

# Managers' Reports

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# Request for Recommendation Priorities Committee



## Type of Decision

Meeting Date	February 25, 2004				Report Date	February 18, 2004			
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

Employee/Organizational Wellness Committee

### 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

WHEREAS the City of Greater Sudbury administered a "City of Greater Sudbury 2003 Organizational Culture Well-being Survey" in May 2003, and

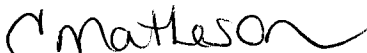
WHEREAS progressive organizations keep employee and organizational wellness at the forefront of their activities,

THEREFORE be it resolved that the terms of reference for the newly established Employee/Organizational Wellness Committee be accepted, and

THAT Councillor Frances Caldarelli be nominated to represent the interest of Council on the Employee/Organizational Wellness Committee.

Recommendation attached

### Recommended by the General Manager

  
Catherine Matheson, General Manager  
Health and Social Services

### Recommended by the C.A.O.

  
Mark Mieto  
C. A. O.

Date: February 18, 2004

**Report Authored By**

  
Tina St. Louis

**Division Review**

Name  
and Title

**BACKGROUND**

Organizations have become more aware of how employee health impacts on productivity in the workplace, and how the workplace affects employee health. It is increasingly important to monitor, evaluate and address this issue in the workplace.

According to Dr. Graham Lowe, National Journal of Human Resource Management, a healthy organization strategy must address both job and workplace factors; though related, the two are distinct.

Job factors include:

- physical work conditions
- ergonomic aspects of a job
- temporal aspects of the work day and tasks
- actual work content
- job autonomy
- co-worker relations
- quality of supervision
- financial and economic aspects.

Workplace factors refer to:

- organizational structures
- work climate and culture
- communications
- management practices
- leadership
- labour-management relations
- workplace health promotion
- occupational health and safety activities.

The benefits of creating a healthy workplace can be seen through:

- higher job satisfaction
- lower absenteeism and turnover
- improved job performance
- lower accident rates
- reduced health benefit and worker compensation costs.

Investing in organizational health makes good business sense.

To assess “*where we are now*” and to look at “*where we want to be in the future*”, the “City of Greater Sudbury’s first Organizational Culture/Well-being Survey” was administered in May 2003.

Date: February 18, 2004

An Employee/Organizational Wellness Committee consisting of representatives from all employee groups, was established to review the results of the survey and develop strategies to improve employee and organizational wellness. The Committee's Terms of Reference are attached.

In March of 2004, the Employee/Organizational Wellness Committee will be hosting information sessions throughout the organization. The information sessions will give interested employees an opportunity to review the survey data and learn about the committee's proposed action plan to enhance employee and organizational wellness.

The proposed action plan includes:

- distributing a bi-monthly health newsletter
- holding educational sessions entitled lunch n' learns
- walking challenge
- health fair (in conjunction with Canada's Healthy Workplace Week)
- improve orientation process
- create an open communication strategy (including the development of a logo/tag line)
- explore other initiatives such as coaching/mentoring, recognition program, e-learning, leadership development, etc.

At the end of year two, a second employee survey will be conducted with the intent of obtaining more specific information, evaluating the success of the initiatives implemented, and refining and readjusting the action plan.

The commitment and involvement of the organization is crucial to the success of the workplace health initiatives, which is why at this point in time, it is recommended that Councillor Frances Caldarelli sit on the Employee/Organizational Wellness Committee on behalf of council.

Date: February 18, 2004



## Workplace Wellness

**What is workplace wellness? It's a program to enhance the health and well-being of employees and the organization as a whole.**

### Employee/Organizational Wellness (EOW) Committee

#### Terms of Reference

##### **Purpose:**

A progressive organizational culture that promotes positive health practices contributes to workplace wellness. A comprehensive program to improve workplace wellness takes all aspects into consideration, including the working environment and the employee's physical and mental well-being. Workplace wellness may be achieved through awareness, education, skill-building programs and by implementing comprehensive wellness policies.

##### **Reporting Relationship:**

The recommendations emanating from the EOW Committee will be brought forward to the Senior Management Group of the City for consideration.

##### **Membership:**

The EOW Committee will consist of the following members:

- one representative from each employee local
- one representative from human resources
- department representatives of whom two are senior managers
- one member of an outside organization with expertise in employee/organizational wellness

It is expected that all divisions of the organization will be represented on the committee through the above designates. The maximum number of members on this committee will be 14.

The committee is encouraged to bring in outside expertise to advance the knowledge of the members in the area of organizational/workplace wellness.

Date: February 18, 2004

**Term:**

The term of the membership is one to two years. It is expected that 50% of the membership will maintain their role into the committee's second year for continuity.

**Objectives:**

The objectives of the EOW Committee are as follows:

1. Establish top priorities emanating from the employee survey.
2. Identify successful wellness approaches with other employers.
3. Recommend initiatives that will improve the City's standing on the top priorities.
4. Monitor/evaluate the implementation of approved initiatives.
5. Review opportunities for healthy workplace week.
6. At the end of year two, conduct a second employee survey with the intent to obtaining more specific information and evaluating the success of the initiatives implemented in the first two years.

**Proceedings:**

- a) Two co-chairs will rotate the leadership of meetings.
- b) Minutes will be taken of the meetings identifying action items to be followed through.
- c) As a minimum, Committee meetings will be held bi-monthly.
- d) Members unable to attend a particular meeting are welcome to send designates.
- e) Consensus in decision making will be encouraged.
- f) Committee members will act as wellness representatives for their respective workplaces.

Accepted November 2003

# Request for Recommendation Priorities Committee





Type of Decision									
Meeting Date	February 25, 2004				Report Date	February 18, 2004			
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
Clean-up Greater Sudbury: Policies and Initiatives

Policy Implications + Budget Impact	
<input type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
Not applicable.	
<input checked="" type="checkbox"/>	Background attached

Recommendation	
<p>THAT the "Adoption Programs" process/policy as outlined in the report from the General Manager of Public Works, dated February 18, 2004 be adopted for all City-sponsored clean-ups; and</p> <p>THAT the "Litter Container" process/policy as outlined in the report from the General Manager of Public Works, dated February 18, 2004 be adopted for all specified litter containers; and</p> <p>THAT the Clean-up Greater Sudbury new 2004 initiatives be received for information.</p>	
<input type="checkbox"/>	Recommendation attached

Recommended by the General Manager
 Don Bélisle General Manager of Public Works

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

Date: February 18, 2004

**Report Authored By**



Carrie-anne Marassato  
Waste Management Program Co-ordinator

**Division Review**



Chantal Mathieu  
Manager of Waste Management

**CLEAN-UP GREATER SUDBURY POLICIES**

**1) Adoption Programs**

The "Clean Up Greater Sudbury" plan, developed and managed by the City's Waste Management Section co-ordinates the Adoption Programs which includes, Adopt-A-Road, Adopt-A-Spot and Adopt-A-Bin (refer to Appendix A). These adoption programs are partnerships between the City of Greater Sudbury and various individuals, businesses, organizations and schools in the 'clean-up' of our City. These programs encourage residents to participate in the picking up of litter in public places, enhancing community appearance and pride.

The City supports adoptive groups and individuals by providing a safety video, instructions & supplies, garbage bags, and garbage collection & disposal services. The City also provides recognition in the form of signage, traditional media outlets, such as radio and newspapers, the City's web page and annual awards presented by the Mayor and Council.

