
Serbian Orthodox Church 515 Antwerp St., Sudbury	Snow Removal Along Street	Xmas	\$140.00	\$140.00	
Shaar Hashomayim Syn. John St., Sudbury	Snow Removal Along Street	Xmas	\$1,350.00	\$1,350.00	
Calvary Baptist Church 493 Ontario St., Sudbury	Snow Removal Along Street	Xmas	\$270.00	\$270.00	
Sudbury Missionary 5 MacLaughlin, Sudbury	Snow Removal Along Street	Xmas	\$270.00	\$270.00	
Trinity United Church, Lively	Snow Removal Along Street	3 Times per Year	\$190.00	\$570.00	
St. Pius Church, Lively	Snow Removal Along Street	3 Times per Year	\$190.00	\$570.00	
Lively Regular Baptist	Snow Removal Along Street	3 Times per Year	\$190.00	\$570.00	
Christ Anglican, Lively	Snow Removal Along Street	3 Times per Year	\$190.00	\$570.00	
Sub-Total - Occasional Snow Removal					\$23,330.00
Sub-Total				\$46,788.00	
Plus 15% Administration				\$7,018.20	
Total				\$53,806.20	

Note: Wages Calculated at 1.5% for Plowing and straight time for Snow Removal

Minutes
Review of Snow Removal Policy
Churches and Community Facilities

Date: Thursday, July 10, 2003

Time: 1:00 p.m.

Location: Room C-11, Tom Davies Square

Present: Don Belisle, General Manager of Public Works.
Maurice Montpellier, Director of Operations.
Robert Falcioni, Operations Engineer.
Dan Laakso, Section Manager, South Section.
Jacques Brault, Section Manager, North-East Section.
Marcel Potvin, Section Manager, South-East Section.
Bob Hagan, Acting Section Manager, South-West Section.
Guy Vezeau, Acting Section Manager, North-West Section.
Councillor Portelance
Councillor Lalonde (A: 1:15 p.m.)
Councillor Bradley (A: 1:20 p.m.)
Rod Furchner, Onaping Falls Golden Age Club
Neil Ferguson, Onaping Falls Golden Age Club
William Hayes, Skead Seniors' Club
Gerard Lachance, St Christopher's , Whitefish
Mike Chorikawy, Trinity United, Lively
Judi Cartman, Shaar Hashomayim Synagogue
Addison MacCabe, Water's Menonite
Pat Dubreuil, Diocese of Sault Ste Marie
Alfred Maskell, Lively Baptist Church
Guy Bergeron, St John The Evangelist, Garson
Charles N Mathie, St John The Evangelist, Garson
Lil Bergeron, Holy Trinity Church
Marcel St Jules, Holy Trinity Church
Pauline Kruk, Holy Trinity Church
Keith McCormick, Holy Trinity Church
Dolores Arnold, Holy Trinity Church
Paul Labelle, Holy Trinity Church
Richard Charbonneau, Paroisse St Joseph, Chelmsford
Gerard Joliat, Paroisse St Joseph, Chelmsford

Introduction:

- Don Belisle went through a brief introduction as to the background. Region did not snowplow lots, it was the area municipalities that offered this service.
- Our records indicate there are 103 churches and 60 volunteer service clubs that could receive this service.
- Presently we snowplow lots at 18 to 20 churches and we remove snow from the roadway in front of approximately 20 other church locations.
- Presently we are offering this service to approximately 1/7th of the total church and volunteer service clubs.
- Our equipment is suitable for road clearing and not suitable for parking lots. It requires us to interrupt our service in order to provide it in a timely fashion and requires additional overtime to provide it. The City also does not have insurance to work on private property.

Discussion:

- The Skead Seniors Club had an agreement with the Town of Nickel Centre and provided a copy to Don Belisle. Don indicated that where agreements were in writing, the City will continue to honour them. He requested that anyone with written agreements to provide him a copy.
- The representative from Holy Trinity raised the concern that they have no parking lot and utilize all on street parking. During the winter months there is only one lane of traffic due to the snow banks and two rows of parked cars.
- Don Belisle indicated that City Council cut \$500,000 from the Snow Removal Budget for residential streets. Don acknowledged that Councillor Portelance was in attendance.
- Deacon Paul Labelle from Holy Trinity Church referred to Council's decision and stated that the City had approved construction of the church with no parking lot so that they should be prepared to address parking concerns on the street.
- Deacon Labelle spoke of snow removal in front of the churches specifically noting funerals and that the Funeral Directors were not notified of this meeting. He expressed that the church representatives wish to have an opportunity to address Council directly. He also noted that many churches had verbal agreements for

parking lot snow removal and should be recognized equally as with written agreements.

- Deacon Labelle raised the question as to the City's liability if snow is not removed from the streets and people are injured? Don Belisle advised that the City carries insurance for the city right of ways but not on private property.
- Judi Cartman from the Shaar Hashomayim Synagogue indicated that on John Street when the City plows they push the snow onto their property and reduces their parking.
- Gerard Lachance from St. Christopher's Church in Whitefish indicated that they all pay high taxes and that their parishioners are not pleased. He questioned what the City does when it is not snowing. Don Belisle explained that City Forces have other work to do when it is not snowing and they are not sitting around waiting for the snow.
- Councillor Portelance stated that she had sat on the Committee on Volunteerism and their recommendation was that the City was to provide the same level of service after amalgamation. This recommendation was adopted by Council. She further stated that amalgamation has not been kind to the service groups and an agreement should be reached to provide the same service levels.
- Don Belisle advised that service levels could not be changed without Council's direction and that representatives must approach Council to review.
- Don Belisle indicated that the City cannot work on private property and that he was expecting the representatives to provide some alternatives on how to continue to provide for this service. He asked if the group was prepared to pay for snow removal on the streets.
- Councillor Bradley stated that since amalgamation the area municipalities had been losing services and gave examples. He stated that 80 churches are not getting services and we need to seriously look at solutions. Some churches are not financially able to pay for the work and may have to close.
- It was noted that in Skead, services are performed by a payloader presently and that the contractor should be approached to provide a price to do the private lots.
- Don Belisle offered to provide a list of contractors who could provide maintenance services. Some discussion ensued as to whether this work should be contracted out and offered to private contractors or the City provide part of the service.
- Councillor Lalonde indicated that in the past the Town of Rayside Balfour performed

this work including work on private property. He stated that the Town had no problems with insurance coverage. He felt that this work should still be provided as part of the new City.

- Discussion ensued that in order for Council to review this situation, a more detailed outline of costs both for existing and potentially all sites be prepared.
- Don Belisle stated that the Councillors present would have to bring this forward to the August Council meeting to give him direction on preparing the report.
- Everyone present agreed that they would allow their names and telephone numbers to be circulated with the minutes.
- The Community Groups requested that they be informed as to when this would be presented to Council so that they could be present.

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 22, 2003			Report Date	September 17, 2003		
Recommendation	Yes	<input checked="" type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	Low
	Direction Only			Type of Meeting	<input checked="" type="checkbox"/>	Open	Closed

Report Title

**LETTER
ATTENDANCE - CHURCHES AND COMMUNITY FACILITIES - PRIORITIES COMMITTEE**

Policy Implications + Budget Impact

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

POLICY IMPLICATIONS

None

BUDGET IMPACT

None

Background attached

Recommendation

This report appears on the agenda for information only.

Recommendation attached

Recommended by the General Manager


Doug Wuksinic
General Manager of Corporate Services

Recommended by the C.A.O.


Mark Mieto
Chief Administrative Officer

Date: September 17, 2003

Report Authored By



Corrie Jo Caporale
Council Secretary

Division Review

BACKGROUND

Please find attached a copy of a letter dated September 4, 2003 regarding the snow removal on parking lots and street frontages for churches and community facilities. A copy listing the groups and organizations who received this letter is also attached.

At the close of the agenda no application was made from the affected groups requesting to speak to the Committee.

September 4, 2003

FIELD(Name)
FIELD(Address)
FIELD(City)
FIELD(PC)

Dear Sir/Madam:

**Re: Snow Removal - Parking Lots & Street Frontages
Churches and Community Facilities**

Thank you for your request to appear before the Priorities Committee of Council regarding the issue of the elimination of snow removal services on private lots and along the street frontage of churches and various community facilities.

I am pleased to confirm that you have been added to Priorities Agenda for **Monday, September 22, 2003.**

Please be advised that you may have up to ten (10) minutes to make your presentation to Council. Members of Council will have up to twenty (20) minutes to ask for information or clarification regarding your presentation.

I am attaching a copy of Section 14 (Delegations) of Council's Procedural Rules for your information.

If you wish to utilize slides, overheads or video tapes, as part of your presentation, then the time taken to present them is to be included in the time allocated to you. I would ask that if you plan to use audio visual equipment that you arrange with this Office to have it set up and in place in the Council Chamber no later than 4:00 p.m. on Monday, September 22, 2003.

If you plan to have a handout available at the meeting, please be sure to bring a minimum of 30 copies for the Mayor, Councillors, senior staff and the press. Paper copies of electronic presentations on three-hole punched paper are to be made available to the Members of Council and senior staff. If you wish, you may e-mail your presentation to Thom Mowry, City Clerk at thom.mowry@city.greatersudbury.on.ca no later than 9:00 a.m. of the meeting date and we will arrange to have it photocopied.

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September 4, 2003

Snow Removal - Parking Lots & Street Frontages - Churches and Community Facilities

Should you wish to provide Council with additional printed information in advance of the meeting, either under separate cover or as part of the Council Agenda, then I would ask that you provide me with one copy, suitable for photocopying on 8½ by 11 inch plain white paper, no later than 12:00 o'clock noon on Monday, September 22, 2003.

Presenters often ask for the appropriate manner in which to address Council. The Chair of the meeting will introduce you and then ask you to proceed to the podium to speak. A person addressing Council should first wait to be recognized by the Chair. Once recognized by the Chair they should in a clear voice announce their name and the purpose of their presentation.

The Chair can be addressed as *Chair* or *Councillor*. **All remarks must be addressed to the Chair.** A Presenter should not directly speak to any other member of Council.

Once the delegation has finished its presentation, please remain at the podium in case any member of Council wishes to ask a question.

Meetings of the Priorities Committee of Council start at 7:00 p.m., in the Council Chamber on the main level of Tom Davies Square, 200 Brady Street, Sudbury. I would appreciate if you could be present at approximately 6:45 p.m. in order to familiarize you with the layout of the Council Chamber and answer any questions you may have.

Please note that parking is available under Tom Davies Square at no charge to members of the public attending Council meetings. Access to the Council Chamber can be had from the parking level.

Should you have any questions concerning your presentation, please do not hesitate to contact me at 671-2489, extension 2471.

Yours truly,

Corrie-Jo Caporale
Council Secretary

Attachment

cc: Mr. Mark Mieto, Chief Administrative Officer
Mr. Don Belisle, General Manager, Public Works
Mrs. Vivian Gibbons, Executive Assistant to the General Manager of Public Works
Mrs. Fran Cottam, Administrative Assistant to the Director of Operations
Ms. Jeannie McKechnie, Mayor's Office

Golden Age Club
PO Box 125
Onaping, Ontario
P0M 2R0

Club 50 Balfour
25 Main Street West
Chelmsford, Ontario
P0M 1L0

Lion's Club
4611 St. Joseph Street
Hanmer, Ontario
P3P 1K5

Waters Mennonite Church
MR #55 West
Lively, Ontario
P3Y 1E2

Waters Mennonite Church
MR #55 West
Lively, Ontario
P3Y 1E2

St. Christopher's Church
MR #55 West
Whitefish, Ontario
P0M 3H0

Bethel Baptist Church
RR #1
Whitefish, Ontario
P0M 3E0

Beaver Lake Lutheran Church
Highway 17 West
Worthington, Ontario
P0M 3H0

Falconbridge Seniors Centre
c/o Harold Harris, 1250 Ramsey
View Court
Sudbury, Ontario
P3E 2E7

