

Managers' Reports

Request for Recommendation Priorities Committee




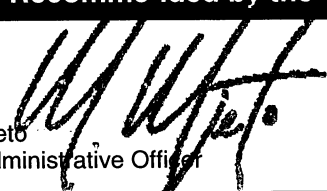
Type of Decision											
Meeting Date		September 14, 2005				Report Date		August 26, 2005			
Recommendation		<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority		<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
		Direction Only			Type of Meeting		<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed	

Report Title
Expansion of Soccer Fields at the Howard Armstrong Recreation Centre

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>The additional funding required for this project can be allocated from the Parks Reserve Fund which currently has an uncommitted balance of \$750,399.</p>	
<input type="checkbox"/>	Background attached

Recommendation	
<p>That Council award tender CDSO5-21 to 407043 Ontario Ltd. (Hollandia Nursery Sod) in the amount of \$104,325 including GST, this being the lowest tender received for the expansion of the soccer fields at the Howard Armstrong site, and</p> <p>That Council approve a draw of \$58,423 from the Parks Reserve Fund to complete the total project.</p>	
<input type="checkbox"/>	Recommendation attached

Recommended by the Department Head
 Catherine Matheson General Manager of Community Development

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

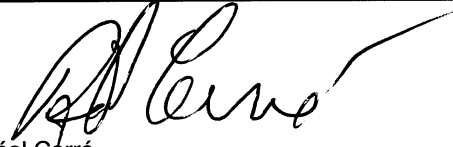
Date: August 26th, 2005

Report Prepared By



Dan Yachuk
Community Development Co-ordinator

Division Review



Réal Carré
Director of Leisure, Community and Volunteer Services

The Valley East Soccer Association has experienced continued growth over the past several years. During the 2005 season there were just under 1,500 participants playing on 98 teams in Valley East. The Association is presently using the five (5) fields at Howard Armstrong, three (3) fields at Hanmer High and one (1) field at Confederation High.

The proposed project would see the addition of 4 more full size soccer fields at the Howard Armstrong site in addition to practice space and improvements to on site parking. Irrigation systems would be installed on the new fields. The additional fields would eliminate the need for the Valley East Minor Soccer Association to require the use of the previously mentioned school fields. Regular field maintenance would be simplified with all the fields on one site and the costly and time consuming task of moving around cutting and grooming equipment would be minimized.

The opportunities to host tournaments on one site without requiring satellite fields would make the venue more attractive to event organizers. Additionally, the convenience to families of soccer participants of having all the scheduled games at one site is significant. The proximity of the Howard Armstrong Recreation Centre and the additional facilities it provides further enhance the benefits of this proposal.

The project is a partnership between the City of Greater Sudbury and the Valley East Minor Soccer Association. In addition to a significant financial contribution the Soccer Association brings to the table a commitment to the youth of Valley East to continue to provide a quality sports experience through the dedication of a strong group of community volunteers.

Tender CDSO5-21 was issued for the construction of these additional fields at the Howard Armstrong Recreation Centre and five bids were received from local contractors for this project. The bids were opened on June 23, 2005 and ranged from a low of \$104,325 to a high of \$330,442.75. Two of the bids could not be accepted due to errors on the part of the businesses submitting the bids. The lowest bid was received from Hollandia Nursery Sod.

The expenditure of \$40,000 to install irrigation on these new fields will help to preserve the quality of the playing surfaces, protect the initial investment and ensure a safe venue for participants.

Following is the total cost of the project (including the irrigation) and the recommendation of awarding the tender for the construction of additional soccer fields at the Howard Armstrong Recreation Centre to Hollandia Nursery Sod (407043 Ontario Ltd.).

Date: August 26th, 2005

Funding Process:

Valley East Soccer Association	\$40,000
Councillors, Ward 3, CIP 2004 Grant	\$20,000
Commitment from V.E. Soccer for the next three years of \$10,000 per year	<u>\$30,000</u>
Total	\$90,000

Expenditures:

Architect fees	\$ 4,098
Tender Costs from Contractor for the fields	\$104,325
Estimated cost for irrigation	<u>\$ 40,000</u>
Total	\$148,423

**Balance of the project costs to be drawn from the
Parks Reserves \$ 58,423**

The Parks Reserve Fund presently has a balance of \$750,399. With this commitment of \$58,423, the fund will have an uncommitted balance of \$691,976.

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	September 14, 2005				Report Date	September 7, 2005			
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

Eleventh Special Meeting of Council - Short Term Action Plan Chart

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

THAT the Corporate Priorities, Organizational Improvements and Operational Strategies as outlined in the Short Term Action Plan Chart appended to this Report be adopted;

AND FURTHER THAT the Chief Administrative Officer and Senior Staff be directed to develop 2006 Business Plans and to prepare a Budget with specific recommendations to carry out Council's Corporate Priorities, Organizational Improvements and Operational Strategies;


AND FURTHER THAT Staff be directed to provide Progress Reports to Council.