Interested participants can provide a selection of areas that they wish to adopt. The Program Co-ordinator reviews the areas and in consultation with the interested participants drafts an adoption agreement. All participants are required to execute an "adoption" agreement prior to the clean-up. The agreement outlines certain requirements, including insurance & safety provisions and the rolls and responsibilities of the "Adoptee" and the City.

Staff is recommending the above-noted process/policy be adopted for all City-sponsored clean-ups.

**2) Litter Containers**

A policy to determine litter container placement and removal, servicing, design and recycling is outlined below. This litter container policy is applicable to municipal litter containers serviced by the Public Work's, Waste Management Section. These litter containers are traditionally located along roadsides and serviced in conjunction with the weekly household garbage collection program. General maintenance of these litter containers is currently handled by the Public Work's, Operation Division. Approximately 176 litter containers are presently located within the City.

Placement/Removal - The criteria for the placement and removal of litter containers should reflect the need to provide optimum location for convenience of proper litter disposal based on pedestrian traffic flow. A litter container placement criteria should also be based on road safety requirements. Placement of roadside litter containers should not impede pedestrian traffic flow, snow clearing equipment, and accessibility for wheelchairs. The placement of litter containers should not obstruct drivers sight lines at corners and crosswalks, or obstruct/impede loading/unloading zones of passengers on bus lines. New or replacement litter containers should only be placed on public

Date: February 18, 2004

property. Litter containers that attract the disposal of potentially dangerous waste (i.e. syringes), non-pedestrian type litter (i.e. garbage from homes or businesses) or that are subject to regular vandalism and create more litter, would be reviewed prior to removal consideration.

**Design & Recycling** - Currently, there is no consistent design or color for litter containers in the City of Greater Sudbury and existing litter containers throughout the City have no provisions for recycling compartments. New or replacement litter containers should be consistent in design and colour and include provisions for the disposal of certain recyclable materials. New or replacement litter containers should also be subject to annual budget approvals.

**Servicing** - Litter containers that require more than the once a week servicing (or twice a week servicing in the Central Business District) should be targeted for adoption under the Adopt-a-Bin program (refer to Appendix A). This would eliminate the requirement to send a separate and additional work crew to service the bin.

Staff is recommending the above-noted process/policy be adopted for the specified litter containers.

## **CLEAN-UP GREATER SUDBURY INITIATIVES**

Through various clean up programs along with a children's educational plan, The Clean Up Greater Sudbury Program plans, manages, and promotes clean up initiatives to keep Greater Sudbury clean and green. The Technical Steering Committee under the Waste Optimization Project recommended the need to continually promote clean-up initiatives and the Waste Management Program Co-ordinator recently developed and has launched the following new activities for 2004:

### **1. 31 Days to a Cleaner Greater Sudbury - Month of May**

The calendar for the month of May (refer to Appendix B) will be an insert in the Greater Sudbury Leisure Guide distributed to all Greater Sudbury residents. The 31 Days to a Cleaner Greater Sudbury calendar contains contact information where residents can obtain specific details on waste management programs. The calendar also provides 31 days of activities, reminders and suggestions on how to keep Greater Sudbury clean.

### **2. City Wide Clean Up Blitz**

On May 16th, 2004, the Clean Up Greater Sudbury Program is hosting the first **City-Wide Clean Up Blitz**. The event is co-sponsored by the twenty-one Tim Horton stores in Greater Sudbury who want to give back to the community and actively deal with the issue of litter. T-shirts, water bottles, prizes and a day-end barbeque will be sponsored by Tim Horton's in Greater Sudbury.

The Clean Up Blitz will give people of all ages the opportunity to connect with nature, foster community pride, and create new opportunities for civic involvement. Interested individuals will be encouraged to contact the Program Co-ordinator to Adopt a road or spot for the one day activity.

Date: February 18, 2004

### **3. Clean Sweep for Schools**

The Clean Sweep for Schools is a competition where schools located in each ward work together to have designated areas in their ward cleaned. The highest tonnage wins the 'Golden Broom' award and is rewarded with prizes and recognition.

### **4. The Cleanest School Yard Award**

The program's aim is to get school aged children more involved with the effects of littering, finding solutions to prevent litter and reducing the amount of litter within the school environment. The event is co-sponsored by Action Sudbury - citizens against Drinking and Driving.

This program teaches children how to take pride in the appearance of their school yard (where they work and play) and how to provide a positive solution to the recurring litter problem. Children that learn the anti-littering & 3R message tend to take home this message to their parents, become "litter/garbage cops" at home and grow up setting a good example.

What winning school will have the privilege of flying the Cleanest School Yard flag and enjoy a school wide pizza party? Time will tell.

### **5. 40 Hours of Community Service for High School Students**

The City of Greater Sudbury as part of The Clean Up Greater Sudbury Program is forming a partnership with high school students who are interested in obtaining their 40 hours of community service through our Adoption Programs. Refer to Appendix C, "**Need 40 Hours? No problem!**".

This is a great community initiative that again promotes community pride and allows students to feel a sense of ownership within their community. This is a great way to accumulate community service hours towards their high school diploma. The environment wins, the community wins and the student wins.

### **6. Green Schools - Pledge Forms**

As part of the Clean Up Greater Sudbury Program, presentations have been conducted at numerous schools throughout Greater Sudbury and are still on going. Schools are eager in becoming more familiar and more educated on issues pertaining to the Clean Up Greater Sudbury education program, anti-littering, 3R's, proper waste disposal practices and what they can do to make a difference in our City. The students from all schools have and will be instrumental in creating public awareness in litter prevention in our City. Efforts to create litter awareness and the message that littering is unacceptable in Greater Sudbury can be achieved through our children. The influence of a child is enormous. Their ability to absorb and relay new ideas and change is wonderful and very influential.

Students across Greater Sudbury will be taking the Trash Trooper Pledge (Refer to Appendix D) to show their commitment in keeping Greater Sudbury clean and litter free.

## Adopt-a-Programs



### Adopt-A-Road

Adoption of a 2 km section of roadway for two years. The group would have the responsibility of picking up litter in that section of the roadway twice a year for a two year period.



### Adopt-A-Spot

Adoption of a public spot on one occasion or on a regular basis for up to two years.



### Adopt-A-Bin

Adoption of a public litter bin for a minimum of two years. The group would have the responsibility to service that bin over and above the once a week service provided by the City.

*A formal agreement is set-up with interested groups and the City provides recognition in various forms (i.e. recognition signs, public service announcements, the City web page, Certificates of Appreciation presented by the Mayor and City Council, etc.)*

# 31 Days to a Cleaner Greater Sudbury!

673-BLUE

For more information please visit our website at [www.greatersudbury.ca/wasteandmanagement](http://www.greatersudbury.ca/wasteandmanagement) or call 673-BLUE(2583) or send email to [wasteandmanagement@greatersudbury.ca](mailto:wasteandmanagement@greatersudbury.ca)