Skead Senior Citizen Club Inc.
5 Bell Street
Skead, Ontario
P0M 2Y0

St. John the Evangelist Church
255 Church Street
Garson, Ontario
P3L 1A6

St. Agnes Church
15 St. Agnes Street
Azilda, Ontario
P0M 1B0

Paroisse St. Joseph
3594 Errington Avenue
Chelmsford, Ontario
P0M 1L0

St. Etienn Martyr
68 Sturgeon Street
Dowling, Ontario
P0M 1R0

Larchwood Memorial United
Church
15 Douglas Street
Dowling, Ontario
P0M 1R0

Senior Craft Shop
3506 Errington Avenue
Chelmsford, Ontario
P0M 1L0

St. John's United Church
Third North Avenue
Levack, Ontario
P0M 2C0

St. Bartholomew's
30 Church Street
Levack, Ontario
P0M 2C0

Trinity United Church
6th Avenue
Lively, Ontario
P3Y 1M2

St. Pius X
45 A Street
Lively, Ontario
P3Y 1M2

Lively Baptist Church
227 6th Avenue
Lively, Ontario
P3Y 1M2

Christ Anglican
231 6th Avenue
Lively, Ontario
P3Y 1M2

St. Anthony's
19 Mary Street
Sudbury, Ontario
P3C 1B7

St. Clements
328 Albert Street
Sudbury, Ontario
P3C 1M2

St. Eugene
50 Eyre Street
Sudbury, Ontario
P3C 4A4

Berean Baptist Church
95 Pine Street
Sudbury, Ontario
P3C 1W9

Ukrainian Greek Orthodox
Church of St. Volodymyr
190 Baker Street
Sudbury, Ontario
P3C 2G1

All People's United Church
400 Antwerp Avenue
Sudbury, Ontario
P3C 4M8

Holy Trinity Parish
426 Burton Avenue
Sudbury, Ontario
P3C 4K7

St. Jean de Brebeuf
26 Kathleen Street
Sudbury, Ontario
P3C 2M1

The Salvation Army
107 Lorne Street
Sudbury, Ontario
P3C 4P3

All Nation's Church
885 Prete Street
Sudbury, Ontario
P3E 3X9

St. Timothy Lutheran Church
12 Collins Drive
Copper Cliff, Ontario
P0M 1N0

Croatian Catholic Church Sveti
Marko
140 Alder Street
Sudbury, Ontario
P3C 4J8

Serbian Orthodox
515 Antwerp Avenue
Sudbury, Ontario
P3C 4M9

Shaar Hashomayim Synagogue
158 John Street
Sudbury, Ontario
P3E 1P4

Calvary Baptist Church
493 Ontario Street
Sudbury, Ontario
P3E 4K4

Sudbury Missionary
(Elgin Street Mission)
200 Elgin Street
Sudbury, Ontario
P3E 3N5

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 22, 2003				Report Date	September 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

"Child Care Project: Study of the Child Care Delivery System in the City of Greater Sudbury" - Summary and Recommendations

Policy Implications + Budget Impact

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

The recommendations in this report support Children Services' overall goal of maintaining a viable child care system in Greater Sudbury that meets the changing needs of children and families in our communities.

The direct cost to the City to implement these recommendations is estimated to be \$80,000, which is available within the current allocated budget for child care.

Background attached

Recommendation

WHEREAS the Children Services Division provided an information report to Council in March 2003 to highlight some of the challenges facing licensed child care; and

WHEREAS the Children Services Division has worked over the summer with Child Care Providers and Laurentian University Professor Ozhand Ganjavi to analyze the child care system and develop responses to these challenges; and

WHEREAS a research report has been completed and several strategies have been

Recommendation attached

Recommended by the General Manager

Catherine Sandblom

General Manager, Health and Social Services Department

Recommended by the C.A.O.

Mark Mieto
Chief Administrative Officer

Date: Sept. 10, 2003

Report Authored By



Kate Barber
Policy/ Community Developer, Children Services Division

Division Review



Carmen Ouellette
Director, Children Service Division

developed in response to the challenges and recommendations contained in the research report:

THEREFORE BE IT RESOLVED THAT Council receive the research report entitled "Child Care Project: Study of the Child Care Delivery System in the City of Greater Sudbury";

AND FURTHER THAT Council support the recommendations contained in this report related to changes to Children Services Division's reporting requirements for child care service providers and payment structure for subsidized child care rates;

AND FURTHER THAT Council use the results of the research report to advocate to the Provincial and Federal governments for changes to the funding and administration of the child care system in Ontario.

Background

In March 2003, in response to public budget presentations to Council by members of the child care community, an information report from Health and Social Services Department entitled "Status of Licensed Childcare in Greater Sudbury" provided Council with an overview of the licensed childcare system in Greater Sudbury and reviewed the current system of funding for childcare. At that time challenges facing the childcare system in Greater Sudbury and throughout the Province were highlighted and Children Services Division committed to working with the child care community to further analyse the nature and scope of the challenges to child care and to develop resources and strategies to assist child care centres to remain viable despite funding challenges.

To assist with this project, Children Services Division contracted with Laurentian University Commerce professor Ozhand Ganjavi to perform an analysis of the business of child care in Greater Sudbury and to propose some solutions to assist Child Care centres to improve their viability and the Children Services Division to better administer the child care system.

Although Professor Ganjavi's research was not able to come up with a "magic solution" to respond to the challenges facing the child care system, he was able to develop some recommendations and proposals to improve the child care system's ability to cope with funding challenges.

Children Services Division staff formed a working group with representatives of the Child Care community which met to discuss these proposals. This working group was able develop concrete strategies to respond to the proposal which have been endorsed by the Child Care community at large and are acceptable to the Children Services Division. This report will outline these proposed strategies and ask for Council's endorsement to implement them on a pilot basis.

Research Report Summary

The following are a summary of the features and findings of Child Care Project: Study of the Child Care Delivery System in the City of Greater Sudbury”:

- For the benefit of readers not familiar with the licensed daycare industry in the City of Greater Sudbury some background material is presented that demonstrates the role of various levels of government, their obligations and their responsibilities.
- Generally, the Early Childhood Educators (ECE) teachers earn low wages all across the province including in the City of Greater Sudbury.
- The province provides some support, in the form of wage subsidy, to maintain the wages of all day care staff. The provincial support is assessed to be inadequate to deal with the extent of the problem. The regulation does not permit the City to move funds between wage subsidy and fee subsidy budgets.
- The licensed day care is a relatively low profit margin business.
- Cost of wages is reported to be around 80% of the total cost of operating licensed daycare centres.
- The wage rate of the ECE at commercial (for-profit) daycare centres on average is 37% lower than average wage rate of the not-for-profit centres.
- Other costs are widely varied among centres; in particular cost of occupancy depends on the arrangements made to use a physical facility.
- Recent changes in tax regulations requiring the not-for-profit organizations to pay property tax and other associated costs such as garbage removal charges has put more burdens on financially weak centres.
- One of the hazards in the day care business is the high variation in demand level across all time horizons (i.e. variation within a day, within a week, and within a year). High levels of variation often result in periodic levels of utilization, which in turn results in financial losses.
- Two of the underlying causes of such variations are: increasing number of parents working part time jobs, and introduction of part-day or part-week kindergarten programs.
- Day cares that avoid deficit often pay lower wages. In fact, the difference between wages paid and fees collected is a very good predictor of financial outcome.
- Financial Data provided annually by centres to CSD is often incomplete and not appropriate for analytical work.
- While all centres are experiencing some degree of financial discomfort, recent cases of financial deficit suggest that the centres with a combination of being large, independent, and located in outlying communities are more susceptible to financial deficit than the rest of the centres.

Date: Sept. 10, 2003

- One major way to assist the centres is to facilitate simple tools that are used for financial reporting.
- To simplify the system of billing codes provided to CSD by daycare centres, it is suggested that the current system of more than 160 codes be modified to a system of 25 codes.
- It is recommended that City Council bring the child care issues to the Province for the purpose of securing more financial commitment as well as changing regulations which prohibit the City from utilizing the provincial funds in a more effective manner.

Responding to the recommendations:

The report points to several challenges to the child care system:

1. As it is currently funded Child Care is a "low margin" business which has very little flexibility to respond to any increases to costs or fluctuations in demand or utilization.
2. Most (and in some cases all) of the funding received by child care centres is based on fees collected from enrolled children (either paid by their parents or by the City in the case of subsidized children). The fee structure is based on outdated assumptions about child care usage and is not always able to respond to changes to operating expenses. From the City's perspective, the current fee structure is also unduly complex with each centre being paid up to 20 different rates for subsidized children.
3. Differences and inadequacies in centres' reporting to the City make good comparative analysis of the financial situation of child care very difficult and may point to centres' own difficulty tracking and projecting their expenses and spending. This is especially true for smaller child care centres who do not have professional assistance with bookkeeping and financial management.
4. The general low level of staff wages and the large discrepancies between salaries in child care centres present very real recruitment and retention issues in child care centres, which impact directly on operational costs and efficiency.
5. The City has very little flexibility about how Provincial funding earmarked for child care may be spent and is limited in its ability to use unspent dollars to assist child care centres directly.

In response to these challenges, Children Services Division has developed five recommendations for consideration by Council.

Recommendation #1- Advocacy:

Many of these challenges stem from funding decisions and regulations at the Provincial level and may not be responded to in a systemic way at the local level. For this reason, the first recommendation is for City Council to join with other Municipalities in advocating to the Province for more funding for licensed quality child care, and for more local discretion about how the funding may be spent to respond to local issues and priorities.

Recommendations #2 to #5- Operational changes in the administration of Child Care Subsidy:

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There are, however, areas where Children Services Division feel that there is some ability to make operational changes which will assist Child Care Centres to remain viable while still upholding the current Provincial requirements as they relate to the provision of mandated Child Care programs.

Recommendation #2- Changes to Reporting Requirements for Child Care Centres

Proposed Change: Children Services Division will simplify the financial and reporting data collected from child care centres by asking only for the yearly audited statement and the Ministry required Wage Subsidy Verification and Utilization Reports.

Rationale: The research found that the current data being collected (yearly budget submissions and quarterly spending reports) was not useful for analytic purposes and child care centres report that it is difficult to prepare with their limited resources. The only reports used consistently by the Children Services Division for planning and allocation purposes and required by the Province are the audited statement and Wage Subsidy Verification and Utilization Reports.

Implementation: Starting January 2004, child care centres will be informed that they need only submit the audited statement and Wage Subsidy Verification and Utilization Reports. The only exception will be independently operated Nursery Schools for whom, because of the very small scale of these operations, the expense of an audited statement would not make sense. These agencies will be permitted to submit unaudited financial statements at the end of their operational year but will still be responsible for submitting the Wage Subsidy Verification and Utilization Reports.

Impact on Child Care Centres: This change will create less work for child care centres, saving money and staff time.

Financial Impact for CGS: There will be no financial impact to this change.

Conformity with Provincial Requirements: The Ontario Child Care Service Management Guidelines require only that all centres receiving Wage Subsidy funding provide audited statements and Wage Subsidy Verification and Utilization Reports.

Recommendation #3- Coordination and Development of Financial and Management Supports for Child Care Centres

Proposed Change: Children Services Division will work with Child Care providers to determine centres' needs around financial and management training and resources and work with City and community resources to develop and make available appropriate supports.

Rationale: Many child care centres are small operations run by parent boards who do not necessarily have financial or management experience or training. The consultant found that some centres would benefit from simple managements tools and resources. The City has expertise in many of these areas that could be shared with centres to assist them in their operations and help them to better forecast budgetary and staffing needs.

Implementation: Children Services Division will consult with child care operators through the City's Child

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Care Committee to determine their needs around financial and management support and will facilitate training and resources on an as needed basis.

Impact on Child Care Centres: This will provide valuable and affordable supports to the child care sector which will allow them to improve in areas they identify themselves.

Financial Impact for CGS: This will be implemented with existing resources.

Conformity with Provincial Requirements: There are no Provincial Requirements related to this area.

Recommendations #4 and #5 are a two-part solution to two separate, but related issues. Recommendation #4 responds to the complexity of different rate structures in centres throughout the City which have been created by individual centres and have resulted in over 160 different rates for child care in the City. Recommendation #5 responds to the current system of child care rates' inability to respond to the increased costs of providing a variety of child care services to meet parents needs. Children Services Division feels that these two steps need to be completed together in order to both rationalize child care rates and recognize the true operating costs of child care in our City.

Recommendation #4- Simplification and rationalization of "Child Care Codes" (rate structure for Child Care) which reflect the diversity of types of child care offered

Proposed Change:

The rate structure paid for subsidized child care will be rationalized from 160 separate "child care codes" to a set of 25 codes which are based on the age of the child and the hours of child care provided in order to allow centres to continue to provide flexible child care to meet parents needs while simplifying the payment and billing process. The following table of proposed codes is further explained in the report, it uses averages of the current codes to develop a set of codes with each code related to the "base code" (the 6-9 hour day for a preschool child) by a defined weight or ratio. Using this table, actual rates to be paid are generated by assigning a rate to the 6-9 hour preschool code ("base code") then multiplying by the appropriate weight to generate proportional rates in the other codes.