<input type="checkbox"/>	Recommendation attached
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Recommended by the Department Head


 Caroline Hallsworth
 Executive Director, Administrative Services

Recommended by the C.A.O.


 Mark Minto
 Chief Administrative Officer

Date: September 7, 2005

Report Authored By

Caroline Hallsworth
Executive Director, Administrative Services

Division Review

BACKGROUND

The Corporate Priorities, Organizational Improvements and Operational Strategies outlined in the Short Term Action Plan Chart (Appendix "A" attached) were developed by Council at their Special Meeting held on June 24 and 25, 2005.

This Special Meeting of Council was facilitated by Gordon McIntosh from the Leadership Development Institute. Mr. McIntosh's Report is appended for the information of Council.

CITY OF GREATER SUDBURY SHORT TERM ACTION PLAN CHART	
CORPORATE PRIORITIES (Council/CAO)	
1. Develop Comprehensive Capital Plan (Alan Stephen) - Needs Inventory and Criteria	November 2005
2. Develop Healthy Community Strategy (Catherine Matheson) - Complete and Communicate	October 2005
3. Develop Arts and Culture Policy (Doug Nadorozny) - Review Support for Events	December 2005
4. Develop Economic Development Action Plan (Doug Nadorozny)	November 2005
• Transit System Review (Doug Nadorozny)	January 2006
• City Beautification Projects (Catherine Matheson & Alan Stephen)	Spring 2006
• Road Standards (Alan Stephen)	January 2006
ORGANIZATIONAL IMPROVEMENTS (Council/CAO)	
1. Explore External Accreditation Options (Mark Mieto) - Quality Bench marking	October 2005
2. Design Leadership Program and Management Development Plan (Patrick Thomson)	November 2005
3. Develop Succession Plan (Patrick Thomson)	January 2006
OPERATIONAL STRATEGIES (CAO/Staff)	
<u>Chief Administrative Officer (Mark Mieto)</u>	<u>Community Development (Catherine Matheson)</u>
▶ Explore External Accreditation Options October 2005	▶ Healthy Community Strategy October 2005
▶ Complete Organizational Structure and Corporate Renewal Phase II 2007	▶ City Beautification Projects Spring 2006
▶ Roles and Responsibilities Guidelines	• Seniors Needs Review
<u>Infrastructure and Emergency Services (Alan Stephen)</u>	<u>Growth and Development (Doug Nadorozny)</u>
• Comprehensive Capital Plan November 2005	▶ Economic Development Action Plan November 2005
• City Beautification Projects Spring 2006	▶ Arts and Culture Policy December 2005
• Roads Standards January 2006	▶ City Branding October 2005
• Winter Operations Plan November 2005	▶ Transit System Review January 2006
• Master Water Plan Approval October 2006	• OP - Community Aesthetics
• LEL Emergency Services Centre December 2006	• Mining Centre of Excellence
▶ Asset Management EPC Business Model December 2006	• Tourism Strategy Update
▶ Solid Waste Optimization Implemented December 2007	
▶ Master Fire Plan Implementation December 2007	
▶ Emergency Plan Comprehensive Level December 2007	
<u>Chief Financial Officer (Sandra Jonasson)</u>	<u>Human Resources and Organizational Development (Patrick Thomson)</u>
▶ Capital Plan/ L.T. Financial Plan Update December 2005	▶ Leadership Program and Management Development Plan November 2005
▶ 2006 Budget December 2005	▶ Succession Plan Fall 2006
<u>Administrative Support Services (Caroline Hallsworth)</u>	
▶ Update Vision Document October 2005	
▶ 2006 Election November 2006	

GORDON A. MCINTOSH
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VICTORIA BC
PHONE: (250) 727-0156
E-mail: ga.mcintosh@shaw.ca

To: Mark Mieta
Greater City of Sudbury
From: Gordon McIntosh

July 15, 2005

Subject: **COUNCIL ORGANIZATIONAL SUCCESS SESSION OUTCOMES**

I have prepared the following highlights of the June 24/25th Organizational Success Workshop for your review and processing. The aims for the session were to:

- Review the City's progress on its longer **vision and goals**;
- Update the **Short Term Action Chart**;
- Determine **work program** expectations for Council priorities; and
- Discuss ways to improve use of the **priority setting system**.

Recommendations for follow up include:

1. That Council adopts the updated Short Term Action Chart for regular review and updating at Council meetings.
2. That Council requests the CAO to have staff develop the Council Priorities and Operational Objectives of the Short Terms Action Chart by October.
3. That Council requests the CAO to update the City's Vision document with '*Senior*' and '*Organizational Excellence*' statements and success indicators
4. That Council requests the CAO to organize a session in October to review the Council priorities and develop Council's Capital Priorities.