# MAY 20 04

**1**  
HHW Depot Open  
8:30 a.m. - 3:30 p.m.  
1853 Frobisher St.

**2**  
Call for Leaf & Yard Trimmings Collection Schedule  
673-BLUE (2583)

**3**  
No loose garbage. Approved containers only.

**4**  
Get a car litterbag, don't be a tosser!

**5**  
Join an Adoption Program  
Call 671-CITY (2489) Ext. 4405

**6**  
Teachers, want details on Anti-littering & 3R's?  
Call 671-CITY(2489) Ext. 4405

**7**  
CleanUp! Nettoyons  
City Wide Clean Up Blitz  
Call 671-CITY (2489) Ext. 4405 for details

**8**  
HHW Depot Open  
8:30 a.m. - 3:30 p.m.  
1853 Frobisher St.

**9**  
Call for Leaf and Yard Trimmings Collection Schedule  
673-BLUE (2583)

**10**  
City Wide Clean Up Blitz  
Call 671-CITY (2489) Ext. 4405 for details

**11**  
Buy fruits and vegetables naked! Less is best for packaging.

**12**  
Keep recyclables loose in blue box. Don't mix in bags.

**13**  
Donate unwanted clothing.  
Call 673-BLUE (2583) for details.

**14**  
Buy a composter at the Recycling Center  
1825 Frobisher

**15**  
HHW Depot Open  
8:30 a.m. - 3:30 p.m.  
1853 Frobisher St.

**16**  
City Wide Clean Up Blitz  
Call 671-CITY (2489) Ext. 4405 for details

**17**  
Bring a litterless lunch to school and work

**18**  
Blue box overflowing? Order another, call 673-BLUE (2583)

**19**  
Pick up a piece of litter today and dispose of it properly

**20**  
Cigarette Butts are litter too! Keep butts off the ground.

**21**  
Questions about garbage or recycling? Call the Waste Hotline 673-BLUE(2583)

**22**  
HHW Depot Open  
8:30 a.m. - 3:30 p.m.  
1853 Frobisher St.

**23**  
Set a goal! Reduce bags from a 3 bag limit/week to a 2 bag limit/week

**24**  
VICTORIA DAY We collect blue boxes today

**25**  
Don't place garbage in cardboard boxes for collection

**26**  
Spread the message "We want a Clean City to live in!"

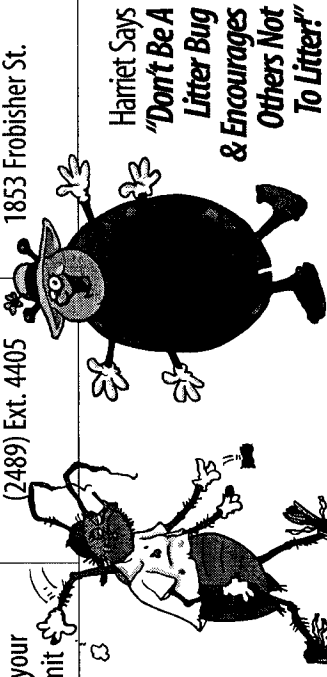
**27**  
Clean your ditches, yard, boulevard as part of your 3 bag limit

**28**  
40 hrs. Community Service  
High School students call for details 671-CITY (2489) Ext. 4405

**29**  
HHW Depot Open  
8:30 a.m. - 3:30 p.m.  
1853 Frobisher St.

**30**  
Garbage must be at the curb by 6:00 a.m. on collection day

**31**  
Make a difference! Get involved to keep Greater Sudbury clean!



Harriet Says "Don't Be A Litter Bug & Encourages Others Not To Litter!"

[www.greatersudbury.ca/wasteandmanagement](http://www.greatersudbury.ca/wasteandmanagement)  
**CleanUp!**  
le Grand Sudbury Greater Sudbury  
**Nettoyons**

# Forty Hours of Community Service? No Problems!

**Adopt-A-Road** or a **Spot** and conduct regular clean-ups with your friends. All you need is an adult supervisor. We'll supply the bags, gloves and pick-up. **Contact the Program Co-ordinator** for details at **671-CITY (2489) ext. 4405.**

**Quarante heures  
de service  
communautaire?  
Aucun problème!**

**Adoptez une route ou un endroit et occupez-vous régulièrement** de son nettoyage en compagnie de vos amis. Tout ce dont vous avez besoin, c'est d'un adulte pour surveiller. Nous fournissons les sacs et les gants et nous allons chercher les déchets. Pour plus de détails, **communiquiez** avec la **coordonnatrice des programmes** au **671-CITY (2849), poste 4405.**

**Clean  
Nettoyons up**  
Le Grand Sudbury Greater Sudbury



# TRASH TROOPERS PLEDGE FORM

I, \_\_\_\_\_, promise to uphold my duties as a 'Trash Trooper' to keep our school, \_\_\_\_\_, clean and to promote a sense of pride throughout our school. I will be a leader and set an example for all other students to follow on how to properly dispose of litter and how to keep our school yard clean and green.

I understand that I will be responsible for collecting and disposing of litter properly, whether the weather is cold or warm, in Spring or Fall and other times throughout the year, I will continue my responsibility as a Trash Trooper to honour my pledge.

In so doing, I am signing the TRASH TROOPERS PLEDGE FORM as my commitment to myself, my school, and my community.

Signed: \_\_\_\_\_

Dated: \_\_\_\_\_

This pledge officially proclaims \_\_\_\_\_ the title of Trash Trooper and is hereby granted the duties and responsibilities given therein.

# Request for Recommendation Priorities Committee



## Type of Decision

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## Report Title

Upgrading of Long Lake Road Between Ester Street and Harrison Drive

### Policy Implications + Budget Impact

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

Background attached

### Recommendation

**-THAT Council accept the proposal from Earth Tech (Canada) Inc. dated February 18, 2004 for the widening of Municipal Road 80 to four lanes from Harrison Drive to Ester Street (copy attached as Exhibit "B") in the estimated amount of \$ 77,337 excluding G.S.T. and that the funds be taken from the Reserve Fund for Roads all in accordance with the report from the General Manager of Public Works dated February 18, 2004.**

Recommendation attached

### Recommended by the General Manager

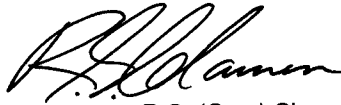
Don Bélisle  
General Manager of Public Works

### Recommended by the C.A.O.

Mark Mioto  
Chief Administrative Officer

Date: February 18, 2004

**Report Authored By**



R.G. (Greg) Clausen, P.Eng.  
Director of Engineering Services

**Division Review**

**Recommendation Continued:**

**-THAT Council authorize the General Manager of Public Works to confirm the contents of the letter from the Ministry of Transportation of Ontario dated February 10, 2004 (copy attached as Exhibit "A").**

**Background:**

As Council is aware, the Ministry of Transportation of Ontario (M.T.O.) is completing the detailed design for the new interchange at Highway 17 and Municipal Road 80 (Long Lake Road).

Representatives from the M.T.O. and their consulting engineers, Earth Tech (Canada) Inc., will be making a presentation to the February 25, 2004 Priorities Committee to update Council on the status of this project.

City staff have had regular meetings and discussions with both the M.T.O. and Earth Tech (Canada) Ltd. on the City's requirements for this project. A copy of a recent letter from the M.T.O. dated February 10, 2004 is attached for Council's information as Exhibit "A". The letter summarizes the results of our discussions and outlines the proposed cost sharing agreement that is being recommended by City staff.