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Proposed Child Care Codes

Age Group	More than 12 hours	9 to 12 hours	6 to under 9 hours	4 to under 6 hours	Under 4 hours
Infant Code Weight	I- 12 2.056	I-10 1.534	I-9 1.304	I-6 1.050	I-4 0.569
Toddler Code Weight	T- 12 1.542	T-10 1.244	T-9 1.058	T-6 0.852	T-4 0.461
Preschool Weight	P- 12 1.408	P-10 1.176	P-9 1.000	P-6 0.805	P-4 0.436
Kindergarten Weight	K- 12 1.430	K-10 1.169	K-9 0.994	K-6 0.801	K-4 0.434
School age Weight	S- 12 1.386	S-10 1.146	S-9 0.974	S-6 0.784	S-4 0.425

A brief description of the method used to arrive at the proposed ratios is presented in Appendix 6 of the report.

Rationale:

The current system of child care codes has been developed in an uncoordinated way over time with each child care centre contributing their own codes based on the particular way they have decided to offer their services. For each separate rate that parents are charged by the child care centre, a new "care code" must be created in order for the City to pay the rate on behalf of the subsidized parent. For example, one child care centre may have started with a full day rate for each age group, then added new rates for each new service they offer, such as before school, after school, part day, evening, extended days, supper club or evening programs. Because of the varying costs of providing different services, centres may have different rates depending on how many meals the child eats, what time of day the service is provided, or even the number of children attending per family. Since each service also usually has a separate rate for each age group, and centres have continued to offer more flexible child care services to meet parents' needs, the number of codes has multiplied very quickly.

This large number of care codes creates a very complex system both for the City and for the child care centres. Monthly billings are time consuming for child care centres to prepare and for City staff to pay. The diversity of codes also mean that it is more difficult for child care centres to predict how much funding they will be receiving from the City on behalf of subsidized families.

The rationalized set of child care codes has been developed using all of the existing codes to create one set of codes that can incorporate and balance the varied costs of providing different types of care, at different times in the day. The hours-based system of payment reflects the diversity of different types of care currently offered and will allow centres to continue to provide new types of services to respond to parents needs, without having to create new care codes.

Implementation:

A working group of child care providers has met with Children Services Division staff and the consultant

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several times over the summer to provide input about this proposed system. This group was able to provide valuable suggestions to improve the model and all have been supportive of the change. With the recommendation of the working group, the proposal was taken to the City of Greater Sudbury Child Care Committee, made up of representatives of all Child Care centres, and has been approved by this group.

Analysis was completed based on child care billings over the last year and it was determined that the current system could be adapted reasonably easily to the proposed new system of child care codes and that child care centres could provide the same services within the new system with very little disruption.

With Council's recommendation, the Children Services Division will work with child care centres to prepare for a transition to the new system for January 2004. Administrative changes to the child care payment software program could be made in-house with little difficulty, and training for child care centre operators would be organized to take place in November to introduce child care administrators to the new system of codes and to assist them in converting their existing codes into the new structure.

Impact on Child Care Centres:

The new system of codes will simplify billing for child care centres, free up some administrative time for centre staff and allow centres to better project their revenues from the City, while still providing enough flexibility to provide care for families based on changing community needs.

Financial Impact for CGS:

The development of the new care code structure will not have a financial impact for the City on its own. Until the actual rates are generated there is no cost to this recommendation.

Conformity with Provincial Requirements:

Provincial requirements direct that rates paid for child care subsidy be based on the market rate for child care. The proposed system of rates more closely reflects the changing market for child care based on families' child care needs and allows for continued flexibility to meet these ever-changing needs.

Consolidated Service Managers are mandated by the Province to ensure a viable child care system that meets families' needs. This change will help the City of Greater Sudbury to fulfill this mandate.

The proposed change to the rate structure will be easily adaptable to the "Ontario Child Care Management System", the child care administration database developed and required by the Province.

Recommendation #5- Development of a harmonized, fixed set of rates to be paid for all subsidized children which reflect actual operating costs for child care.

Proposed Change:

Rates paid for subsidized children will move from a system of rates set by child care centres themselves and based on the community's ability to pay, to a standardized, fixed set of rates designed to reflect the true operating costs of child care in the City of Greater Sudbury. The following proposed table of rates was

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designed to reflect the full cost of providing all types of child care to families in our community. These rates were developed using the "Proposed Child Care Codes" table explained in recommendation #4, and were set at a level equal to or above the current rates being charged by 80% of centres.

Proposed Harmonized Rates

Age Group	More than 12 hours	9 to 12 hours	6 to under 9 hours	4 to under 6 hours	Under 4 hours
Infant	65.00	55.00	46.00	37.00	21.00
Toddler	49.00	41.00	34.50	28.00	16.00
Preschool	44.50	37.50	31.50	25.50	14.50
Kindergarten	45.00	38.00	32.00	26.00	15.00
School age	44.00	37.00	31.00	25.00	14

Rationale:

The report described recommendations #4 and #5 as two stages to a general strategy to rationalize child care rates and recognize the true operating costs of child care in our City. With input from child care providers, Children Services Division feels that it would be possible to undertake both of the changes at the same time on a pilot basis, thus corresponding with the City's Child Care strategic Plan for 2004-2006.

The report also highlights the funding challenges that child care centres are facing in our community and explained the limited flexibility that municipalities have to assist child care centres to meet these challenges. Operating grants or increased wage subsidy grants have not been approved by the Province, leaving the daily rate paid to child care centres on behalf of subsidized children as the only avenue to address these challenges.

Historically, child care rates have been set by parent boards of directors based on full fee parents' ability to pay. This has meant that child care rates charged by centres, in many cases, have not reflected the true operating costs of the centres and have not been able to keep pace with changes to the market. In some cases rates for the more costly types of service required by subsidized parents (part time or evening/ shift care) have been set at rates reflecting the true cost of care with the result that full fee parents have not chosen to use them.

Accordingly a single set of rates must be set high enough to encompass a large majority of centres. Additionally, there are some services (mostly infant and toddler) that are not offered by a large number of centres. The rates for these services must be high enough to encourage more participation and avoid withdrawal of services by those who currently offer them. Because of these two considerations the set of rates should not be set at the average level. Utilizing figures that are between 80 to 100 percentile of the distribution for each cell should address the above concerns.

While this will have a financial impact on the City, paying rates more reflective of the true costs of child care will assist child care centres to develop a more stable funding base and allow them to continue to provide viable services for the community at large. Analysis based on current usage shows that the cost of paying these "true-cost" rates will still be possible within Children Services Division's existing allocated budget.

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Over the time frame of the three year pilot, these rates will be fixed and child care centres will work to adjust their centre's full fee rates to ensure that they are also reflective of the true cost of providing each service. No increase to the fixed rate for subsidy will be considered until such time that the full fee rates in this sector also reflect the true cost of service delivery. Nevertheless, Children Services is committed to work with the child care community to monitor and review on an annual basis the full fee rates and analyse whether or not both sector's are keeping up with the true market cost of providing each service.

Implementation:

A working group of child care providers has met with Children Services Division staff and the consultant met several times over the summer to provide input about these proposed rates. This group was able to provide valuable suggestions based on their experience to improve the model and all have been supportive of the change. With the recommendation of the working group, the proposal was taken to the City of Greater Sudbury Child Care Committee, made up of representatives of all Child Care centres, and has been approved by this group.

Analysis was completed based on previous child care billings and it was determined that for the large majority of centres, the new rates would bring in similar or higher revenues to the centre, allowing centres to better plan for the needs of the centre and to be better able to withstand changes in utilization or costs.

With Council's endorsement, Children Services will work with child care centres to prepare for a transition to the new system for January 2004. Administrative changes to the child care payment software program will be made in-house with little difficulty, and training for child care centre operators will be provided as needed. Centres will have the rest of the year to prepare for any impact this change may have on their centre and will be asked to provide a plan of how they will work to make changes to their full fee structure that will ensure that these rates are also reflective of their true market rate costs.

Centres will also be asked to submit a plan of how these changes may impact their staff's salary rates. It is expected that centres paying lower wages will use potential funding increases to improve staff salaries or benefits and help them with each centre's recruitment and retention challenges.

Impact on Child Care Centres:

This proposal has been developed in part to address financial challenges facing child care centres caused by increasing operating costs. In many cases new rates will provide a larger cashflow thus providing the increased flexibility to offset increasing costs. It is anticipated that centres will be better able to plan for their centre needs and provide more stable revenues to assist them with cash management. Centres will be able to continue to adapt their services to meet the changing needs of parents and will be receive funding at a level that will allow them to continue to offer programs that may be slightly more costly to deliver.

Financial Impact for CGS:

Based on an analysis of previous billings, the projected cost of changing to these new rates may be as high as \$400,000 for a twelve month period. The City's contribution of 20% for this increase would be \$80,000. This amount falls within the existing allocated child care budget and would allow Children Services to maximize the Provincial allocation for child care. The City's contribution will have significantly high benefit of stabilizing the overall child care system.

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In the past, Children Services Division has been able to use unspent fee subsidy dollars to respond to Health and Safety requests of child care centres. The proposed increase in costs created by the new rates may mean there is less funding available for these requests. It is anticipated that child care centres will use the increased revenues to respond to their individual centre's needs, including those that may in the past been address by Health and Safety dollars.

Conformity with Provincial Requirements:

Provincial requirements direct that rates paid for child care subsidy be based on the market rate for child care. The proposed rates more closely reflect the actual cost of providing child care in the Sudbury market. Current rates based on the full fee paying parent's ability to pay, in many cases, do not reflect the true market cost of providing child care.

Consolidated Service Managers are mandated by the Province to ensure a viable child care system that meet families needs. This change will help the City of Greater Sudbury to fulfill this mandate by stabilizing child care centres and allowing them to better respond to changes in need, utilization and costs.

The proposed change to child care rates will be easily adaptable to the "Ontario Child Care Management System", the child care administration database developed and required by the Province.

Managers' Reports

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	September 22, 2003				Report Date	September 19, 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

Minimum Insurance Requirements
for Third Parties

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>THAT this \$15,000 will be incorporated into the 2004 Budget</p>	
<input checked="" type="checkbox"/>	Background attached


Recommendation

THAT the report from the General Manager of Corporate Services dated September 19, 2003 be approved; and further


THAT otherwise uninsured community based volunteer groups be financially assisted by the City with the procurement of liability coverage in order for these groups to use City facilities for meetings as outlined in option #3, at an estimated annual cost of \$6,000; and

<input checked="" type="checkbox"/>	Recommendation attached
-------------------------------------	-------------------------


Recommended by the General Manager


D. Wiksirc
General Manager of Corporate Services

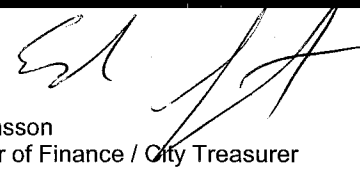
Recommended by the C.A.O.


M. Mieto
Chief Administrative Officer

Report Authored By


D. Canniff
Risk Management / Insurance Officer

Division Review


S. Jonasson
Director of Finance / City Treasurer

RECOMMENDATION CONTINUED

THAT the nine community events previously provided or assisted with insurance by former Councils, namely *Minnow Lake Days, Capreol Days, Valley East Days, Cavalcade of Colours (Onaping Falls), Rayside Balfour Jug Curling Competition, Walden Winter Carnival, Dowling Winter Carnival, Beaver Lake Winter Carnival and Rayside Balfour Family Hockey Tournament*, be financially assisted by the City with the procurement of liability insurance for the non-alcohol related portion of community events at an estimated annual cost of \$9,000; and

THAT the insurance requirements as outlined in this report dated September 19, 2003 be formally adopted by Council and incorporated into the budget and that this be effective January 1, 2004.

BACKGROUND

A report to Council was promised that would outline a means and method to assist with the continuance of community events yet minimize the City's exposure to risk. Everyone recognizes the importance of community events and the benefits they bring to each part of the City. Assistance with insurance provisions is a preferred way to help these community groups without directly intervening in their work. In such practice, the volunteers are ensured insurance protection and the City minimizes its own exposure to inadvertent risk.

The City's insurance coverage protects the City, it's officials, employees and volunteers. That includes bona fide Committees of Council. The City is liable for the negligence of actions under our control that cause bodily injury or property damage. Risks or activities under the control of others are the responsibility of others.

In the event of a claim, the City of Greater Sudbury's insurer will repair damages to property or defend the City against alleged negligence. As part of this arrangement, the insurer will pursue legal action against any other party that may be perceived to be negligent for such damages. That is to say if someone was to damage City premises or cause injury to another on City property, the insurer will subrogate or commence legal action to recover losses the City or others may have incurred.