VISION CHECK UP (See Attachment 1)

Council along with the management team reviewed the current goals for the City. The primary aim was to scan these longer term directions to gain insights to potential priority areas for attention. The 'Vision Check Up activity involved:

- Verifying the **current relevance** of each statement;
- Establishing a **common understanding** of the terms; and
- Reviewing '*what is working well*' and '*areas for attention*'.

Two additional goals were identified for inclusion in the vision chart - *Seniors* and *Organizational Excellence*. The preliminary success indicators require further development for regular use as measures of the City's success in achieving its longer term directions.

SHORT TERM ACTION CHART

The participants created a long 'priority candidates' list comprised of previous incomplete priorities, matters raised in the Vision Check up exercise and other ideas. The 29 items (Attachment 1) were prioritized as follows for further discussion:

1. **Capital Plan**
2. **Health Community Strategy Implementation**
3. **Arts & Culture Policy**
4. **City Appearance**
5. **Seniors Needs**
6. **Re-branding**
7. **Road Standards**
8. **Organizational Excellence**
9. **Employee Wellness**
10. **Job Creation**
11. **Transit Services**

The 11 topics were discussed to establish Council Priorities and some Operational Objectives using priority setting criteria (see attachment 2):

- Urgency Criteria to assess which items should receive attention given the availability of limited resources; and
- Political/Administrative Criteria to determine whether an urgent item should be the focus of Council or dealt with by Administration with approvals as required by Council;

The Short Term Action Chart should be:

- **a resource** at each Council meeting & referred to in staff requests for decision;
- **reviewed** at a Council session with seniors managers every three months; and
- **updated** twice a year in June before the budget cycle and in January.

UPDATED WORK PROGRAMS

The workshop discussion notes are contained in the attached **Council Work Program** (Display 2). This Work Program along with the Organizational Excellence and Operational Objectives require more work to complete them as working documents.

I hope that this documentation helps you and your organization to follow up on the outcomes of the Workshop and to further develop and sustain its strategic efforts. If I can be of any further assistance, please do not hesitate to call.

City of GREATER SUDBURY COUNCIL PRIORITIES WORK PROGRAM SUMMARY

July 2005

CURRENT

- | | | |
|----|---|---|
| 1. | COMPREHENSIVE CAPITAL PLAN (AI) <ul style="list-style-type: none"> • Prepare inventory • Develop Criteria • Conduct Council Session • Review Capital Plan during budget process | November
September
October
October
November |
| 2. | HEALTHY COMMUNITY STRATEGY (Catherine) <ul style="list-style-type: none"> • Review draft report • Confirm action strategies • Implement communications plan • Determine budget allocations | November

September
October
November
January |
| 3. | ARTS & CULTURE POLICY (Catherine) <ul style="list-style-type: none"> • Review existing plan • Stakeholder process • Draft City Role & Policies | December |
| 1. | ECONOMIC DEVELOPMENT ACTION PLAN (Doug) <ul style="list-style-type: none"> • Review and update plan • Review and confirm targets with Board • Determine City strategies & actions | November
October
November
December |

PLANNED

- **Transit System Review ()** - January 2006
- **City Beautification Projects ()** – Spring 2006
- **Road Standards ()** January 2006

June 2005

COUNCIL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<p>1 COMPREHENSIVE CAPITAL PLAN (AI)</p> <p>* Criteria-based Capital Priority List</p> <p>? <i>What are the priorities for present and future needs?</i></p> <p>Review plans regularly</p> <p>Review long term commitments periodically</p> <p>Changing needs – should be flexible</p> <p>Strategy on how we can get there</p> <p>Promote collaborative efforts –</p>	<p>1. Public Council Session</p> <p>2. Public Meetings</p> <p>3. Administrative Process</p>	<p>1. Prepare inventory () – Sept.</p> <p>2. Develop Criteria () – Oct.</p> <p>3. Conduct Council Session () – Oct.</p> <p>4. Review Capital Plan during budget process () – Nov.</p>
<p>2. HEALTHY COMMUNITY STRATEGY (Catherine)</p> <p>* Defined Council role re: healthy strategy</p> <p><i>How does council provide leadership for the implementation of the healthy community strategy?</i></p> <p>Leadership must be more visible</p> <p>Council's priorities linked to Strategy</p> <p>Easily understood by public</p> <p>Community partners priority linked to H.C. Strategy</p> <p>The community and council "get it"</p> <p>Ensure attention is given to SENIORS</p>	<p>1. Action Plan to be created</p> <p>2. Council embraces Strategy –</p> <p>3. Align budget towards the plan</p> <p>4. Communication plan</p>	<p>1. Review draft report () – Sept.</p> <p>2. Confirm action strategies () - Oct.</p> <p>3. Implement communications plan () - Nov.</p> <p>4. Determine budget allocations () - Jan.</p>