The preliminary cost estimate for this project is summarized as follows:

Construction of Interchange (M.T.O. cost)	\$ 15,000,000
Upgrades to Countryside Drive (M.T.O. cost)	\$ 800,000
Upgrades to Long Lake Road (M.T.O. cost)	\$ 500,000
Upgrades to Long Lake Road (Harrison Drive to Ester Street), Countryside Drive and Long Lake Road (City cost)	<u>\$ 750,000</u>
<b>Total Preliminary Cost Estimate</b>	<b>\$ 17,050,000</b>

Earth Tech (Canada) Inc. on February 18, 2004 submitted a proposal and cost estimate to incorporate the City's components of this project with the M.T.O.'s (see Exhibit "B" attached). The City's component will include the following:

- a) the cost of sidewalks on the urban section of Countryside Drive
- b) the cost of streetlights on the rural section of Countryside Drive
- c) the cost of four laning Long Lake Road from Harrison Drive to Ester Street including opposing left-turn lanes on both Harrison Drive and Long Lake Road
- d) miscellaneous watermain extensions, hydrants and casings for future needs
- e) detailed engineering design including a Municipal Class Environmental Assessment for the City's component of the project

**Date: February 18, 2004**

City staff believe that it is highly desirable / essential that both the City's and M.T.O.'s phases of this project be completed at the same time thereby maximizing efficiencies and potential cost savings for both parties. Therefore, we are recommending that Council authorize the proposal submitted by Earth Tech (Canada) Inc. dated February 18, 2004 in the amount of \$ 77,337 excluding G.S.T. and that this amount be taken from the Reserve Fund for Roads which currently has an uncommitted balance of \$ 465,000.

Earth Tech (Canada) Inc. and the M.T.O. are both confident that the detailed design including environmental assessments will be completed this provincial fiscal year. The project could start this year subject to provincial funding approval. City funds for the actual road construction and related works would probably not be required until 2005 at the earliest and will be budgeted accordingly.

Ministry of Transportation  
Engineering Office  
Northeastern Region  
301-447 McKeown Avenue  
North Bay ON P1B 9S9  
Tel.: (705) 497-5460  
Fax: (705) 497-5208

Ministère des Transports  
Bureau du génie  
Région du Nord-Est  
301-447, avenue McKeown  
North Bay ON P1B 9S9  
Tél.: (705) 497-5460  
Télé.: (705) 497-5208



RGC FEB 17 2004  
**Ontario**  
**Exhibit 'A'**

RECEIVED  
FEB 13 2004

February 10, 2004

City of Greater Sudbury  
PO Box 5000, Station A  
200 Brady Street  
Sudbury, ON P3A 5P3

CITY OF GREATER SUDBURY ENGINEERING

**Attention: Don Belisle, P. Eng.**  
**General Manager of Public Works**

Dear Mr. Belisle:

**RE: Highway 17, New Interchange at  
Sudbury Municipal Road 80 (Long Lake Road)**

---

Thank you for meeting with Mr. John Fraser on January 28, 2004 to discuss the above noted project.

The discussion included the design standard to which Countryside Drive will be constructed as well as the four-laning of Long Lake Road from Ester Street to the new interchange. The discussion also outlined the financial responsibility of the parties for the coordinated works within this project.

The following was agreed to at the meeting:

**Countryside Drive**

1. Countryside Drive will be constructed to the City of Greater Sudbury's urban cross-section standard, as shown on the attached, from the intersection of Countryside Drive and the Arena/Sports Complex, northerly approximately 285 m, to the crest of the hill on new Countryside Drive at approximately Sta 9+540. The exact extent of the urban section will be determined as detail design is completed.
2. Throughout the urban section, MTO will incur the cost of construction of the roadway and illumination.
3. The City of Greater Sudbury will incur the cost of sidewalk installation.
4. Water and sewer will not be included in the contract.
5. An additional 7m of right-of-way on the east side of Countryside Drive will be cleared of rock through rock cut areas to allow for the installation of future servicing. MTO will incur this cost.

6. Countryside Drive will be constructed to a rural standard from the crest of the hill (Sta 9+540) northerly approximately 660 m, to the intersection of Countryside/Harrison Drive and Long Lake Road (Municipal Road 80). The rural section will have 3.25m wide lanes with 2.0m fully paved shoulders and 0.5 m roundings.
7. No sidewalk will be constructed in the rural section. MTO will incur the cost of constructing the roadway. Sudbury will incur the cost to supply and install illumination throughout the rural section.
8. MTO will incur all of the above noted design costs.

#### **Long Lake Road (Municipal Road 80)**

1. The City has requested the ministry to include in the contract the four-laning of Long Lake Road from Ester Street southerly to the interchange. More specifically, two southbound lanes would extend from Ester Street to the N/S-W ramp, while two northbound lanes would extend from the E-N ramp northerly to Ester Street.
2. The ministry recognizes that the realignment of Countryside Drive from its present location to opposite Harrison Drive on Long Lake Road will contribute to the need to four lane Long Lake road from the new intersection of Countryside Drive/Harrison Drive and Long Lake Road southerly to the interchange ramps. The ministry will therefore incur the cost of design and constructing a four-lane rural roadway from this new intersection southerly to the ramp terminals.
3. The rural portion of Long Lake Road will have 3.5 m lanes with 2.5 m fully paved shoulders and 1.0 m roundings.
4. The City of Sudbury will incur the cost of installing illumination from the intersection of Countryside Drive/Harrison Drive to the interchange ramp terminals.
5. MTO will incur the cost of the illumination design.
6. The four-laning of Long Lake Road from the intersection of Countryside Drive/Harrison Drive northerly to Ester Street will be the sole responsibility of the City. The City will be responsible for ensuring environmental clearances are obtained, any required property is purchased and will incur all costs for design and construction of all works associated with providing a continuous four-lane cross-section from Harrison/Countryside Drive to Ester Street. This work will be included into the ministry contract only if our design schedule is not compromised. Please provide to the ministry a schedule for the completion of this work.
7. Providing that the four-laning of Long Lake Road from Ester to Countryside/Harrison Drive is included in the contract, the City will incur the design and construction costs from the centre of the Countryside/Harrison Drive intersection northerly. The costs of incorporating this work into the ministry contract will also be borne by the City.

**Intersection of Countryside Drive/Harrison Drive and Long Lake Road**

1. The current design of the intersection as agreed to by the City does not include opposing left turn lanes from Harrison Drive and Countryside Drive onto Long Lake Road. It is our understanding that the City may wish to include these additional lanes in the design of the intersection. If additional lanes are desired, the City will incur the additional design and construction costs. Please confirm the City's requirements for this intersection.
2. The City has requested the extension of a water main and installation of a hydrant from the northwest quadrant of the Countryside Drive/Harrison Drive/Long Lake Road to the northeast quadrant of the intersection. The City will incur the cost to supply and install the water main.

**Underground Servicing South of the Interchange**

1. The City has requested the installation of casings for the provision of a future water and sewer (forcemain) servicing to the south of the interchange. Casings are to be placed beneath the structure on Long Lake Road and under the E-N Ramp.
2. The City will incur the cost to supply the casings to be installed.

Once cost estimates for the agreed to works have been determined, the agreed to works will be incorporated into a legal agreement for inclusion of the works into the contract.

Please confirm that you are in agreement with the contents of this letter by signing below and returning this letter.

Thank you,



Raymond J. Mantha, P. Eng.  
Manager

---

Don Belisle  
General Manager of Public Works

JAF

c.c. Al Rose - Earth Tech Canada

February 18, 2004

Project No. 59897

RECEIVED  
FEB 18 2004

Mr. Greg Clausen  
Director of Engineering Services  
The City of Greater Sudbury  
P.O. Box 5000, Station "A"  
200 Brady Street  
Sudbury, ON  
P3A 5P3

CITY OF GREATER SUDBURY ENGINEERING

**Subject: M.T.O. Project G.W.P. 99-98-00  
Highway 17 New Interchange at Sudbury Municipal Road 80 - Widening of Municipal Road 80 to 4 Lanes from Harrison Drive to Ester Street**

Dear Mr. Clausen:

As discussed at and further to our meeting on Wednesday, January 28, 2004, please find attached our estimate of the level of effort and engineering fees associated with widening Municipal Road 80 to four lanes from Harrison Drive to Ester Street including the design of left turn lanes on the Countryside Drive and Harrison Drive approaches to the Long Lake Road (MR 80) intersection.