As previously indicated, the City offers a tremendous number of services directly to its citizens. The City is directly responsible for the risks associated with the full complement of those services. However, there is also the exposure to risks associated with others. The City opens its premises and property for use by all citizens and groups - from groups of 1 to 10,000 or more people at a time, at any location. Contracts are entered into to allow others to conduct business on City property (Lessees and Licensees). There is also the requirement of work and services of others to be performed on the City's behalf (Contractors and Service Providers, both professional services and other). It is important to review the exposure the City has to risk - risk that is the City's and the risk of others. Risk that is not the City's should be transferred to the responsible party - user group, contractor, consultant, lessee or licensee. The measured ability to transfer risk directly impacts the City's insurance premiums.

The exposure of the City and the public to the risks of others varies by the activity taking place. The risks associated with a small cribbage tournament are much less than a softball tournament of 100 people. The risk of these tournaments is less than a capital building project worth \$10,000,000. Best practices would suggest we quantify or "band" types of risk. In that way, the City can fairly balance the degree of risk it assumes against the ability of others to assume their own risk. Risk can be categorized into low, medium and high risk types. In the accompanying tables, parameters or conditions have been set out which determine low, medium and high risk for all parties - User Groups, Consultants, Contractors, Permit Holders, Licensees and Lessees.

User Groups / Permit Holders

Who are User Groups?

User Groups are any individuals or groups who use Municipal premises or facilities for their own activities. These people can be an informal group or part of an organized association. Examples of User Group activities include public or private meetings, banquets, weddings, award dinners, reunions, concerts, trade shows, hockey leagues and tournaments, softball leagues and tournaments, swimming competitions, carnivals etc.

Who is a Permit Holder?

Use of premises or facilities is normally arranged by way of a Facility Use Agreement or Permit. The agreement outlines the terms and conditions for use of City facilities. A Permit Holder is any party who signs a Facility Use Agreement. An example of a Permit Holder would be the Sudbury Chamber of Commerce who recently booked a Provincial Candidates Meeting for the Valley East Centennial Arena Hall.

In all instances the City controls the facility as property owner and the User Group controls the activity as the organizer of the event. The City's concerns of liability are due to obligations of the Occupier's Liability Act. No matter the event or incident that may occur, the property owner cannot walk away from its responsibilities as Occupier.

Simply stated, the Occupier's Liability Act implies a duty of care. An Occupier of premises owes a duty to take such care as is reasonable, in all circumstances of the case, to see that persons entering a premises are reasonably safe while on the premises.

An Occupier is anyone who has control of the premises and the power to admit or exclude others. Such control extends to the conditions of the premises, the conduct of the entrants and the activities permitted on the premises. It is obvious that both the City, as property owner and the User Group, as event organizer are occupiers. It follows that in all instances both parties need some means of protection such as insurance to offset the financial burden of legal actions that may be taken or imposed against them.

That said, unless the City transfers the risk of others, such as User Groups, the far reaching impact of Joint and Several Liability will have the City liable for all or part of the activity of others on City property. It is important to remember that if the City does not effectively transfer the risk of others, the City's own ability to obtain insurance will be jeopardized. Municipal insurers build a factor into their premiums for the degree of due diligence taken to control risk and transfer risk.

It should be made clear the City is transferring only the risk for those events the City does not control - no other. The way the City can transfer the risk is by way of Hold Harmless provisions in the Permit. There is also the requirement of insurance from the User Group. As well, the City is added as Additional Insured on the User Group insurance policy.

Low Risk Users

Many User Groups and/or Permit Holders access City facilities for meetings. Their exposure is classed as low risk. In such instances property damage or bodily injury is unlikely.

Our current practice requires such groups provide proof of \$2,000,000 of liability insurance.

Many of the frequent User Groups have their own liability insurance. Examples would be the Chamber of Commerce, Boy Scouts, Minor Hockey Associations, Provincial and Federal Government Agencies, SPCA, New Leaf Literacy, Church Groups and United Way to name a few.

Others may not have liability insurance or do not have sufficient coverage. Examples would be the Scrabble Club and Bridge Club. In all circumstances, the City cannot waive the negligence nor the responsibility of the actions of any user.

Low Risk

Low risk activities or projects meet all or some of the following conditions:

- Service does not involve any modification or maintenance to be performed to City property
- No engineering or architectural services required
- No damage to, destruction or loss of property anticipated or likely
- No loss of income or additional expenses anticipated or likely
- No bodily injury to others anticipated or likely

One example of a low-risk activity is a meeting of a community association or group such as Alcoholics Anonymous in a City facility. In all instances a meeting requires a permit.

The minimum insurance requirement is outlined below:

Type of Insurance	Permit Holder
Commercial General Liability (CGL)	\$2 million per occurrence

With this in mind, there are three alternative means to handle the public's exposure to "low risk" Users' liability:

- 1) Have no provision for insurance in the facility use permit. If a claim arises due to the negligence of the user, the City's insurer will take action against them. If the facility users have their own insurance, there will be protection to defend themselves. If they do not have insurance they must find other financial means to protect themselves. The lack of insurance will not stop action being brought against them. The lack of insurance will also have the City's insurer bear greater costs and difficulties recovering proceeds from negligent parties. This will result in premium increases on the City's own liability insurance or perhaps even affect our ability to obtain insurance.

This alternative is not recommended.

- 2) Continue the present practice of having all parties using City facilities require insurance. Any party who may not have group insurance can purchase insurance on the City's package plan at reduced costs (see accompanying table). The insurer will still pursue subrogation, but there will not likely be insurance shortfalls or undue financial burden put upon any person or group. This practice is used by many municipalities and school boards across Canada. This practice also keeps the City's insurance premiums in check, but does not help or assist community groups.

This alternative is a viable option but not the preferred option.

- 3) Continue the practice of having all parties using City facilities require insurance. Any party who may not have group insurance can purchase their insurance on the City's package plan at reduced costs. However, in the case of meetings conducted by non-profit community minded groups who do not have insurance, the City can have their insurance coverage included in a prearranged insurance policy purchased by the City. This insurance coverage would protect them when they use facilities for meetings only. Citizen and Leisure Services is currently preparing a list of such community groups which is anticipated to total 100 - 150 groups. Typically such community based meetings do not charge admittance, do not offer / sell alcohol or food, do not undertake sporting activity, nor solicit or sell products or services for profit. Based on the number of users and frequency of use, it is estimated the cost to Citizen and Leisure Services will be \$6,000 for these groups to be insured while they are in City owned facilities.

It is our recommendation that option #3 be approved.

Medium Risk Users

Medium Risk Users encompass all other groups. The City has set conditions that help differentiate medium and high risk activities. Medium banded activities or events vary from family parties to alcohol related events such as weddings to moderate physical activity sports which may be related to community events. The minimum insurance requirements are outlined below.

Historically many community events were under the direction of former Councils by way of committees of Council (an example would be Capreol Days). These events are no longer designated as a Committee of Council. Therefore, these volunteer groups must now obtain their own insurance in order to stage these events. It should also be mentioned that other very similar community events were never included as a Committee of Council and always purchased their own insurance (an example would be Minnow Lake Days).

The City is exploring means to assist these groups purchase event insurance. The City anticipates pricing advantages to having all events covered for insurance by one insurance company. Based on the list of events provided by Citizen and Leisure Services, premium pricing for the group of events is being obtained. Not all events have a liquor component. If the intention is to financially assist with the insurance costs for these community events, a fair disbursement of funding may be to pay for the insurance of all activities other than alcohol related. Typically alcohol premium costs make up 30 - 35% of total community event insurance costs.

The events included in this undertaking include Minnow Lake Days, Capreol Days, Valley East Days, Cavalcade of Colours (Onaping Falls), Rayside Balfour Jug Curling Competition, Walden Winter Carnival, Dowling Winter Carnival, Beaver Lake Winter Carnival and Rayside Balfour Family Hockey Tournament.

Traditionally all medium risk user groups, except those that were specifically identified by former municipalities as either Council committees or events have been required to have their own insurance. **Therefore it is recommended that medium risk users be required to have insurance but that the nine community events previously provided or assisted with insurance by former Councils, namely *Minnow Lake Days, Capreol Days, Valley East Days, Cavalcade of Colours (Onaping Falls), Rayside Balfour Jug Curling Competition, Walden Winter Carnival, Dowling Winter Carnival, Beaver Lake Winter Carnival and Rayside Balfour Family Hockey Tournament,* be financially assisted by the City with the procurement of liability insurance for the non-alcohol related portion of community events at an estimated annual cost of \$9,000.**

Medium Risk

Medium risk activities (events) or projects meet all or some of the following conditions:

- Some potential risk of damage to, destruction or loss of property anticipated or likely
- Some potential loss of income or additional expenses anticipated or likely
- Some potential of bodily injury to others anticipated or likely
- Recreation program with moderate physical activity
- Recreation program involving vulnerable people (children, seniors, disabled)
- Activity taking place at locations belonging to others.

Type of Insurance	Permit/License/Lease/Program
<i>Commercial General Liability (CGL)</i>	\$2 million per occurrence
<i>Automobile Liability</i>	\$2 million per occurrence
<i>Umbrella or Excess Liability</i>	To bring CGL or auto liability to \$2 million
<i>Professional Liability</i>	None

High Risk User

All other people and groups who use City property or facilities for activities or events are considered High Risk Users. High Risk Users are principally large community events including promoter-sponsored shows or productions that attract a large number of people and are staged in our major facilities. Examples of such users would include trade shows, concerts and other event holders which attract very large audiences and provide venues for alcohol sales. Examples of this would be the Northern Lights Festival Boreal, the Grand Slam of Curling, and The Magic of the Dance show at the Sudbury Arena. These groups obtain their own insurance with minimum requirements as set out below.

High Risk

High Risk activities meet all or a majority of the following conditions:

- A large number of members of the public are present or will utilize the end product
- High risk of damage to, destruction or loss of property anticipated or likely
- High risk of loss of income or additional expenses anticipated or likely
- High risk of bodily injury to others anticipated or likely.

Type of Insurance	Permit / Event
<i>Commercial General Liability (CGL)</i>	\$3 million per occurrence
<i>Automobile Liability</i>	\$2 million per occurrence
<i>Umbrella or Excess Liability</i>	To bring CGL to \$3M or auto liability to \$2M

It is recommended that high risk users continue to have the necessary insurance as described above.

The balance of this report refers to minimum insurance requirements for contractors, consultants, licensees and lessees.

Contractors

All work done by Contractors is by way of contracted services. In all City contracts and purchase orders, there are specific clauses that assign responsibility for work performed or services rendered to the contractor. The contractor must further indemnify, save the City harmless from their negligence and have the City added as Additional Insured. In this way, the contract of services has legally transferred the risk of the contractor's work to the contractor.

In such instances that the court finds the contractor's actions to be negligent, the courts will determine the contractor must make payment for such damages. Such payments are made against the assets of the accused defendant (contractor). It is important to note there are many contractor services that are registered as a numbered company. Others lease all their equipment and divest personal assets to other family members. However, the liability insurance policy is considered an asset. In some instances the insurance policy may be the only asset the plaintiff (the City) may have for restitution. That is why the City ensures all contractors have insurance and have sufficient limits of insurance for the exposure.

The City has banded the risk presented by Contractors by the activities they are undertaking. The schedule for Minimum Amounts of Insurance outline such activities. Consultation has been undertaken with various other municipalities across Canada to determine fair and equitable limits of liability insurance. The limit of \$3,000,000 for Medium Risk and \$5,000,000 for High Risk are the median of choices. They provide an equitable limit that adequately protects the City and public while keeping the Contractor's insurance costs reasonable. All liability insurance costs are the responsibility of the Contractor.

Type of Insurance	General or Trade Contractor (medium risk)	General or Trade Contractor (high risk)
<i>Commercial General Liability (CGL)</i>	\$3 million per occurrence	\$5 million per occurrence
<i>Automobile Liability</i>	\$2 million per occurrence	\$2 million per occurrence
<i>Umbrella or Excess Liability</i>	To bring CGL to \$3 million or auto liability to \$2 M	To bring CGL to \$5 million or auto liability to \$2 M
<i>Professional Liability</i>	None	None
<i>Builders Risk Property Insurance</i>	Full replacement value of project (General Contractor only)	Full replacement value of project (General Contractor only)
<i>Contractors' Equipment Insurance</i>	Full Replacement Cost of Contractor's Equipment	Full Replacement Cost of Contractor's Equipment
<i>Boiler & Machinery Insurance</i>	Full replacement value of project (General Contractor only)	Full replacement value of project (General Contractor only)

Consultants

Just as with Contractors, all work done by consultants is by way of contracted services or purchase orders. Therefore much of what has been said about contractors applies to consultants.

The risks of general negligence associated with a consultant is somewhat less than that of a contractor. However, above the liability concerns that have been described for the contractor, the consultant has additional risk concerns. A consultant is hired to provide professional services. That may include the provision of maps, plans, audits, procedure reports, studies, management services, health services etc. General liability does not protect against the negligence of professional services. Therefore professional liability insurance is also required.