COUNCIL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<p>3. ARTS & CULTURE POLICY (Catherine)</p> <p>* City Policy re: support for arts & culture <i>? How do we promote and grow and bring all festivities together?</i> Coordination of festivals – 80 – no schedule Community auditorium – performing arts centre Required venues Vibrant arts culture and heritage community attracting the curious tourist- Increase Arts and Culture Grants Expand what we have Explore funding partnerships Include venue development in capital planning</p>	<p>1. Expand the current committee – cross sectional grouping 2. Forum to bring together Arts, Museums, cultural groups</p> <hr/> <p><u>Policy Considerations</u> Clarifying City Support and Festival Support Review Arts and Cultural policy</p>	<p>1. Review existing plan () - 2. Stakeholder process () - 3. Draft City Role & Priorities () -</p>
<p>4. ECONOMIC DEVELOPMENT TARGETS (Doug)</p> <p><i>? How do we create employment to keep our city vibrant and growing?</i> Population would grow, more diversification in jobs; reduce Reduce social costs; crime rates go down; welfare would go down; drugs, domestic abuse would drop; education would rise. Help business to get approvals quicker Be a broker or catalyst to help create the jobs</p>	<p>1. Council should act as a catalyst</p>	<p>1. Review and update plan () – Oct. 2. Review and confirm targets with Board () - Nov. 3. Determine City strategies & actions () - December</p>

COUNCIL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<p>ATTRACTIVE COMMUNITY (Pending) ** City Beautification Projects <i>? How do you make it more attractive?</i> Clean, Green entrances, corridors Raising planning standards Good first impression</p> <hr/> <p><u>Ideas</u> Get the Grass cut Entrance ways to be more attractive Urban landscape Follow up with site plans Architectural improvements Streetscaping downtown Education programs Putting in more receptacles Urban Tree program</p>	<p>1. City project (s) quick win – pick an area and spruce it up 2. Community Efforts 3. Monitor City Activities</p> <hr/> <p>1. Pull together a team of creative, artistic, cultural, horticultural urban design people 2. Clean up programs 3. Community competitions</p>	
<p>ROAD STANDARDS (Pending) * Road Standards Policy <i>? What is the minimum level of service that we should apply to all types of roads?</i> Define construction standards Level of maintenance Clarify road definitions Long term financial stability All levels will be measurable We want to say all roads are in good repair Use the best practices that are available across Canada Best in the classes of city in which we are</p>	<p>1. Set in policy 2. Reflect policy in budget 3. Educate the public 4. Regular review</p>	



COUNCIL PRIORITIES WORK PROGRAM

<p>TRANSIT SYSTEM REVIEW (Pending)</p> <p>** Recommendations for improvement <i>? What are the service gaps in our transit system?</i> Require better transit within community Transfer points within the downtown Transit within the new subdivision Passes for all students – give them a deal Senior specials Flexible fare systems Handi transit critical to address the needs of seniors; Explore various vehicle size and type options Transit is an economic and competitive advantage</p>	<p>1. Set up Transit Advisory Committee 2. Administrative Review</p>	

Prerequisite * Main Result + Benefit

Greater City of SUDBURY

A VISION CHECK UP – HOW ARE WE DOING?

The following notations reflect a Council and senior management assessment (June 2005 Organizational Success Workshop) of “what is working well” and “Areas for Attention” in relation to the City’s (10) goal statements. It was conducted as preamble to updating setting strategic priorities for City Council’s attention in 2005/06