Telephone  
705.674.8343

It is our understanding that from Harrison Drive northerly to Ester Street, an urban cross-section in conformance with City of Greater Sudbury standards is to be provided.

Facsimile  
705.674.1694

Following your authorization to proceed, we will prepare and submit a detailed project schedule for your review / approval and then commence the work. Please note that we have assumed that agreement with the MTO regarding incorporation of this work within the MTO's Contract package will be achieved prior to our commencement.

If you require any additional information on the above, please do not hesitate to contact me directly at (705) 472-6803.

Very truly yours,  
Earth Tech (Canada) Inc.

  
A.E. Rose, CST, rcca  
Project Manager

Attach

cc: John Fraser, Ministry of Transportation  
Chris Redmond, Earth Tech (Canada) Inc.

G:\ca\SudburyON\work\PROJECTS\Eo2002\59897 Hwy 17 MR80 Interchange\Change Request COGS\COGS\_GC\_MR80WideningREV02.Doc

**Level of Effort / Engineering Fees**

Work Activity	Total Project					
	AR	Sr. Des.	Tech.	Disb.	Fees	
<b>Drainage Engineering</b>						
Storm Sewer Design	1.00	5.00	5.00	\$200.00	\$6,410.00	
<b>Electrical Engineering</b>						
Design of Full Illumination From Harrison Drive to Ester Street	1.00	1.00		\$7,350.00 <sup>(1)</sup>	\$1,410.00	
Update Electrical Design (Harrison / Countryside Dr. Left Turn Lanes)	0.50			\$1,050.00	\$380.00	
<b>Highway Engineering</b>						
Preliminary / Detail Design	4.00	11.00	15.00	\$800.00	\$17,390.00	
Property Request / Utility Relocation Plans	0.50	0.50	1.00		\$1,185.00	
<b>Geotechnical Field Investigations / Reporting</b>						
Surveying & Plan Preparation	1.00	1.00		\$10,240.00 <sup>(2)</sup>	\$1,410.00	
Engineering Surveys (Field)	0.50			\$5,000.00 <sup>(3)</sup>	\$380.00	
Engineering Surveys (Office)	0.50		5.00		\$2,780.00	
<b>Environmental</b>						
Municipal Class EA	2.00			\$1,140.00 <sup>(4)</sup>	\$16,572.00 <sup>(4)</sup>	
<b>Quality Control</b>						
Total Days	11.00	18.50	26.00			
Per Diem Rate	\$760.00	\$650.00	\$480.00			
Total Professional Fees					\$51,557.00	
Total Expenses				\$25,780.00		
<b>Total Project Fees (* Excludes GST)</b>					<b>\$77,337.00*</b>	

AR: Al Rose  
 (1) Per Goel Group Limited Proposal (attached)  
 (2) Per Golder Associates Proposal (attached)  
 (3) Per Simpson & Osborne Proposal (attached)  
 (4) Disb: Disbursements  
 (4) Per Earth Tech Proposal (attached)

**Level of Effort / Environmental Engineering Fees**

Work Activity	Environmental Engineering					
	KVK	RD	Tech.	Cl.	Disb.	Fees
<b>Phase 1</b>						
1.1 Define Problem	.50					\$340.00
1.2 Prepare Project Contact List	.50	.50		.25		\$674.00
1.3 Maintain Project Contact List	.50	1.00		.25		\$894.00
<b>Phase 2</b>						
2.1 Identify Alternate Solutions to the Problem	.50					\$340.00
2.2 Develop Evaluation Criteria	.50					\$340.00
2.3 Environmental Inventory	.50					\$340.00
2.4 Identify Impacts of Alternatives	.50					\$340.00
2.5 Evaluate Alternative Solutions	.50					\$340.00
2.6 Notify Public and Review Agencies	.50	1.00	.50	.50	\$50.00	\$1,288.00
2.7 Prepare for / Attend Public Information Centre	2.50	1.00	2.00		\$500.00	\$3,260.00
<b>Documentation</b>						
3.1 Prepare Draft Environmental Screening Document (7 Copies)	4.00	1.00	1.00	.50	\$175.00	\$3,948.00
3.2 Finalize ESD (9 Copies)	1.50	.50	.25	.25	\$315.00	\$1,494.00
3.3 File EDS / Issue Notice of Completion (Letter / Newspaper Advertisement)	.50	1.00		.25	\$100.00	\$894.00
3.4 Monitor Review Period / Issue Environmental Clearance Letter	.50	.50				\$560.00
Total Days	13.50	6.50	3.75	2.00		
Per Diem Rate	\$680.00	\$440.00	\$560.00	\$456.00		
Total Professional Fees						\$15,052.00
Total Expenses					\$1,140.00	
<b>Total Project Fees (* Excludes Newspaper Advertisement Costs, GST)</b>						<b>\$16,192.00*</b>

KVK: Karl van Kessel

RD: Ryan Doyle

Tech.: Technical Staff

Cl.: Clerical

Disb.: Disbursements

# Request for Recommendation Priorities Committee



Type of Decision										
Meeting Date	February 25 <sup>th</sup> , 2004				Report Date	February 17 <sup>th</sup> , 2004				
Recommendation	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low	
	Direction Only				Type of Meeting		Open		Closed	

Report Title
Northern Intake Screening Unit Contract 2004

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>This item will be reflected in the 2004 budget for the Social Services Division.</p> <p>The City of Greater Sudbury's share in the cost of the Northern Intake Screening Unit (NISU) is \$503,900. This allocation of expense is based upon the City's 25% proportion of total NISU caseload. This expense represents a 9% increase over 2003</p> <p>The base budget for 2004 will be \$251,952</p>	
	Background attached

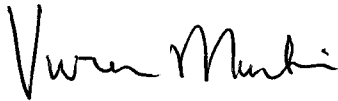
Recommendation
<p>Whereas the City of Greater Sudbury is required by the Ministry of Community and Social Services to enter into an agreement for intake screening for Ontario Works clients with the Algoma District Services Administration Board</p> <p>Therefore be it resolved that Council approve the reciprocal service agreement to December 31<sup>st</sup>, 2004 between the Algoma District Services Administration Board and the City of Greater Sudbury and that the appropriate by-law be passed.</p>
Recommendation attached

Recommended by the General Manager
<p>Catherine Matheson Health and Social Services</p>

Recommended by the C.A.O.
<p>Mark Mieto Chief Administrative Officer</p>

Date: February 17<sup>th</sup>, 2004

Report Authored By



Vivienne Martin  
Technical Writer/Trainer

Division Review



Harold Duff  
Director  
Social Services

**Purpose**

The City of Greater Sudbury, as the delivery agent for Ontario Works through the Social Services Division, is required by the Ministry of Community and Social Services to enter into a reciprocal service agreement to use the services of the Intake Screening Unit as provided through the Algoma District Services Administration Board. This will be the fourth year that the Social Services Division must follow legislative process and purchase service from the Northern Ontario Screening Unit.