There is no direct relationship between the cost of professional services and the potential amount of damages due to negligence. A \$25,000 professional fee for the design of a small building addition can still result in a million dollar claim if the roof collapses.

Similar to our review of contractors, the City has banded the medium and high risk consultant services and assigned minimum limits of liability for each in the accompanying table. All liability insurance costs are the responsibility of the Consultant.

Type of Insurance	Consultant (medium risk)	Consultant (high risk)
<i>Commercial General Liability (CGL)</i>	\$2 million per occurrence	\$2 million per occurrence
<i>Automobile Liability</i>	\$2 million per occurrence	\$2 million per occurrence
<i>Umbrella or Excess Liability</i>	To bring CGL or auto liability to \$2 million	To bring CGL or auto liability to \$2 million
<i>Professional Liability</i>	\$1 million each claim	\$2 million each claim

Licensees and Lessees

Licensees and Lessees have contractual arrangements with the City that allow them to conduct business in or on City property or jurisdiction. Their business pursuits are independent of the City and include a wide and varied set of activities. An example of a Licensee /Lessee is Meals on Wheels who lease premises at Minnow Lake Place.

Due to their independent business activities, the risks of general negligence directly associated with the City is somewhat diminished. There should be some concern however, for the damage that may be incurred to City property and any associated bodily injury to City staff and the public.

The City has banded this risk exposure a medium weighting and assigned minimum limits of liability in the accompanying table. All liability insurance costs are the responsibility of the Licensee or Lessee.

Type of Insurance	Permit/License/ Lease/Program
<i>Commercial General Liability (CGL)</i>	\$2 million per occurrence
<i>Automobile Liability</i>	\$2 million per occurrence
<i>Umbrella or Excess Liability</i>	To bring CGL or auto liability to \$2 million
<i>Professional Liability</i>	None

Optional Insurance For Third Parties

In some instances optional types of insurance may be required of the contractor or consultant depending on the project undertaken. This additional insurance requirements can be included in the terms and conditions of the agreement. Examples are provided in the table. Since each instance may be unique, Risk Management will provide an explanation or detail as required.

Optional Insurance	Consultant	Independent Contractor	General Contractor
<i>Environmental Impairment (Pollution)</i>		X	X
<i>Crime Insurance</i>		X	
<i>Auto Garage Liability</i>		X	
<i>Professional Liability</i>			
<i>Advertising Liability</i>	X	X	
<i>Aircraft Liability</i>		X	X

Attachments

- Attachment A) ***Rating Schedule*** - provides a listing of the current insurance premiums the City can provide to User Groups who use City facilities.
- Attachment B) ***Confirmation of Coverage*** - this confirmation page is given to all Permit Holders using City facilities. It confirms the actual coverage they have purchased or confirms by signature that they have their own liability insurance as required by the Permit.
- Attachment C) ***Minimum Amounts of Insurance*** - 3 pages that outline the limits of liability insurance for Low, Medium and High Risk types.

RATING SCHEDULE (Version 12/09/03)

All rates include 8% Ontario Sales Tax

MEETINGS AND EVENTS

- Meetings - No admittance charge, No Food, No Alcohol, No sporting Activity, No Solicitation or Sale of Products
- Events - Anniversaries, Award Dinners, Banquets, Bar Mitzvah, Birthday Parties, Block Parties, Dances, Family Functions, High School Reunions, Recitals, Showers, Stags/Stag & Doe, Weddings - all events with or without alcohol

SPORTING EVENTS

- Minimal Risk - Badminton, Horseshoes, Bowling, Tennis, Curling, Swimming Pool Rental
- Moderate Risk - Baseball, Basketball, Soccer, Softball, Squash, Track & Field, Field Hockey, Handball, Racquetball, Broomball
- Extreme Risk - Boxing, Diving, Rugby, Canoeing, Football, Gymnastics, Martial Arts, Rowing, Sailing, Speed Skating, Swimming, Water Polo, Weightlifting, Wrestling

DEFINITIONS - **PER DAY - REFERS TO ONE TIME CHARGE AND 24 HOURS MAXIMUM PERIOD**

Meetings (Charge per Day)		Events (Charge per Day)			Sporting Events (Charge per Day)			
Attendees	No Alcohol	Attendees	No Alcohol	Alcohol	Participants	Min Risk	Mod Risk	Ext Risk
1 - 25	\$ 5	1 - 100	\$40	\$140	1 - 25	\$27	\$ 54	refer
26 - 50	\$15	101 - 500	\$60	\$200	26 - 100	\$54	\$108	refer
51 - 100	\$25	501 +	\$95	refer	101 - 250	\$81	\$270	refer
101 +	refer				250 +	refer	refer	refer

Adult Non-Contact Pick-Up Hockey	League Non-Contact Hockey	Weekend Hockey Tourn.	Single Ice Rental
Players (Adults Only) Max. \$1,000,000 Limit	(Adults Only)	(Adults Only)	(Adults Only)
30 Max. \$81 per team/per season	\$135 per team/per season	\$100	\$15 / Hour

Monthly Meetings (charge per year)		Bi-Weekly Meetings (charge per year)		Weekly Meetings (charge per year)	
Attendees	No Alcohol	Attendees	No Alcohol	Attendees	No Alcohol
1 - 25	\$27	1 - 25	\$54	1 - 25	\$108
26 - 50	\$54	26 - 50	\$108	26 - 50	\$216
51 - 100	\$81	51 - 100	\$162	51 - 100	\$324
101 +	refer	101 +	refer	101 +	refer

COMMUNITY FACILITY

Contact Name: _____ Activity Description: _____

Address: _____ Activity Dates: _____

Tel: _____ Fax: _____ Facility: _____

Time of Coverage: _____

Signature of Applicant: _____

Minimum Amounts of Insurance

The following tables provide guidelines for minimum acceptable limits of various types of insurance that may be required for an activity or exposure, depending on the level of risk. The actual types of insurance and coverages will be provided in the contract, permit or other City document.

Low Risk

Low risk activities or projects meet all or some of the following conditions:

- Service does not involve any modification or maintenance to be performed to City property
- No engineering or architectural services required
- No damage to, destruction or loss of property anticipated or likely
- No loss of income or additional expenses anticipated or likely
- No bodily injury to others anticipated or likely.

One example of a low-risk activity is a meeting of a community association or group such as Alcoholics Anonymous in a City facility. In all instances a meeting requires a permit.

Type of Insurance	Permit Holder
<i>Commercial General Liability (CGL)</i>	\$2 million per occurrence

Medium Risk

Medium risk activities (events) or projects meet all or some of the following conditions:

- Service involves some minor modification or maintenance to be performed to City property, including engineering and/or architectural services
- Some potential risk of damage to, destruction or loss of property anticipated or likely
- Some potential loss of income or additional expenses anticipated or likely
- Some potential of bodily injury to others anticipated or likely
- Recreation program with moderate physical activity
- Recreation program involving vulnerable people (children, seniors, disabled)
- Activity taking place at locations belonging to others.

Type of Insurance	Consultant	Independent or Trade Contractor	Permit/License/ Lease/Program
<i>Commercial General Liability (CGL)</i>	\$2 million per occurrence	\$3 million per occurrence	\$2 million per occurrence
<i>Automobile Liability</i>	\$2 million per occurrence	\$2 million per occurrence	\$2 million per occurrence
<i>Umbrella or Excess Liability</i>	To bring CGL or auto liability to \$2 million	To bring CGL to \$3 million or auto liability to \$2 million	To bring CGL or auto liability to \$2 million
<i>Professional Liability</i>	\$1 million each claim	None	None

High Risk

High Risk activities meet all or a majority of the following conditions:

- A large number of members of the public are present or will utilize the end product
- New construction over \$3 million in project costs
- High risk of damage to, destruction or loss of property anticipated or likely
- High risk of loss of income or additional expenses anticipated or likely
- High risk of bodily injury to others anticipated or likely.

Type of Insurance	Consultant	Independent Contractor	General Contractor*	Permit / Event
<i>Commercial General Liability (CGL)</i>	\$2 million per occurrence	\$5 million per occurrence	\$5 million per occurrence	\$3 million per occurrence
<i>Automobile Liability</i>	\$2 million per occurrence	\$2 million per occurrence	\$2 million per occurrence	\$2 million per occurrence
<i>Umbrella or Excess Liability</i>	To bring CGL or auto liability to \$2 million	To bring CGL to \$5M or auto liability to \$2M	To bring CGL to \$5M or auto liability to \$2M	To bring CGL to \$3M or auto liability to \$2M
<i>Professional Liability</i>	\$2 million each claim	None	None	None
<i>Builders Risk Property Insurance</i>	None	None	Full replacement value of project	None
<i>Contractors' Equipment Insurance</i>	None	Full replacement value of contractor's equipment	Full replacement value of contractor's equipment	None
<i>Boiler & Machinery Insurance</i>	None	None	Full replacement value of project	None

- For construction valued at \$10M or more; use of compacting equipment, blasting or demolition; terms of reference for Provincial or Federal funding; minimum CGL \$10 million per occurrence may be required.

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	Monday, September 22, 2003				Report Date	Friday, September 19, 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

Council and Citizen Appointments for 2003 - 2006 Council Term

Policy Implications + Budget Impact

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

Policy Implications

Council's procedural by-law provides that Council appointments will be made at the December 11th, 2003 meeting of Council. Citizen Appointments will be dealt with by the Nomination Committee of Council which will meet in January and February, 2004.

This report reviews the procedure for Citizen appointments and makes various recommendations regarding the make up of various Advisory Panels, Boards and Committees.

Financial Implications

None.

Background attached

Recommendation

This report deals mainly with recommendations concerning the make-up and appointment procedures of Citizens to:

- Advisory Panels
- Boards
- Committees
- Round Tables.

Various Recommendations set out in Chart form are included.

This report also sets the procedure by which Council will make both Citizen and Council appointments for the 2003-2006 term of Council.

Recommendation attached

Recommended by the General Manager


Doug Wukosinic
General Manager of Corporate Services

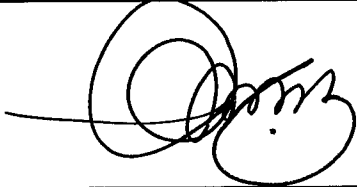
Recommended by the C.A.O.


Mark Mieto
Chief Administrative Officer


Date: 2003-09-19

Report Authored By

Thom Mowry
City Clerk



Division Review



Ron Swiddle
Director of Legal Services and City Solicitor

RECOMMENDATIONS:

The recommendations regarding Citizen appointments to Advisory Panels, Boards, Committees and Roundtables are set out in Chart form at the end of this Report. For the convenience of the Committee a draft handbook listing all of the Boards, Committees, Advisory Panels, Roundtables and Associations of which Members of Council are Members has been provided under separate cover.

BACKGROUND:

General:

Beginning with each new term, Council is confronted with considering and making several hundred appointments. As experienced by the current Council, this process is a very time consuming and often confusing process. Council therefore directed Staff to review the various Boards, etc., with a view to streamlining their number and the appointment process. Council was also concerned with the aspect of Citizen privacy in submitting personal information on résumés and the public nature of the appointment process.

Council has now broken the appointment process down into two parts. The first part is the appointment of Members of Council which will be dealt with at the first regular meeting of Council on Thursday, December 11th, 2003. Citizen appointments will be made by the Nomination Committee of Council starting in January, 2004.

Council Appointments:

At its December 11th, 2003 meeting, Council will appoint three Deputy Mayors, one of which will be the Chair of Priorities Committee, a Chair of Finance, the Members of the Planning Committee, including the Chair of Planning, and also appoint Members of Council to various Citizen Advisory Panels, Committees of Council and municipal associations.

In order to streamline this process the Clerk's Office will provide a **Council Nomination Package** to each Member of Council. Councillors will use this Package firstly, to indicate which positions they wish to apply for, and secondly, to nominate other Members of Council.

Date: 2003-09-19

Council Appointments continued:

The completed Packages will be returned to the City Clerk's Office in advance of the December 11th meeting to compile the results.

If, for example, only one position is available and only 1 Member of Council is nominated, then a motion to appoint the Councillor would be presented and voted upon. If there are more nominations than positions available, then a vote of Council would be taken. It will be recommended at that time that Council vote by way of a paper ballot.

Council can decide if it wishes each vote to be read aloud or not. However, the results of the voting would be displayed on the screens in the Council Chamber.

A sample Council Nomination Package is appended to this Report for the convenience of the Committee.

Citizen Appointments

In accordance with Council's procedural rules, Citizen Appointments are to be made by the Nomination Committee of Council. The Nomination Committee of Council consists of all Members of Council chaired by a Deputy Mayor. The Nomination Committee would be scheduled to start in January 2004 and would continue until all appointments have been made and confirmed by Council.