GOAL / Success Indicators	WWW - What works well AAA - Areas for Attention
<p>1. <u>ECONOMIC DEVELOPMENT</u></p> <ul style="list-style-type: none"> • New Retail • Construction Boom • Major Infrastructure being developed • Staff assistance requests increase • Unemployment down • Welfare Down • Measuring new jobs (creation, business expansion) • Types of secondary industries – spin off, diversification • Population growth • Increase of economic development than in the past • Spin off of research – secondary, quality jobs • Increased tourism and tourism spending 	<p><u>WWW</u></p> <ul style="list-style-type: none"> • Strategic plan • Focus on retail • Tourism – Science North & Tournaments • Mining exploration is at all time high • Mining supply and services important • Mining centre of excellence realization • Health research area • Official Plan <p><u>AAA</u></p> <ul style="list-style-type: none"> • Retail in all areas of the City • Are we re-branding Sudbury? • Research knowledge based industries • Viability of multiple Downtowns • Green energy • Official plan • Agriculture opportunities • Diversification • Mining Centre of Excellence needs attention • Sudbury Downs
<p>2. <u>HEALTH, SAFETY & STIMULTAING COMMUNITY</u></p> <ul style="list-style-type: none"> • Higher participation in healthy activities • Library usage increased • Participation of community events and activities • More community action networks • Accident rates down? • Enhanced learning environment • Good emergency response • Arts and culture– dynamic • Decreased poverty level • Decreased crime rate • Citizen’s sense of safety - perception • Healthier eating habits • Less demand for emergency shelters • Emergency preparedness for disasters • More awareness to the new drug problems • Number of leisure and recreational facilities 	<p><u>WWW</u></p> <ul style="list-style-type: none"> • Smoking rates below 27% & Smoking By-law • Leisure master plan • Healthy community strategic planning • Library programs • CANS • Citizen Service Centers • Citizen’s on Patrol program • Re-opening facilities – ADNAC & Dow • Lower accident rates on Hwy 35 • Fire Services – saving building • Family health teams improved by Province • Lionel Lalonde Emergency Centre Medical School <p><u>AAA</u></p> <ul style="list-style-type: none"> • Homelessness • Drug abuse • Internet – cyber crime • Obesity rates • Exercise activities • Trauma rates • Need for family doctors • Use of medical resources • Multi Use trails • Healthy community strategic planning • Poverty

<p>3. ENVIRONMENTAL & ECOLOGICAL HEALTH</p> <ul style="list-style-type: none"> • Clean Lakes • Clean Air • Clean drinking waters • Health indicators re: environment would improve • Soil study – Good results re: contamination from mining • Stronger agricultural sector • Eco-tourism – less litter more waste diversion • More energy efficient • More re-greening 	<p>WWW</p> <ul style="list-style-type: none"> • VETAC • Earth care • Lakes/Creeks Condition • Trail Plan • Soil Study • INCO • David Street - WWTP • Rock Tunnel • Transit System <p>AAA</p> <ul style="list-style-type: none"> • Sewer and Water System • COST OF WATER/WASTE • Blue box Program • Energy Efficiencies • Hydro wires underground • Earth Care • Sudbury Transit – shuttles • Official Plan
<p>4. INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Sustainable System/s • Clear drinking water • Adequate funding • Roads, storm sewers, sanitary sewers • Fleets, equipment, buildings • Infrastructure among citizen more satisfaction • Cost to operate vs. cost to repair 	<p>WWW</p> <ul style="list-style-type: none"> • Increased funding • Long term strategic plan • Organization alignment allowing needs to be met • Public education – doing better job • Unprecedented amount of funding, i.e. provincial/federal <p>AAA</p> <ul style="list-style-type: none"> • Stable funding • Balanced approach • Fleet Upgrade • Buildings Upgrade • Priorities for capital plan • Visible Road Standards • Understandable maintenance policy • Managed maintenance plan • 'MMMS' System
<p>5. NEW SOURCES OF REVENUE</p> <ul style="list-style-type: none"> • Sale of surplus property • Amount of funding from provincial/federal levels • Use of development charges • Explore alternative levies • Monitoring business partnerships • Involvement in lobbying • New assessment growth 	<p>WWW</p> <ul style="list-style-type: none"> • Industrial sales • Gas Tax • Road Levy • Audit Office established • Reorganization savings • Increased assessment <p>AAA</p> <ul style="list-style-type: none"> • Sale of surplus land • CFO • More efficiencies • DEVELOPMENT CHARGES • Ongoing advocacies • AREA RATING

<p>6. ATTRACTIVE TO YOUNG ADULTS & FAMILIES</p> <ul style="list-style-type: none"> • Net migration • School enrolment up • Housing starts • Vacancy rates are low • Enrolment in recreational programs • Reported in “best of class” type of reports, magazines • How do external markets view Sudbury • Retention rates from post secondary institutions • Affordable housing & variety of housing mix • Many golf courses 	<p>WWW</p> <ul style="list-style-type: none"> • School enrolment • Positive migration • Housing starts • Many recreational facilities and programs • Post secondary school is available • Leisure activities and culture – we are doing well • Council priority <p>AAA</p> <ul style="list-style-type: none"> • Don’t sell ourselves High profile jobs not known • Work with post secondary institutions • Community understanding - what we have • Branding initiatives • Apprenticeship opportunities within the City • City doesn’t have any apprentices • Succession planning - leadership development • What are we doing about job creation?
<p>7. CHILDREN FIRST</p> <ul style="list-style-type: none"> • Fewer children living in poverty • Less need for breakfast programs • Less need for intervention from Children’s Aid • Juvenile courts empty • Increased graduates – urban Aboriginal and ‘at risk’ groups • More accessible and diverse programs • Formal daycare being accessible and utilized • Reduce obesity rates • Reduction of vacancy rates • Acceptance of children with special needs • Interested and engaged electorate - 	<p>WWW</p> <ul style="list-style-type: none"> • First Children’s Roundtable • Children’s charter • Home illiterate programs • Public health programs • Police programs • Quality of life raised • Children’s portal • Children’s report card • Child Care quality <p>AAA</p> <ul style="list-style-type: none"> • Public health closer • Children’s access to food bank • Teen pregnancy • Youth Suicide • Obesity • Drug awareness • More access for programs • Youth Centre funding
<p>8. DYNAMIC & VIBRANT COMMUNITY</p> <ul style="list-style-type: none"> • Volunteerism increased – united way record year- • More people in workforce • Festival attendance on the rise • Leisure and trail developments • Diversity and multiculturalism • Bilingualism – marketing tool • Tourism (Dynamic Earth) • Health Teams • Integrated comprehensive services 	<p>WWW</p> <ul style="list-style-type: none"> • Bohemian Index • Volunteerism • Samaritan centre – combination of many services • Arts and Cultures – increased \$50,000 in last budget • Music & Film – Cinefest & – Shania Twain filming • Diversity and multicultural is doing well – sensitized • Film making – approved 1st policy in Sudbury <p>AAA</p> <ul style="list-style-type: none"> • Preserve our Arts and Culture • Preserve our Heritage Festival support • CANS • Event Organizers need to feel they have the support • Multiculturalism and Diversity