**Background**

In December 2000, the Ministry of Community and Social Services introduced call centre intake screening units across Ontario to process all new applications for Ontario Works. The premise was twofold: standardization of the application process and the creation of a province wide information data base. Standardization of the application process has not occurred, the complexity of the legislation, diversity of local practice issues due to geographic barriers and the various protocols around 'emergency' circumstances have hindered any opportunity to achieve this goal. The provincial data base has been created, along with it a multitude of jurisdictional issues.

Not all applications for Ontario Works financial assistance from residents within the boundaries of the City of Greater Sudbury are taken by the Northern Intake Screening Unit. Protocols established with the screening unit require that applications for temporary care, individuals under the age of 18, persons who have received assistance within the last 30 days, individuals in hospital that require personal needs assistance and participants in crisis are referred directly to the office. The Northern Intake Screening Unit has been operational since December 1<sup>st</sup>, 2000. The annual budget associated with running the Northern Intake Screening unit is cost shared by each delivery agent located in the jurisdiction. The Social Services Division has been advised that the proposed budget for 2004 will be \$504,904 representing 25.64 % of the costs charged to the Social Services Division for services of the Northern Intake Screening Unit.

Date: February 17<sup>th</sup>, 2004

### Analysis of the centralized Intake Screening Unit

Below is a chart outlining the funding, to the end of 2004, redirected by Ministry of Community and Social Services to the Northern Intake Screening Unit to offset costs associated with calls taken on behalf of the Social Services Division.

Year	Caseload Distribution (percentage of calls screened by NISU apportioned to the City of Greater Sudbury)	Total Cost	Social Services Division Share
2001	24.37	\$433,048	\$216,524
2002	23.76	\$423,695	\$211,848
2003	25.64	\$457,224	\$228,612
2004(Proposed)	25.64	\$503,904	\$251,952
		<b>Total</b>	<b>\$908,936</b>

Including the projected cost for 2004, the Social Services Division will have paid \$908,936 to support a call centre outside the City of Greater Sudbury. The Social Services Division continues to challenge the concept of a centralized call centre due to several unique challenges for Northern Ontario. Client service, knowledge of the local resources, understanding of the local economy and ability to determine eligibility of complex cases remain as outstanding issues that a centralized call centre cannot address adequately.

### Services

Each year the Social Service Division reviews the impact of the Northern Intake Screening Unit on two indicators as compared to the local verification process prior to the implementation of the Northern Intake Screening Unit: the first is the percentage of appointments booked who fail to attend, or 'No-Shows'. The second indicator is the percentage of unsuccessful applicants based on the two step verification process.

These indicators were selected because the Northern Intake Screening Unit is paid for the application, whether the applicant attends the appointment or is found ineligible.

Date: February 17<sup>th</sup>, 2004

**Northern Intake Screening Unit Indicator #1:**

Year	Appointments Scheduled by local verification Unit	Percentage 'No-Shows' Or scheduled appointments at the local Ontario Works office who did not attend
2000	3384	16%

Year	Appointments Scheduled by the Northern Intake Screening Unit	Percentage 'No-Shows' Or scheduled appointments at the local Ontario Works office who did not attend
2001	6111	23%
2002	6037	22%
2003	5839	28%

The Social Services Division benchmarked the number of participants who did not attend at 16%, the rate of 'no show's' continues to remain above that mark. A local strategy aimed at reducing the 28% finds clerk receptionists within the Division contacting, where able, participants to remind them of the appointment.

**Northern Intake Screening Unit Indicator #2:**

Year	Number of Applications	Number of Applicants deemed as ineligible
2000	2828	10%

2001	4725	Reports not available from provincial systems for 2001
2002	4720	25%
2003	4167	30%

Since the creation of the Northern Intake Screening Unit, the Social Services Division has had an increase in the number of applicants who have attended appointments only to be found ineligible. This is a difficult issue to address as the Ontario Works Act allows for any citizen, even if found ineligible, to request for and receive an appointment with the local office. The Social Services Division has begun the task of measuring our front line experience with the applications for Ontario Works done by the Northern Intake Screening Unit to determine why the rate of ineligible applicants continuously increases.

The Ministry of Community and Social Services has announced that it will be reviewing the intake screening unit process, but that it remains committed to the concept. Along with other municipal delivery agents, the Social Services Division sees challenges with the call centre concept and welcomes the opportunity to share with the Ministry the local performance measures and results from front line experience.

# Request for Recommendation Priorities Committee



## Type of Decision

Meeting Date	February 25 <sup>th</sup> 2004				Report Date	February 9 <sup>th</sup> , 2004			
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

Counselling Services for Ontario Works Participants

### Policy Implications + Budget Impact

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

There are no policy implications nor budget impact as funds were allocated from the Community Placement Target Fund and are part of the base budget for the Social Services Division.

Background attached

### Recommendation

Whereas the Social Services Division has provided funds to the Pastoral Institute of Northern Ontario to provide counselling services for low income earners to access services; and

Whereas Council for the City of Greater Sudbury adopted recommendation 2002-22 to allocate funds from the Community Placement Target Fund Reserve to the Pastoral Institute of Northern Ontario to provide counselling services for Ontario Works Participants; and

Whereas on December 1<sup>st</sup>, 2003 the Pastoral Institute of Northern Ontario ceased to provide service .

Recommendation attached

### Recommended by the General Manager

*C. Matheson*

Catherine Matheson  
General Manager Health and Social Services

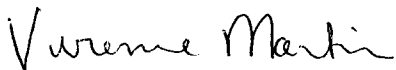
### Recommended by the C.A.O.

*M. Mieto*

Mark Mieto  
Chief Administrative Officer

Date: February 9<sup>th</sup>, 2004

**Report Authored By**



Vivienne Martin  
Technical Writer/Trainer

**Division Review**



Harold Duff  
Director, Social Services

Therefore be it resolved that Council support the transfer of the previous allocated funds to the Family Enrichment Centre to continue to provide the much needed service and that the appropriate by-law be passed.

**Purpose:**

To secure access for low income earners and Ontario Works Participants who require counselling.

**Background:**

Through a contractual arrangement, the Social Services Division has provided funds to Sudbury Family Services and the Pastoral Institute of Northern Ontario to assist low income earners and Ontario Works Participants. In addition to the diverse range of approaches to counselling, the Pastoral Institute of Northern Ontario provided service within the down town core where many of the low income earners work and within the area that many of the Ontario Works Participants attend school or reside. Each agency receives funding in the annual budget to provide counselling services to low income earners and funds allocated from the Community Placement Target Fund (Recommendation 2002-22) for Ontario Works participants only. The Sudbury Family Services continues to provide a bilingual component to ensure Francophone participants can receive counselling in the language of their choice.

Agency	Pastoral Institute of Northern Ontario		Sudbury Family Services	
	2002	2003	2002	2003
	Annual Budget Funding \$3000 Community Placement Target Fund Reserve \$17,700		Annual Budget Funding \$2,400 Community Placement Target Fund Reserve \$17,700	
Year	2002	2003	2002	2003
Annual Participant Contact	101	138	60	43

With the closure of the Pastoral Institute of Northern Ontario the Social Services Division reviewed available resources located within the down town core that could continue to provide the diverse approach to counselling and allow for similar access to low income earners and Ontario Works Participants. The Family Enrichment Centre can provide such service.

# Request for Recommendation Priorities Committee



## Type of Decision

Meeting Date	February 25 <sup>th</sup> , 2004				Report Date	February 6 <sup>th</sup> , 2004			
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

Emergency Shelter Beds for Homeless Women

### Policy Implications + Budget Impact

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

There is no impact to the base budget of the Social Services Division.