The meetings of the Nomination Committee will be open to the public; they will not be televised.

Advertising for Citizen appointments would occur in November, 2003 with a mid-December deadline.

It is recommended that Citizen applicants apply for all positions by a simple Application; the submission of résumés would no longer be required. Instead, interested Citizens could pick up an information package at any Citizen Service Centre. The package would consist of an Application (8½ x 11) and an information sheet (11 x 17 folded). In accordance with City Policy all Applications and supporting material will be bilingual.

A draft sample of the information package for Appointment to a Citizen Advisory Panel is attached to this Report for the convenience of the Committee. It is stressed that the attached sample consists only of a first draft.

Prior to the meeting of the Nomination Committee Members of Council would receive both a photocopy of all Applications and a **Citizen Nomination Package**.

Date: 2003-09-19

Citizen Appointments continued:

Separate Packages would be provided for Advisory Panels, Citizen Committees and Boards.

Like the Council Nomination Packages, Members of Council would nominate Citizens to the various Panels, Committees, etc., returning the completed Packages to the City Clerk's Office to compile the results.

Again, if only the required number of Citizens are nominated, then a motion to appoint them would be presented and voted upon. If there are more nominations than positions available, then a vote of Council would be taken. It will be recommended that the Nomination Committee vote by way of a paper ballot.

Appointment Option:

There is one option the Committee may wish to consider. If in the event two Councillors or Citizens are nominated for one position but one individual is nominated by a majority of Councillors and would, if a vote had been held, received the required votes for appointment, then the Clerk may be directed to report this fact and prepare a motion confirming the appointment.

All of which is respectfully submitted for the Committee's consideration.

Attachments:

1. Draft Application for Appointment - Citizen Advisory Panel
2. Sample Nomination Package for Citizen Appointments
3. Sample Nomination Package for Councillor Appointments

Under Separate Cover:

1. Draft Handbook (Boards, Committees, Advisory Panels, Roundtables and Associations 2004

ADVISORY PANELS

No.	Recommendation	GM	Yes	No
1	<u>Civic Arts and Cultural Advisory Panel</u> (Subject to the review and adoption of a new cultural policy by Council.)	CLS		
3.	<u>Development Liaison Advisory Panel</u> Recommended that the current mandate and membership remain as-is.	EPD		
4.	<u>Taxi Advisory Panel</u> Under Taxi By-law 2003-3, these functions are now part of the mandate of the Planning Committee of Council. (Section 19).	CS EPD		
5.	<u>Greater Sudbury Lake Improvement Advisory Panel</u> Recommended that the current mandate and membership remain as-is.	ED		
6.	<u>Lake Ramsey Advisory Panel</u> To be combined with the <u>Bell Park Stewardship Advisory Panel</u> in accordance with Planning Committee Recommendation 2001-120. Membership: 2 Member of Council; 6 Citizens. Term of appointment to coincide with term of Council.	CLS EPD		
7.	<u>Air Services Advisory Panel</u> Recommended that the current membership of 1 Member of the Board of the Sudbury Airport CDC and 9 Citizens be continued unless the Board of the Sudbury Airport CDC is reconstituted to include Citizen appointments, at which time it would be appropriate to dissolve the Air Services Advisory Panel.	CLS		
8.	<u>Parking Advisory Panel</u> Recommended that the Panel be continued as-is.	CLS		

ADVISORY PANELS continued

No.	Recommendation	GM	Yes	No
9	<p><u>Citizens' Advisory Panel on Volunteerism & Citizens' Advisory Panel on Civic Awards</u></p> <p>It is recommended that these two Panels be combined in to one Panel to be named: <u>Citizens' Advisory Panel on Volunteerism and Civic Awards.</u></p> <p>The <u>Citizens' Advisory Panel on Volunteerism</u> has accepted responsibility for both the Civic Awards for Volunteerism program and for providing advice and direction in support of volunteerism and community development in the City of Greater Sudbury.</p> <p>It is recommended that this Panel continue to review nominations for the Civic Awards.</p> <p>The current membership consists of 1 Member of Council and 6 Citizens. The term of office coincides with the term of Council.</p>	CLS		
10.	<p><u>Citizens' Advisory Panel on Agriculture & Topsoil Preservation Committee</u></p> <p>It is recommended that this Panel and Committee be combined into one Panel to be called: <u>Citizens' Advisory Panel on Agriculture.</u></p> <p>It is recommended that membership of this Panel be composed of 1 Member of Council and 6 Citizens.</p>	EDP		

ADVISORY PANELS continued

No.	Recommendation	GM	Yes	No
11	<u>Cemetery Advisory Panel</u>	CLS		
	<p>It is recommended that this Panel be disbanded effective November 30, 2003.</p> <p>A Cemetery Steering Committee was created in 1985 by the Council of the City of Sudbury to oversee the development of a new municipal cemetery (Civic Memorial Cemetery). The report creating the Committee recommended that the Committee remain in place until the first phase of the cemetery was completed. Since amalgamation, the Cemetery Advisory Panel has been invaluable in assisting with the development of harmonized by-laws in the new City of Greater Sudbury. However, at this time, all necessary policies and by-laws for the management and operation of cemeteries in the new City of Greater Sudbury are in place and the first phase of the development of the Civic Memorial Cemetery, including the first phase of the Mausoleum are completed. Furthermore, there is sufficient cemetery capacity within our existing cemetery system to meet community needs for many years to come and we do not anticipate implementing any significant changes to cemetery operations within the next few years. Therefore it is recommended that the Cemetery Advisory Panel complete its mandate at the end of 2003.</p>			



CITIZEN COMMITTEES

No.	Recommendation	GM	Yes	No
1	<p><u>Earthcare Sudbury Steering Committee</u></p> <p>It is recommended that this Committee be continued as-is.</p> <p>Membership consists of 3 Members of Council and 11 representatives from various agencies. The term of office coincides with the term of Council.</p>	PW		
2	<p><u>Committee of Adjustment</u></p> <p>It is recommended that this Committee be continued as-is. The mandate of the Committee is governed by the <i>Planning Act</i> and Council's by-laws. Membership consists of 5 Citizens appointed for a three year term concurrent with the term of Council.</p>	EPD		
3	<p><u>Accessibility Advisory Committee</u></p> <p>This Committee is mandated by Provincial Legislation.</p> <p>It is recommended that this Committee be expanded from 6 to 7 "User" Members and 2 Members of Council. The term of appointment to coincide with the term of Council.</p>	CAO		
4	<p><u>Fire Advisory Committee</u></p> <p>The current Citizen and Union Representatives of this Committee will be re-appointed by the new Council in order to complete their mandate.</p> <p>It is anticipated that the <u>Fire Advisory Committee</u> will report to Council at its December 11, 2003 meeting.</p>	ES		
5	<p><u>Technical Steering Committee on Waste Optimization</u></p> <p>It is expected that this project will take approximately one year to complete. A final report will be made to Council in Spring 2004.</p> <p>Membership currently consists of 2 Members of Council and 4 citizens.</p> <p>It is recommended that the 4 Citizens be reappointed by Council.</p>	PW		

Date: 2003-09-19

CITIZEN COMMITTEES continued

No.	Recommendation	GM	Yes	No
6	<p><u>Charities Task Force</u></p> <p>It is recommended that this task force be continued until its mandate has been completed and those Citizens appointed by Council Resolution 2003-408 be reappointed by Council.</p>	CAO		



Date: 2003-09-19

BOARDS (Citizen Appointments)

No.	Recommendation	GM	Yes	No
1	<p><u>Greater Sudbury Police Services Board</u></p> <p>These appointments are governed by the <i>Police Board Services Act</i>.</p> <p>Membership consists of the Mayor (or his/her designated) 1 other Member of Council, 1 Citizen and 2 Citizens appointed by the Province.</p> <p>The term of office coincides with the term of Council.</p>	GSPS		
2	<p><u>Sudbury and District Health Unit</u></p> <p>Ontario Regulation 462/01 made under the <i>Municipal Act</i> provides that Council may appoint, as its representatives, a maximum of 7 members to the Sudbury and District Health Unit, at least one of the 7 must be a Member of Council.</p> <p>Currently Council's representatives consist of 6 Members of Council and 1 Citizen appointee.</p> <p>Unless Council directs otherwise the current composition will remain as-is.</p>	SDHU		
3	<p><u>Greater Sudbury Utilities Inc. (HoldCo)</u></p> <p>Council by Resolution 2003-313 (2003-06-26) changed the composition of the Board, effective with the new term of Council, as follows:</p> <p>Greater Sudbury Utilities Inc., Greater Sudbury Hydro Plus Inc., Greater Sudbury Telecommunications Inc. to be composed of 2 Councillors, 1 Mayor or designate; 6 Private Directors for a total of 9 Directors;</p> <p>Greater Sudbury Hydro Inc., to be composed of 3 Councillors and 6 Private Directors for a total of 9 Directors.</p> <p>The Affiliates Code requires that only the private directors may be cross-appointed.</p> <p>No changes are recommended.</p>			

**BOARDS continued
(Citizen Appointments)**

No.	Recommendation	GM	Yes	No
4	<p><u>Greater Sudbury Public Library Board & Greater Sudbury Heritage Museum Advisory Board</u></p> <p>At a joint Greater Sudbury Public Library Board and Greater Sudbury Museum Board meeting dated April 24, 2003, a report was tabled and discussed entitled "One Board - Greater Sudbury Library/Museum Board". As a result of those discussions, the following resolution was passed:</p> <p><i>Dupuis/Callaghan Resolution 2003-10:</i></p> <p><i>That it be recommended to Council that the Greater Sudbury Public Library Board in the next term of Council be an eight member Board composed of two Councillors and six citizens with an option for a ninth member to represent the City's museums; and</i></p> <p><i>Further that a report be written demonstrating that positive relations with school boards will be continued and enhanced.</i></p> <p>Existing legislation requires two separate boards. However, its is recommended that appointees be appointed to Boards and that the Boards would meet one following the other.</p> <p>That the Members of the Board be composed of 2 Members of Council; 4 Citizens appointed by Council; 1 Citizen appointed by each of the four District School Boards.</p>			
5	<p><u>Nickel District Conservation Authority</u></p> <p>Currently 4 Members of Council and 3 Citizens. No change is recommended.</p>			

**BOARDS continued
(Citizen Appointments)**

No.	Recommendation	GM	Yes	No
6	<p><u>Greater Sudbury Community Development Corporation</u></p> <p>Membership currently consists of seventeen (17) members, including five (5) Members of Council and twelve (12) citizens. The Board of Directors is appointed for staggered terms of 1, 2 and 3 years to ensure Board continuity and strength.</p> <p>A Nomination Committee of the Board will recommend all Citizen appointments to Council for approval.</p>	EPD		
7	<p><u>Greater Sudbury Housing Corporation</u></p> <p>The <i>Social Housing Reform Act, 2000</i> transferred responsibility for social housing administration to municipal control effective January 1, 2001. Therefore, the Greater Sudbury Housing Corporation (GSHC) was established, and the Board of the GSHC reports to Council through the Committee of the Whole Planning.</p> <p>The Board will consist of 7 members: 4 Members of Council and 3 Citizen appointments. The term of office shall be 3 years.</p>	EPD		



MAYOR AND COUNCIL'S ROUNDTABLES

No.	Recommendation	GM	Yes	No
1.	<p><u>Generally:</u></p> <p>That Council continue with the concept of <i>Roundtables</i>.</p>			
2	<p><u>Generally:</u></p> <p>That Citizen appointments continue to be made through the Mayor's Office in consultation with Members of Council and the Public</p>			
3.	<p><u>Generally:</u></p> <p>That <i>Roundtables</i> continue to report at least once a year to Council and the Public through the Priorities Committee of Council.</p>			
4.	<p><u>Generally:</u></p> <p>That <i>Roundtables</i> continue to be funded through the appropriate City Departments.</p>			
5.	<p><i>Mayor and Council's "Children First" Roundtable</i></p> <p>It is recommended that the Roundtable be continued for the 2004-2007 term of Council.</p> <p>That the current membership be maintained. Membership currently consists of fourteen (14). At least four (4) members shall be citizens with interests and experience related to children's issues and at least eight (8) members shall be invited community "experts" representing the following sectors: education, research and planning, labour, health, recreation, early child development, United Way, child welfare, media/marketing and business, plus others.</p>	HSS		

MAYOR AND COUNCIL'S ROUNDTABLES continued

No.	Recommendation	GM	Yes	No
6.	<p><u>Mayor and Council's Roundtable on Physician and Allied Health Care Recruitment and Retention</u></p> <p>It is recommended that the Roundtable be continued for the 2004-2007 term of Council and that the current membership be maintained.</p> <p>Membership currently consists of a broad cross-section of stakeholder groups from business, health, education and citizen groups in the Sudbury Community. Appointments are done by way of invitation from the Mayor.</p>	HSS		
7	<p><u>Mayor and Council's Roundtable on Seniors' Issues</u></p> <p>It is recommended that the Roundtable be continued for the 2004-2007 term of Council and that the current membership be maintained.</p> <p>Membership currently consists of twelve (12) seniors (persons aged 55 of age or over), two from each of the six wards, and the Mayor or his Designate, who will act as Chair.</p>	HSS		



Get involved



Become
a member
of a Citizen
Advisory
Panel

In keeping with its goal of increasing citizen participation in local government, your City Council invites you to get involved in any of the following Citizen Advisory Panels:

- **Air Services Advisory Panel**
- **Bell Park Stewardship Advisory Panel**
- **Cemetery Advisory Panel**
- **Citizens' Advisory Panel - Agriculture**
- **Citizens' Advisory Panel on Civic Awards**
- **Citizens' Advisory Panel on Volunteerism**
- **Civic Arts and Culture Advisory Panel**
- **Coat of Arms Advisory Panel**
- **Development Liaison Advisory Panel**
- **Greater Sudbury Lake Improvement Advisory Panel**
- **Parking Advisory Panel**
- **Taxi Advisory Panel**

For a summary of the roles and responsibilities of each advisory panel or to obtain an application form, please contact the City Clerk's Office, your nearest Citizen Service Centre or visit www.city.greatersudbury.on.ca

What is a Citizen Advisory Panel?