<p>9. SENIORS</p> <p><u><i>Added Goal Area – requires further development</i></u></p>	<p><u>WWW</u></p> <ul style="list-style-type: none"> • Round table • Golden opportunity report • Good and affordable world class facilities – seniors • Variety of public and private facilities <hr/> <p><u>AAA</u></p> <ul style="list-style-type: none"> • Succession planning – business not being picked up • Accessibility • Feeling safe in the community – sense • Seniors tourism for potential market • SENIORS HOUSING • Tax increases are pushing seniors out of their homes • Fees are pushing seniors out of their homes as well – • Number of seniors living in poverty • Transportation for seniors – transit or Handi transit • Rent geared to income housing • SENIOR’S TRANSIT PASS STRATEGY • Geographic Focus areas •
<p>10. ORGANIZATIONAL EXCELLENCE</p> <p><u><i>Added Goal Area – requires further development</i></u></p> <ul style="list-style-type: none"> • Best use of staff - not handing out stupid work 	<p><u>WWW</u></p> <p><u>AAA</u></p>

URGENCY CRITERIA

(Priority Setting Criteria)

CRITERIA	INDICATORS	
	Council	Operational
1. IMPERATIVE Requirement to Act	Legislation	Civic Policy
2. LIABILITY Risk Exposure	Legal	Inconvenience
3. SAFETY Direct vs. Potential Threat	Life	Property Damage
4. FINANCIAL Magnitude of Cost	Significant	Operational
5. VISIBILITY Implications to Organization	Negatively Charged	Neutral
6. PUBLIC BENEFIT Who will receive outcomes?	Most	Few
7. COMMUNITY NEED Who's asking?	At Large	Minority Interest
8. TIMELINESS Resource/Opportunity alignment	Unique	Frequent
9. STRATEGIC Linkage to goals/ priorities	Critical	Useful
10. OBLIGATION Commitment to others	Contractual	Casual
11. LEADERSHIP Political Requirement	High	Low
12. TIMELINE Imposed Timeframe	Deadline	None
13. _____		
14. _____		
15. _____		

'POLITICAL/ADMINISTRATIVE' CRITERIA
(Priority Setting Criteria)

CRITERIA	INDICATORS	
	Political	Administrative
1. POLICY	New or Change	Procedure or Implementation
2. FINANCIAL	New or Change in Budget	Approved in Budget
3. EXTERNAL LINKAGE	Political Level	Staff Level
4. CORPORATE IMAGE	Agency Integrity	Service Quality
5. SERVICE LEVELS	New or Terminate	Service Standards
6. STRATEGIC DIRECTION	New or Change	Implementation
7. PERSONNEL	CAO Performance	Staff Performance
8. LEGISLATION	Ignore or Seek to Change	Interpretation
9. SENSITIVITY	High Visibility	Low Visibility
10. OBLIGATION	New or Change in Contract	Permissible
11. LIAISON	Elected Official	Staff

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 14, 2005				Report Date	June 29, 2005			
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

Request by the Greater Sudbury Housing Corporation for a Temporary Project Specific Mandate Change

Policy Implications + Budget Impact

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

There will be no impact on the current budget.

Background attached

Recommendation

That Council approve the Greater Sudbury Housing Corporation request for a temporary project specific mandate change.

Recommendation attached

Recommended by the General Manager

Catherine Matheson
General Manager, Community Development

Recommended by the C.A.O.