Funding for the actual cost of maintaining a 9 bed emergency shelter for the next two years will be allocated from the uncommitted Community Placement Target Fund Reserve as follows:

April 1<sup>st</sup> to December 31<sup>st</sup>, 2004 \$ 100,764  
January 1<sup>st</sup> to December 31<sup>st</sup>, 2005 \$139,763.

The balance in the uncommitted Community Placement Target Fund reserve given approval of this report is \$161,000.

Background attached

### Recommendation

Whereas the City of Greater Sudbury acknowledges the services rendered by the Elizabeth Fry Society for the provision of emergency shelter beds to homeless women;

Whereas the Council for the City of Greater Sudbury recognizes that short term municipal funding will ensure that the Elizabeth Fry Society can continue to remain open; and

Whereas the Council for the City of Greater Sudbury directs staff in the Social Services Division and Housing Services Division to work with the Ministry of Community and Social Services and community partners to address long term stabilization funding for emergency shelter providers

Recommendation attached

### Recommended by the General Manager

*C Matheson*

Catherine Matheson  
General Manager, Health and Social Services

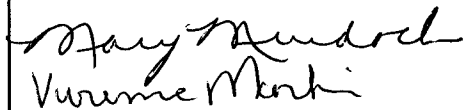
### Recommended by the C.A.O.

*M. Mieto*

Mark Mieto  
Chief Administrative Officer

Date: February 6<sup>th</sup>, 2004

**Report Authored By**



Mary Murdoch  
Coordinator of Emergency Shelters and Homelessness  
Initiatives  
Vivienne Martin  
Technical Writer/Trainer

**Division Review**



Harold Duff  
Director, Social Services

Therefore let it be resolved that \$240,527 from the uncommitted Community Placement Target Fund reserve be allocated as follows: up to \$100,764 from April 1<sup>st</sup> to December 31<sup>st</sup>, 2004 and up to \$139,763 from January 1<sup>st</sup>, to December 31<sup>st</sup>, 2005 to enable the Elizabeth Fry Society to continue to provide emergency shelter beds to homeless women in the City of Greater Sudbury.

**Purpose**

To address the expected reduction in emergency shelter beds allocated to homeless women in the City of Greater Sudbury due to the lack of annualized base funding and to provide direction to staff in the Social Services Division and the Housing Services Section to work with the Ministry of Community and Social Services and community partners to develop long term funding solutions for all providers of emergency shelter beds.

**Background**

The City of Greater Sudbury provides funding to emergency shelters for the homeless through the Provincial Hostel Funding formula. Funding is based on the utilization of beds and capped at a rate of \$38.00 per diem. This funding formula does not ensure that emergency shelters have sufficient funds to cover operational costs. The funding formula disqualifies beds from funding if not in use. At present there has been no flexibility to address the fluctuation in bed utilization for providers of shelters. This issue is further compounded by the fact that the capped per diem rate has remained at \$38.00 for the past three years. Many municipalities have been forced to create local solutions to these issues. Halton Region has moved to a \$48 per diem rate and has annualized the funding for emergency shelter providers at 100% municipal cost.

In 2003 the Elizabeth Fry Society provided 9 emergency shelter beds for homeless women who were not victims of domestic violence. At times the Elizabeth Fry Society was forced to turn homeless women who were not victims of domestic violence away because the shelter was full. During other periods the emergency shelter beds were not all occupied. The base budget allocation for the 9 emergency shelter beds at the Elizabeth Fry Society is \$137,642 based on 100 % utilization. Due to the fluctuation in the utilization the actual funding amounts to \$110,490 or 80%.

Date: February 6<sup>th</sup>, 2004

	2004	2005
Cost to Maintain Emergency Shelter facility  Includes all costs associated with running 9 beds @ \$38 per diem: staff food fixed shelter costs like utilities, water	\$267,753	267,753
less other cost savings: Funding from other sources	\$17,500	\$17,500
New funding effective April 1 <sup>st</sup> , 2004 therefore reduction in staffing cost for first quarter of 2004.	\$38,999	
Balance	\$211,254	\$250,252
Less Actual in 2003 (based on a utilization rate of 80%)	\$110,490	\$110,490
Projected Deficit  Note: If shelter has a utilization rate above 2003 level the deficit will be less.	\$100,764	\$139,763

To determine the viability of the emergency shelter bed facility for the next two years, The Elizabeth Fry Society created a budget showing actual cost to maintain the facility and the funds available to offset the cost. This is shown above. Based on the projected deficit amount the Elizabeth Fry Society advised the Social Services Division that it is unable to remain open beyond March 31<sup>st</sup>, 2004, knowing that it will be in a deficit situation ( see attached letter dated December 17<sup>th</sup>, 2003).

The Elizabeth Fry Society has agreed to remain open for the next two years, period ending December 31<sup>st</sup>, 2005 if the Social Services Division can provide the following funding: base budget allocation of \$137,642 and up to an additional \$100,764 for 2004 ; and a base budget allocation of \$137,642 and up to an additional \$139,763 for 2005(see attached letter dated February 16th, 2004).

The Social Services Division has available uncommitted funds from the Community Placement Target Fund reserve in the amount of \$100,764 for 2004 and \$139,763 for 2005 that can be used for such an issue.

**Date: February 6<sup>th</sup>, 2004**

The recent request for proposal to secure a provider for the balance of the emergency shelter beds for homeless women who are not victims of domestic violence has had no bidders. This is due to the lack of stable funding for the operational costs associated with emergency shelter provision. The Social Services Division and community partners are working to identify local solutions to this issue. The nature of emergency shelter has changed from that of a temporary solution to homelessness. In part lack of adequate income to transition into private market accommodation (Ontario Works Assistance rates have remained at the 1996 levels), no real increase to the amount of subsidy available to secure rent-geared to income accommodations and other systemic issues have resulted in the need to maintain persons in emergency shelters as opposed to affordable permanent housing or second stage housing.

By stabilizing the funding of these emergency beds for homeless women who are not victims of domestic violence, for the next two years, the Elizabeth Fry Society can continue to provide this much needed service. Additionally, staff from the Social Services Division and the Housing Services Section, and the community partners who provide emergency shelter bed service will have opportunity to continue conversation with the Ministry of Community and Social Services (see attached letter dated February 12<sup>th</sup>, 2004 from the Ministry of Community and Social Services).

**Option 1: Status Quo**

By not providing stabilization funding, effective March 31<sup>st</sup>, 2004 the Elizabeth Fry Society will cease to operate. On April 1<sup>st</sup>, 2004 any homeless women who are not victims of domestic violence will be referred to hotels within the community to ensure that shelter is provided.

**Option 2: Transfer of beds to the new site**

By not providing stabilization funding, effective March 31<sup>st</sup>, 2004 the Elizabeth Fry Society will cease to operate. To transfer the 9 beds to the new 17 bed site does not guarantee service delivery as the new facility may not be operational for April 1<sup>st</sup>, 2004.

**Option 3: Provide the funding.**

This is the preferred option. By providing stabilization funding for the Elizabeth Fry Society the City of Greater Sudbury will have one shelter provider for homeless women who are not victims of domestic violence, who will provide front line staff knowledgeable in community resources to assist in finding housing and providing the necessary intervention services.