Advisory panels are established by resolution of Council for the purpose of providing advice, information and expertise to the municipality on specific municipal matters. They improve the lines of communication between the public and the Council, create greater opportunities for discussion of public issues, and more citizen involvement in City government.

How are Advisory Panels composed?

Unless otherwise stated, advisory panels consist of seven (7) members, one of whom may be a Member of Council. Membership will allow for Council and geographic representation across the six (6) Wards. Where appropriate, community agencies and groups will be invited as resource members.

What is the term of appointment?

Each member will be appointed for a three (3) year term that coincides with the term of Council.

What is the time commitment?

Generally, advisory panels meet quarterly. It is important to ensure that you have sufficient time to devote to an advisory panel and that you have your own vehicle or access to one.

Will I receive any compensation?

Members of advisory panels receive no compensation beyond the satisfaction of making an important contribution to their community.

Who is eligible?

Any resident of Greater Sudbury who is an owner or tenant of land in the City of Greater Sudbury, or the spouse or same-sex partner of someone who is a Canadian Citizen and at least 18 years old.

How are appointments made?

When the application deadline is reached, the City Clerk's Office will provide a copy of all the applications received to each Member of Council. Council will then vote on the appointments. A letter will be sent to all those who applied to inform them of Council's decision.

How can I apply?

Application forms are available at the City Clerk's Office, 2nd Floor, Tom Davies Square and all Citizen Service Centres. Forms are also available at www.city.greatersudbury.on.ca

Written applications and résumés may be addressed to:
City Clerk's Office
P. O. Box 5000, Station "A"
Sudbury, ON P3A 5P3.

Applications can be delivered to:
City Clerk's Office, 2nd Floor,
Tom Davies Square,
200 Brady Street, Sudbury
Monday to Friday from 8:30 a.m. to 4:30 p.m.

Facsimile applications may be faxed to 671-8118.

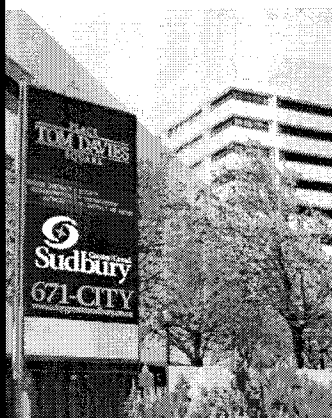
All applications should clearly indicate the name of the Advisory Panel on which you wish to serve and your reason(s) for doing so. Please ensure that you include your home address, postal code and phone number.

Deadlines

The deadline for all applications is December 1, 2004.

Questions?

Contact the City Clerk's Office at **671-CITY** (2489), extension **2471** or visit www.city.greatersudbury.on.ca

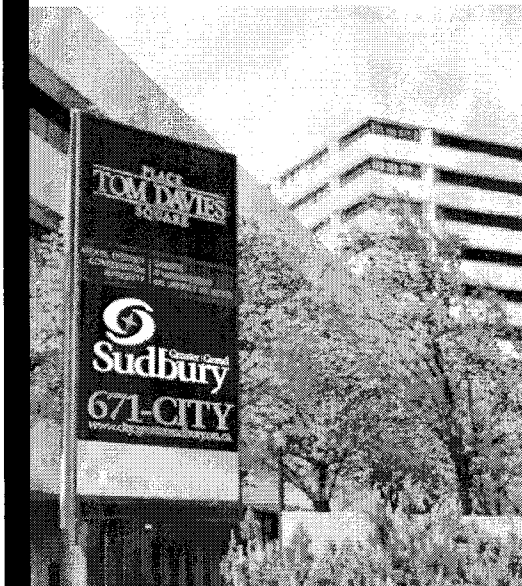




Application for Appointment

by City Council to
City of Greater Sudbury

Citizen Advisory Panel



Thank you for your interest in applying for a position on a City of Greater Sudbury Citizen Advisory Panel.

In keeping with City Council's goal of increasing citizen participation, Council has established the following series of Advisory Panels:

- Air Services Advisory Panel
- Bell Park Stewardship Advisory Panel
- Cemetery Advisory Panel
- Citizens' Advisory Panel – Agriculture
- Citizens' Advisory Panel on Civic Awards
- Citizens' Advisory Panel on Volunteerism
- Civic Arts and Culture Advisory Panel
- Coat of Arms Advisory Panel
- Development Liaison Advisory Panel
- Greater Sudbury Lake Improvement Advisory Panel
- Parking Advisory Panel
- Taxi Advisory Panel

What is a Citizen Advisory Panel?

Advisory Panels are established by resolution of Council for the purpose of providing advice, information and expertise to the municipality on specific municipal matters. They can enhance the quality of life in our community by gathering information, formulating new ideas and making recommendations on projects and policies to assist staff and Council in their decision making processes. They improve the lines of communication between the public and the Council, create greater opportunities for discussion of public issues, and more citizen involvement in City government. The Council may not always accept the recommendation of an advisory panel because of additional information available or a need to balance the recommendation with policy or community priorities.

How are Advisory Panels composed?

Unless otherwise stated, Advisory Panels consist of seven (7) members, one of whom may be a Member of Council. Citizen appointments to various panels, committees and boards are based on equal opportunity and reflective of the demographic and geographical make up of the City of Greater Sudbury. Membership will allow for Council and geographic representation across the 6 Wards. Where appropriate, community agencies and groups will be invited as resource members.

How do Advisory Panels report to Council?

Formal agendas and minutes are not required by Advisory Panels. The concerns and suggestions of Advisory Panels are conveyed to Council by the General Manager, whose reports reflect their recommendations. Also, many of the Advisory Panels may include, as part of their membership, a Member of Council who will also voice the concerns of the Advisory Panel when issues are discussed at Council.

What is the term of appointment?

Each member will be appointed for a three (3) year term that coincides with the term of Council.

What is the time commitment?

Generally, Advisory Panels meet quarterly. It is important to ensure that you have sufficient time to devote to an Advisory Panel and that you have your own vehicle or access to one.

Will I receive any compensation?

Members of Advisory Panels receive no compensation beyond the satisfaction of making an important contribution to their community.

Who is eligible?

Any resident of Greater Sudbury who is an owner or tenant of land in the City of Greater Sudbury, or the spouse or same-sex partner of someone who is a Canadian Citizen and at least 18 years old.

How are appointments made?

When the application deadline is reached, the City Clerk's Office will provide a copy of all the applications received to each Member of Council. Council will then vote on the appointments. A letter will be sent to all those who applied to inform them of Council's decision.

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200 Brady Street, Sudbury
Monday to Friday from 8:30 a.m. to 4:30 p.m.

Facsimile applications may be faxed to 671- 8118.

All applications should clearly indicate the name of the Advisory Panel on which you wish to serve and your reason(s) for doing so. Please ensure that you include your home address, postal code and phone number.

Deadlines

The deadline for all applications is December 1, 2004.

Questions?

For more information, please call the City Clerk's Office at 671- CITY (2489), extension 2471.

www.city.greatersudbury.on.ca



Advisory Panel Application

Name _____

Residence Street Address _____

City _____

Postal Code _____

Home Phone _____

Work Phone _____

Extension _____

Email Address _____

Please indicate the Advisory Panel you are applying for:

(1) _____

(2) _____

Separate Application forms are required for each Advisory Panel.

EMPLOYMENT (Present or last employer [or school, if applicable])

EDUCATION

Briefly state your reason for volunteering for this Advisory Panel.

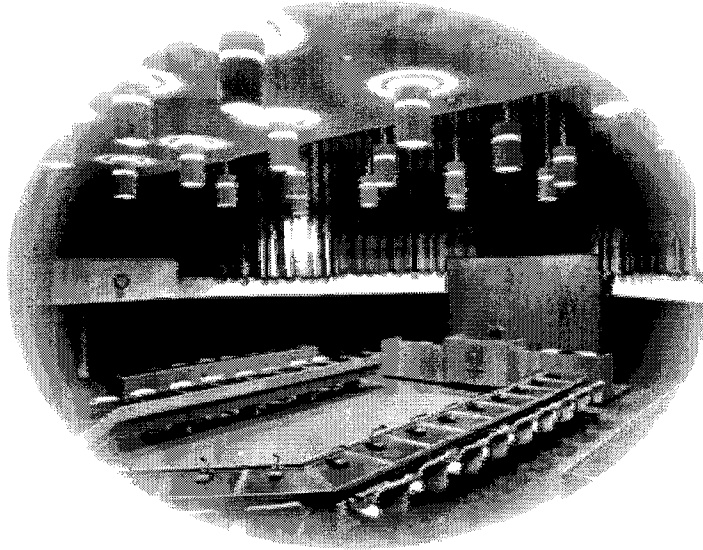
Briefly describe any relevant experience or skills that you have that would assist this Advisory Panel.

Briefly describe specific experiences with other Boards and Committees, etc. within the past five years.

How did you hear about this opportunity?

Newspaper Ad__ Web site__ Word of Mouth__ Other Please specify _____

In signing this application, you are advised that both the information you provide and any information placed into an employment record will be protected and used in compliance with the Municipal Freedom of Information and Protection of Privacy Act.



Committee & Boards Citizen Appointments

The purpose of this form is to allow you to:

NOMINATE citizens to Committees & Boards of City Council

These are the bodies to which citizens will be appointed:

Committee Appointments

- Cemetery Advisory
- Emergency Services Advisory Council
- Parking Advisory Committee
- Taxi Liaison Committee

Statutory Appointments

- Fence Viewers

Board Appointments

- Copper Cliff Museum Board
- Flour Mill Museum Board

Name

Note: Mayor is Ex-officio on ALL Committees of Council

Committee Appointments

Cemetery Advisory - 1 Citizen

Develop and maintain cemetery properties set rates

I wish to NOMINATE the following Citizens:

Name
Name
Name
Name

Emergency Services Advisory Council - 3 Citizens

Review governance issues and any transfers of powers of jurisdiction between City and Region

I wish to NOMINATE the following Citizens:

Emergency Services Advisory Council - Subcommittee of Governance Committee

Name
Name
Name
Name

Parking Advisory Committee - 2 Citizens

Develop parking policies for the downtown core

I wish to NOMINATE the following Citizens:

Name
Name
Name
Name

Taxi Liaison Committee - 1 Citizen

Determine taxi tariffs

I wish to NOMINATE the following Citizens:

Name
Name
Name
Name

Statutory Appointments

Fence Viewers - 3 Citizens

To establish awards under the
Line Fences Act

I wish to NOMINATE the following Citizens:

Name
Name
Name
Name

Board Appointments

Copper Cliff Museum Board - 5 Citizens

Manages & administers the
historic Copper Cliff museum

I wish to NOMINATE the following Citizens:

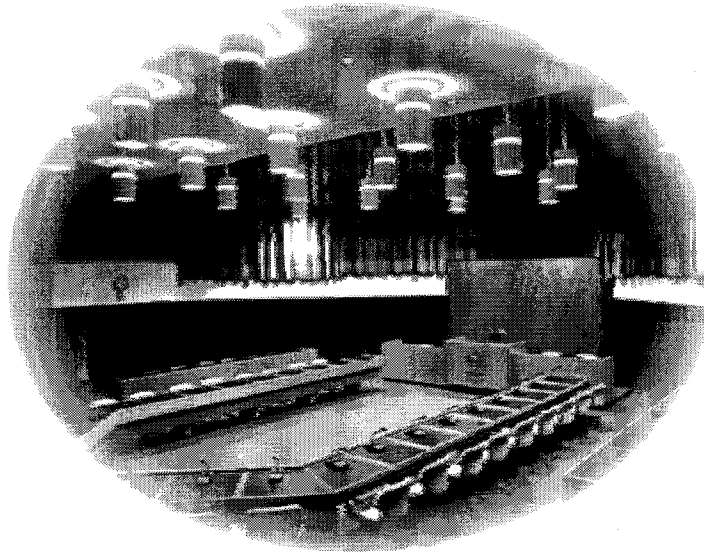
Name
Name
Name
Name
Name

Flour Mill Museum Board - 5 Citizens

Manages & administers the
historic flour mill museum

I wish to NOMINATE the following Citizens:

Name
Name
Name
Name
Name



Committee & Boards Councillor Appointments

The purpose of this form is to allow you to indicate:

1. On which committee(s) you wish to **SIT** and
2. To **NOMINATE** other Councillors to Committees of Council

Councillor

These are the bodies to which Members of Council will be appointed:

- Advisory Committee For Transportation Of Persons With Physical Disabilities
- Bicycle Advisory
- Cemetery Advisory
- Citizens' Award
- Community-wide Arts Foundation
- Copper Cliff Improvement Plan
- Copper Cliff Museum Board
- Cultural Grants
- Firefighter's Grievance
- Fire Services Review
- Flour Mill Museum Board
- Governance Committee
- Land Use
- 111 Senior Citizens Centre Inc.
- Parking Advisory Committee
- Purchase & Supply Of Goods & Services By-law
- Sudbury/Laurentian University Downtown Campus
- Sudbury Theatre Centre Board
- Taxi Liaison Committee
- Y.M.C.A. Project Coordinating Committee

Note: Mayor is Ex-officio on ALL Committees of Council

*Advisory Committee for Transportation
of Persons with Physical Disabilities - 1 Member of Council*

Transportation services provided
to the disabled and elderly

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Bicycle Advisory - 1 Member of Council

Design and implement
recreational trails to promote
alternate non-motorized
transportation

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Cemetery Advisory - 1 Member of Council

Develop and maintain cemetery
properties set rates

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Citizens' Award - 3 Members of Council

Establish procedures for
recognizing City of Sudbury
citizens of note

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Community-Wide Arts Foundation - 3 Members of Council

Develop alternative funding
investigate foundation of the arts

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name

Name

Name

Name

Copper Cliff Improvement Plan - 3 Members of Council

Investigate and promote
improvements to community

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name

Name

Name

Name

Copper Cliff Museum Board - 1 Member of Council

Manages & administers the
historic Copper Cliff museum

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name

Name

Name

Name

Cultural Grants - 3 Members of Council

Disbursement of grant for
promotion of various ethnic
cultures through community
events

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name

Name

Name

Name

Firefighter's Grievance - 3 Members of Council

Consideration and determination of firefighter's grievances

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Fire Services Review - 4 Members of Council

Discuss and review long range plans for fire services

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Flour Mill Museum Board - 1 Member of Council

Manages & administers the historic flour mill museum

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Governance Committee - 4 Members of Council

Review governance issues and any transfers of powers of jurisdiction between City and Region

Emergency Services Advisory Council - Subcommittee of Governance Committee

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Land Use - 3 Members of Council

Hearing body for council provide recommendations regarding City owned property

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

111 Senior Citizen Centre Inc. - 2 Members of Council

Member of the board of this older adult centre

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Parking Advisory Committee - 3 Members of Council

Develop parking policies for the downtown core

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Purchase & Supply of Goods & Services By-law - 3 Members of Council

Review, update and recommend changes to purchasing By-law 92-150

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Sudbury/Laurentian University Downtown Campus - 3 Members of Council

Develop proposal for downtown campus of university

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Sudbury Theatre Centre Board - 1 Member of Council

Member of the board of this professional theatre company

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Taxi Liaison Committee - 1 Member of Council

Determine taxi tariffs

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Y.M.C.A. Project Coordinating Committee - 4 Members of Council

Oversee the design & construction process of the YMCA wellness centre

I wish to SIT on this committee

I wish to NOMINATE the following Councillors:

Name
Name
Name
Name

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 22, 2003				Report Date	September 16, 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

Underserviced Area Program-Physician relocation incentive grant

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
<input checked="" type="checkbox"/>	Background attached

Recommendation

Whereas the City of Greater Sudbury (CGS) has been designated underserviced by the Ministry of Health and Long-Term Care (MOHLTC); and

Whereas the outlying areas in the CGS are seeing a reduction in the delivery of primary care; and

Whereas the CGS has over 30,000 citizens of this community without a family medicine practitioner; and

Whereas there is a decline in the enrollment into the family medicine program throughout the Province of Ontario and globally;

Therefore be it resolved that the CGS lobby

<input checked="" type="checkbox"/>	Recommendation attached
-------------------------------------	-------------------------

Recommended by the General Manager


 Catherine Sandblom
 General Manager Health & Social Services

Recommended by the C.A.O.


 Mark Mieto
 CAO

Date: September 16, 2003

Report Authored By



Kim Rossi
Coordinator of Health Initiatives

Division Review

Name
and Title

the provincial government to review the current UAP incentive grants and that the CGS review its set up relocation incentive within the strategic plan currently being developed.

Background

The Underserved Area Program was initiated by the Province in Ontario in 1969 to enhance access to health care services in areas designated as rural and remote areas of the province which have a difficulty recruiting and retaining physicians in their communities. Financial incentives are provided to physicians who relocate to communities who have been designated by the UAP as underserved. In 2001 when the City of Greater Sudbury amalgamated, the MOHLTC requested a new application be submitted in order to assess whether or not the new city still qualified for the UAP designation.

After its review, the MOHLTC identified the CGS as requiring a complement of 115 General Practitioners/Family Practitioners. The concern at the time from the community was that many newly recruited physicians would find a move to the City core more attractive rather than relocating to the outlying areas and letters to support this were directed to the Ministry. A letter received by the MOHLTC regional director identified three suggestions to the distribution of physicians to the outlying/rural areas of the CGS. One of those suggestions stated that the CGS may restrict approval of applications for incentives to the areas of the City, which are most underserved.

UAP designation

Currently, there are 93 family medicine practitioners in the CGS leaving a total of 22 vacant positions to meet the complement of 115 identified by the MOHLTC. As the following chart demonstrates, the outlying areas of the CGS are those areas most affected by the lack of primary care services being provided to their communities.

Date: September 16, 2003

**Family Medicine Practitioners/ Numbers
September 2003**

Municipality	Population 2001	Present Number of Family Medicine Practitioners	Total Number of Family Medicine Practitioners Needed	Additional Number of Family Medicine Practitioners Needed
Valley East	22000	6	16.5	10.5
Rayside Balfour	16000	6	12	6
Capreol	3500	2	2.5	.5
Nickel Centre	12000	2	9	7
Walden	10000	4	7.5	3.5
Onaping Falls	4800	2	3.5	1.5
Sudbury - Old City	85000	71	64	(-7)
Hospitalists				
Total	153300	93	115	22

Census numbers have been rounded

September 2003

In May of 2002 members of the Mayor and Council's Roundtable on Recruitment and Retention of Physicians and Allied Health Care Professionals brought forward a presentation to the UAP Review Committee. The presentation recommended a number of changes to the current application and designation process. To date, there has been no changes to the UAP by the MOHLTC.

**Provincial overview of the UAP designation
General/Family Practitioners**

Northern Communities:

Number of communities designated as underserviced: 34
 Number of physicians required: 115

Southern Communities:

Number of communities designated as underserviced: 92
 Number of physicians required: 477

In comparing the statistics provided by the MOHLTC from January of 2001 to date, the number of

Date: September 16, 2003

designated underserved communities in Northern Ontario has not changed, however southern Ontario has seen an increase in their communities by 17.

Current Recruitment & Retention Issues

Many physicians in the CGS are opting to practise in the city core. There are a number of reasons for this, one being the distance to and from the current three site hospital; second, many of the physicians live in the south end of the city; and third, lower rental costs. During this past year, the City has been successful in recruiting specialists to the City and has recruited three family medicine practitioners, two of whom have opened their own practice and a third is currently a hospitalist.

The City needs to address the concern of retaining physicians particularly in the outlying areas where many established physicians, who have dedicated a number of years to the outlying areas, are relocating to the city core. There are no programs directly under the UAP regarding retention initiatives but there are relevant initiatives which may be accessed. The Northern Physician Retention Initiative provides physicians who have accessed the UAP grant of \$40,000 and have provided the community with a return of service for four years and have hospital privileges, with a three year initiative of \$7,000 per year for up to three years. Physicians can also access \$2,500 per year which is used towards continued medical education.

Conclusion

Prior to preparing this report many physicians provided their feedback on the current distribution of the UAP incentive program. The physicians did not feel that seeking a review to the designation and restricting approval of applications to the city core was the answer. The physicians were clear in identifying that this is a problem not just in our city but province wide and changing the criteria may jeopardize future recruitment to the city as a whole.

In order to retain physicians to the outlying areas, the CGS will have to review its current budget commitments and look at ways of utilizing the current monies set aside for physician recruitment and retention and provide those physicians who are providing primary care to the outlying communities with incentives that will keep them established in these areas. Currently the CGS is partnering with the Regional Hospital and the Greater Sudbury Chamber of Commerce in providing new physicians relocating to the CGS with a set up incentive. It is recommended that the city use the funds currently applied toward physician recruitment and retention and consider providing an added incentive to those family medicine practitioners who would provide primary care to a community in one of the CGS's outlying areas, by providing the physician with a monetary contribution which could be used towards purchasing a computer, software and internet access to assist with the start up of their medical practice. In the strategic plan currently being prepared, stakeholders have identified a number of suggested retention issues such as the creation of a spousal network and recognition events. It is recommended that the strategic plan consider additional incentives funded by CGS toward the outlying areas and that consideration be given to retention.

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	September 23, 2003				Report Date	September 17, 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

Pioneer Manor - Tender and Purchase of Therapeutic Tubs, Electric Beds and Mattresses

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
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The purchase of the therapeutic tubs, lifts and electric beds would be funded from the approved Capital budget for Pioneer Manor.

<input checked="" type="checkbox"/>	Background attached
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Recommendation

Whereas City Council's resolution 2001-304 approved the commencement of the capital redevelopment of Pioneer Manor for the replacement of 128 beds with new construction and the renovation of 92 beds as required by the Ministry of Health & Long Term Care; and

Whereas capital disbursements including the purchase of necessary equipment are within the approved budget of \$22.1 million;

<input checked="" type="checkbox"/>	Recommendation attached
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Recommended by the General Manager

C. Sandblom

Catherine Sandblom
General Manager, Health & Social Services

Recommended by the C.A.O.

M. Mieto

Mark Mieto
C.A.O.

Date: September 22, 2003

Report Authored By

Randy Hotta
 Director, Long Term Care Facility & Seniors Services

Division Review

Name
 and Title

RECOMMENDATION continued:

Therefore be it resolved that Pioneer Manor be authorized to tender through the Supplies and Services Department and purchase the following items subject to the lowest bid and meeting all equipment requirements:

1. Up to eight (8) therapeutic tubs at a total estimated cost of to \$200,000
2. Up to 280 electric beds and mattresses at a total estimated cost of \$475,000

Background:

In June 2001, City Council gave its authority under resolution 2001-304, to proceed with the capital redevelopment of Pioneer Manor and the creation of the Seniors' Campus. The Ministry of Health and Long Term Care (MOHLTC) required that 220 beds of the 342 beds at Pioneer Manor be upgraded by the year 2006 at an estimated cost of \$22.1 million. The City of Greater Sudbury contributed \$13.0 million and the Province provided \$9.0 million.

Tribury Construction was awarded the contract in September 2002 to construct a new 188 bed building and the renovation of 32 beds in Heritage Lane. Construction began in the Fall of 2002 with anticipated completion date in August 2004. Tribury has now projected a completion date of April 2004.

To ensure that there is sufficient lead time to tender, approve, receive, and install required equipment in order to meet the anticipated completion date, Pioneer Manor requests authorization to tender through the Supplies and Services Department and purchase the following items based on the lowest bid and met specifications:

Equipment	Quantity	Total Estimated Cost
Therapeutic Tubs	Up to 8	\$200,000
Electric Beds & Mattresses	Up to 293	\$475,000
TOTAL	----	\$675,000