Michael Mito
Chief Administrative Officer

Date: September 14, 2005

Report Authored By



D. R. Desmeules
Manager, Housing Services

Division Review

BACKGROUND

The Greater Sudbury Housing Corporation (GSHC) owns and manages a portfolio of 1,848 units. Although many of the GSHC projects were originally built and occupied as seniors only projects, the Board changed the project mandates in the early 1980's in response to a Provincial request. The change responded to the rising number of non-senior applicants (both non-senior and senior households require one bedroom units) and the desire to have the GSHC projects more reflective of the community at large. The individual project tenant mix change was gradual as seniors and non-seniors were housed as vacancies occurred.

Since the change in 1980's, seniors have raised concerns over the appropriateness of new tenant mix (lifestyle issues) and their desire to be among their peers. Some seniors feel more secure being housed in seniors only projects. These issues have been identified by the Mayor and Council's Roundtable on Seniors Issues and brought to the GSHC Board for consideration.

The GSHC reviewed its portfolio, unit distribution, and the CGS Housing Registry waitlist. The GSHC was advised that overall the number of non-senior households on the wait list is greater than the number of senior applicants. Although the need for non-senior units remains strong, the Board feels that the reinstatement of a seniors only project may help balance the competing demands on their portfolio.

In selecting a project for this pilot program, the Board considered the balance of seniors and mixed projects within the specific areas of the City. Seeing that there are no seniors only projects in the New Sudbury area, the Board is requesting that a two year pilot be implemented at their 1052 Belfry Street project. This 101 complex, former seniors only project, is located next to the New Sudbury shopping centre. Due to its proximity to shopping and services, it is felt that the project will be attractive to seniors and best suit their needs.

The Mayor and Council's Round Table on Seniors Issues is in support of the findings and recommendation.

1052 Belfrey Street: currently, 80% of the existing project tenants are aged 60+. The remaining non-senior tenants would not be required to move. The conversion of the project to seniors only will be accomplished through project vacancies (about 10/year) which would be filled with seniors applicants.

A joint evaluation of the pilot will be conducted by GSHC and CGS Housing Services at the end of the two year pilot. The review will consider the change as experienced by the tenants, the project applicants (seniors and the non-seniors), and impact on the waiting list.

Under the Social Housing Reform Act, a housing provider and City Council as Service Manager, may amend a project mandate by an agreement in writing.

Request for Recommendation Priorities Committee





Type of Decision									
Meeting Date	September 14, 2005				Report Date	September 7, 2005			
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
Nomination of the Healthy Community Cabinet

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>One-time funding in the amount of \$350,000 was approved in the City of Greater Sudbury 2005 budget in order to pursue Council's Healthy Community Strategy. The Healthy Community Cabinet will be required to work within the allotted funding.</p>	
<input checked="" type="checkbox"/>	Background attached

Recommendation
<p>Whereas the Greater Sudbury Healthy Community Strategy was approved by Council in June 2005; and</p> <p>Whereas the Implementation Model, contained within the document, recommends the formation of a Healthy Community Cabinet reporting to the Mayor and Council;</p> <p>Therefore, be it resolved that the Healthy Community Cabinet be established as an advisory panel reporting to the Mayor and Council for the term of Council,</p>
<input checked="" type="checkbox"/> Recommendation attached

Recommended by the General Manager
 Catherine Matheson General Manager Community Development

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

Date: September 7, 2005

Report Authored By
<p>Bernadette Walicki Community Development and Social Policy</p> <p>Tin Chee Wu Growth and Development</p>

Division Review

with the Terms of Reference and composition described in the report of the General Manager of Community Development dated September 7, 2005;

And that the City Clerk be authorized to advertise and receive applications from interested citizens for appointment to the Cabinet;

And that Councilor _____ be appointed as a representative on the Healthy Community Cabinet as a representative of City Council.

Background

In 2004, elected municipal officials in the City of Greater Sudbury recognized the importance of developing a Healthy Community Strategy by making it a priority for their 2003-2006 term in Council. In order to achieve this goal, an Expert Panel was established to develop a Healthy Community Strategy. In June 2005 the Expert Panel presented Council with recommendations, which included four (4) strategic priorities for the City of Greater Sudbury: Active Living/ Healthy Lifestyle; Environmental Protection; Civic Engagement/ Social Capital; and Economic Growth. The Expert Panel further recommended an implementation model for Council’s consideration.

The implementation model contained within the Healthy Community Strategy involves the formation of a Healthy Community Cabinet, established with key community stakeholders reporting to the Mayor and Council. They will provide guidance and oversee the work of a Planning Committee. The Planning Committee will be charged with devising possible methods of implementing the recommendations of the Expert Panel. Communications specialists, from all sectors, will also be invited to participate as a separate Technical Team with representation on the Planning Committee. Further, Ad hoc Technical Teams will be formed as needed and dependent on the priority in action at the time.