**ELIZABETH  
FRY  
SOCIETY**  
(Sudbury Branch)

*"Everyone deserves  
a second chance"*

204 Elm Street  
Sudbury, Ontario  
P3C 1V3

Tel: (705) 673-1364  
Fax: (705) 673-2159



A United Way Agency

December 17<sup>th</sup>, 2003

RECEIVED

ONTARIO WORKS SUDBURY

City of Greater Sudbury  
P.O. Box 3700, Station A  
Sudbury, ON P3A 5W5

Attention: Mary Murdoch  
Coordinator of Emergency Shelters &  
Homelessness Initiatives

Dear Mary,

**Re: Non Renewal of Contract**

The Elizabeth Fry Society, Sudbury Branch has been providing transitional and emergency housing assistance to women in the community since September 2001. During that period the agency, staff and volunteers have contributed considerable resources to ensure that we were able to offer safe, emergency shelter services to women in our community who were in conflict with the law and/or homeless. We have worked extensively towards sustaining and securing much needed additional funds for the program, only to repeated fall short of the revenue needed to adequately provide these shelter services.

In that regard, and further to the decision of the Board of Directors of the Elizabeth Fry Society, we regretfully must advise the City of Greater Sudbury that effective April 1<sup>st</sup>, 2004, the Elizabeth Fry Society will no longer provide shelter and hostel services. Please accept this letter as our formal ninety day notice of our intent not to renew our contract for the whole of 2004.

We are very sensitive to the impending changes in shelter services for women in the Sudbury community and are providing the City with immediate notification in the hope that these beds may also be factored into the new women's shelter planning process and design. We continue to be committed to the issues of homeless women in the Sudbury community and fully intend to work in partnership with the City, the Task Force and the newly developing women's shelter network, to ensure the least disruptive transfer of the beds and the continued availability of beds for women. However, the Elizabeth Fry Transition House Residential Program will cease operations as of March 31<sup>st</sup>, 2004.

We would propose that the City consider extending our current contract for a three month period, until March 31<sup>st</sup>, 2004 to coincide with the anticipated date of restructuring of the YWCA beds, and the implementation of the new women's shelter model. We would also respectfully request that our proposal for the Residential Outreach Services funded through the Provincial Homelessness Fund

continue to be considered as submitted. Through the continuation of this program we intend to maintain partnerships with the women's shelter providers. We also expect that through the Residential Outreach Services, women who are in conflict with the law will continue to have access to housing support while in their transition from jail to hostel, to community living.

I would kindly request that the City acknowledge receipt of this notice in writing. We would be prepared to submit a revised proposal for the Outreach Services Program, Homelessness Initiative Fund, if so required.

We would like to thank the City for its support and continued commitment to address issues of homelessness. Please contact me directly should you have any questions regarding any of the above. Our main office will be closed between December 22<sup>nd</sup>, 2003 and January 2<sup>nd</sup>, 2004 and will re-open on Monday, January 5<sup>th</sup>, 2004.

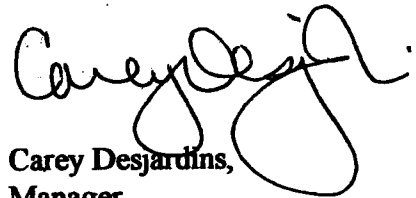
Best wishes for a Merry Christmas and a very Happy New Year!

Yours truly,

The Elizabeth Fry Society, Sudbury

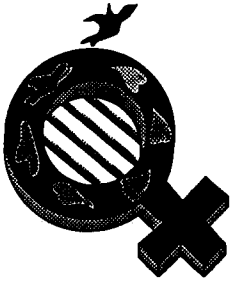


Nancy Cada,  
President, Board of Directors



Carey Desjardins,  
Manager

CC: Harold Duff



**ELIZABETH  
FRY  
SOCIETY**  
(Sudbury Branch)

*"Everyone deserves  
a second chance"*

February 16<sup>th</sup>, 2004

*Via facsimile and mail*

City of Greater Sudbury  
P.O. Box 3700, Station A  
Sudbury, ON P3A 5W5

Attention: Harold Duff  
Director, Social Services

Dear Mr. Duff,

**Re: Elizabeth Fry Transition House Residential Program**

Further to our recent meeting and my discussions with Mary Murdoch, please accept this letter as the Elizabeth Fry Society's intent to continue shelter services after March 31<sup>st</sup>, 2004 should the increased budget requirements for 2004 and 2005 be met by the City.

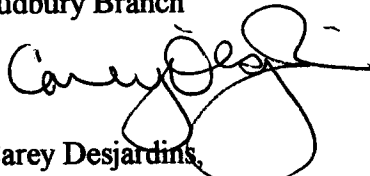
At this time the Board of Directors' of the Elizabeth Fry Society has approved the proposed annualized funding in the amounts of \$211,254 for 2004 (April - December) and \$250,252 for 2005. These amounts reflect the base funding required to adequately, safely and efficiently operate the Elizabeth Fry Transition House Residential Program twenty-four hours per day, seven days per week.

We thank you, Mary and Sandra for your support and dedication in working to ensure that the housing needs of high risk women in our community can continue to be addressed. We understand that this matter will now go before the Priorities Committee of Council.

If you require any additional information, I may be reached at 673-1364.

Yours truly,

The Elizabeth Fry Society,  
Sudbury Branch

  
Carey Desjardins,  
Manager

204 Elm Street  
Sudbury, Ontario  
P3C 1V3

Tel: (705) 673-1364  
Fax: (705) 673-2159



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**Ministry of Community  
and Social Services**

**Ministère des Services  
sociaux et communautaires**



**Ministry of Children's Services**

**Ministère des Services à l'enfance**

Northern Region  
199 Larch Street  
Suite 1002  
Sudbury ON P3E 5P9  
Tel (705) 564-6699 Ext. 518  
Fax (705) 564-3099  
Toll Free 1-800-265-1222

Région du Nord  
199 rue Larch  
Salle 1002  
Sudbury ON P3E 5P9  
Tél (705) 564-6699 Poste 518  
Télé (705) 564-3099  
Sans frais 1-800-265-1222

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**FEB 16 2004**

**ONTARIO WORKS SUDBURY**

February 12, 2004

Mr. Harold Duff  
Director  
Social Services/Ontario Works  
City of Greater Sudbury  
P.O. Box 3700, Stn. A  
Sudbury, ON P3A 5W5

Dear Mr. Duff,

Thank you for your letter of January 28, 2004 regarding emergency shelters and per diem funding formula. I also appreciate and acknowledge receiving copies of the letter you have received from both the YWCA and the Elizabeth Fry Society. By including them, you have provided increased clarity and understanding of the issue.

As you are aware the funding formula for emergency shelters is set by regulation through Ontario Works. The per diem rate was last adjusted effective January 1, 2001. At this time we are working with our corporate colleagues to determine if a rate increase is being planned. There has been no formal decision on this matter at this time.

Concerning your proposal to fund emergency shelters based on a yearly basis rather than utilization, this approach may have its merit, but it would have to be considered as part of the Governments overall strategy to address homelessness. We will certainly ensure that this proposal be considered as part of the consultation process, as that process moves forward.

...../2

At this time, I would encourage the Greater City of Sudbury and the various stakeholders involved to continue the efforts to work together to find solutions that meet the needs of all parties. Our Regional office, through Ron MacKinnon, the Program Supervisor responsible for Municipal Services in Sudbury is available to assist you in this matter.

Thank you again for bringing your concerns to my attention.

Sincerely,



Dan Lafranier  
Regional Director

c.c: C. Matheson  
F. Malvaso  
R. MacKinnon