Protocol

In accordance with the protocols from the Clerk’s Office, advertisements will be placed to solicit participation on the Cabinet. After the closing date, a Nomination Committee will review the applications and appoint participants to the Cabinet. The Cabinet, once appointed, will comprise of ten (10) citizen members: a Chair and three representatives from each functional sector of the Healthy Community Strategy (economic, social and environmental). City of Greater Sudbury staff will actively assist as necessary.

Date: September 7, 2005

Reporting Structure

Active Living/Healthy Lifestyle

- Construction and physical improvements to trails, sidewalks, and bicycle paths
- Increase utilization of sports and exercise facilities.
- Creation of a pedestrian friendly city.
- Corporate ownership models for a healthy workplace.
- Build equity and ensure equitable access to sport and exercise facilities.
- Increase access to primary health care and mental health services.
- Explore methods of positively influencing the determinants of health.
- Support local, provincial and national active living/healthy lifestyle initiatives.

Civic Engagement/Social Capital

- Empower the community to take ownership of their health and well-being.
- Build community pride & belonging.
- Increase awareness and create strategies for poverty alleviation.
- Reduce unnecessary competition between service providers (silos).
- City should be a facilitator not a service provider.
- Celebrate achievements and recognize Healthy Community advocates.
- Address the need of training opportunities for youth and the unskilled workforce.
- Expand the role of the Community Action Networks.
- Support public safety and security initiatives.
- Support local, provincial and national civic engagement and social capital initiatives.

MAYOR AND COUNCIL

HEALTHY COMMUNITY CABINET TO THE MAYOR AND COUNCIL

HEALTHY COMMUNITY PLANNING COMMITTEE

COMMUNICATIONS TECHNICAL TEAM

AD HOC TECHNICAL TEAM

Natural Environment

- Protect the water quality of our surface and ground water sources.
- Improve the sewage and storm sewer infrastructure.
- Support the energy projects currently underway. Implement the sustainability strategy that was developed in the EarthCare Local Action Plan.
- Participate in national environmental initiatives.
- Update the Natural Assets Report.
- Support local, provincial and national environmental initiatives.

Economic Growth

- Target strategic areas for beautification.
- Continue to pursue the City of Greater Sudbury branding initiative to highlight assets.
- Address the need for increased employment opportunities.
- Encourage innovation and creativity.
- Support local, provincial and national economic growth initiatives.

Budget

One-time funding in the amount of \$350,000 was approved in the City of Greater Sudbury 2005 budget in order to pursue Council's Healthy Community Strategy. The Healthy Community Cabinet will be required to work within the allotted funding.

Date: September 7, 2005

Healthy Community Cabinet to the Mayor and Council: Terms of Reference

Purpose

The purpose of the City of Greater Sudbury Healthy Community Cabinet is to further develop and implement the Healthy Community Strategy. The implementation of a Healthy Community Strategy will benefit the health of individuals and the community as a whole today and into the future.

Functions

The Healthy Community Cabinet shall assist and recommend to the Mayor and Council on all matters related to the implementation of the Healthy Community Strategic Plan, including:

1. Refining the short-term and long-term priorities of the Healthy Community Strategy, and making recommendations to the Mayor and Council on resource allocation needed to achieve these objectives, while remaining within the designated budget for the term.
2. Oversee and provide overall directions for the effective functioning of the Healthy Community Planning Committee.
3. With the assistance of the Healthy Community Planning Committee, identify additional short-term and long-term priorities, or make changes to the existing priorities contained in the Healthy Community Strategy.
4. Identify opportunities and best practices relevant to the Healthy Community theme.
5. With the assistance of the Communications Technical Team, initiate various community mobilization actions on the Healthy Community concept and projects.
6. Participate in public awareness, educational strategies, and public education efforts.
7. Carry out regular evaluations of the Healthy Community program.

Composition and Membership

Membership on the Healthy Community Cabinet will reflect the multi-disciplinary nature of the Healthy community concept by recruiting stakeholders and members of the public that represent the three functional areas of environment, economy, and social; as well as the multi-sectoral nature of community partnerships that includes the public, private and non-profit sectors. Members may include agency/organization partners based on both their sectoral representation as well as their expertise in at least one of three functional areas of Healthy Community. It is also important that in addition to their technical abilities and sectoral representation, Cabinet members should be capable of integrating the three functional areas of the Healthy Community concept within the mandate of the committee.

Term

The term of the Healthy Community Cabinet shall coincide with the term of Council. Meetings will be held quarterly, unless otherwise decided by the Cabinet through consensus.

Administration

The Healthy Community Cabinet shall be responsible to and report on a regular basis to the Mayor and Council through its Chair and in cooperation with the General Manager of Community Development.