



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, December 2, 2019
Tom Davies Square - Council Chambers

COUNCILLOR RENE LAPIERRE, CHAIR

Geoff McCausland, Vice-Chair

4:30 p.m. COMMUNITY SERVICES COMMITTEE MEETING
COUNCIL CHAMBER

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DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

PRESENTATIONS

1. Report dated November 13, 2019 from the Chief Administrative Officer regarding 2019 Market Season Results. **4 - 8**
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)
• Peggy Baillie, Chair, Greater Sudbury Market Association
(This report provides information regarding the 2019 Market Season Results.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated November 15, 2019 from the General Manager of Community Development regarding Transit Operator Compartment Barrier. **9 - 14**
(RESOLUTION PREPARED)
(This report provides a recommendation regarding the Transit Operator Compartment Barrier pilot program.)
- R-2. Report dated November 15, 2019 from the Chief Administrative Officer regarding Update on Film By-law. **15 - 27**
(RESOLUTION PREPARED)
(This report provides a recommendation regarding changes to City of Greater Sudbury's Film By-law 2015-227.)
- R-3. Report dated November 15, 2019 from the General Manager of Community Development regarding Updates to Housing Services Act, 2011. **28 - 33**
(RESOLUTION PREPARED)
(This report provides a recommendation regarding updates to local housing rules.)

MEMBERS' MOTIONS

CORRESPONDENCE FOR INFORMATION ONLY

- I-1. Report dated November 15, 2019 from the General Manager of Community Development regarding Pioneer Manor - 3rd Quarter Report. **34 - 49**
(FOR INFORMATION ONLY)
(This report provides information regarding operational issues and good news stories for Pioneer Manor.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD

ADJOURNMENT

For Information Only

2019 Market Season Results

Presented To: Community Services
Committee

Presented: Monday, Dec 02, 2019

Report Date Wednesday, Nov 13,
2019

Type: Presentations

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The City of Greater Sudbury recognizes the value of a public market as an incubator for small business start-up, tourism development and economic stimulus for a healthy, vibrant downtown.

Report Summary

This report includes a summary of the 2019 Market season, including highlights on events, vendor recruitment and visitor traffic, as provided by the Greater Sudbury Market Association. The new non-profit organization has had a successful first year in running the Market as an independent not-for-profit association, in close collaboration with City staff within the Economic Development division.

Financial Implications

There are no financial implications to this report.

Signed By

Report Prepared By

Meredith Armstrong
Acting Director of Economic
Development
Digitally Signed Nov 13, 19

Health Impact Review

Meredith Armstrong
Acting Director of Economic
Development
Digitally Signed Nov 18, 19

Financial Implications

Liisa Lenz
Coordinator of Budgets
Digitally Signed Nov 13, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Nov 20, 19

**City of Greater Sudbury Capital Funding Support
Greater Sudbury Market Association
November 6, 2019**

This report is being presented to the City of Greater Sudbury in order to provide an update on the progress made with the new Greater Sudbury Market Association (GSMA) since Spring 2019 in its role as a new, non-profit organization.

Summary

After over three years of careful development by volunteers through The Market—as well as through the work of the outstanding volunteers of The Market Working Group—the Greater Sudbury Market Association (GSMA) was incorporated in late 2018.

The GSMA was incorporated for the purposes of:

- (a) promoting and encouraging markets where producers, vendors, and artisans sell their goods;
- (b) promoting the interests and the rights of those engaged in such markets;
- (c) promoting and encouraging fair and courteous dealings with customers;
- (d) promoting and encouraging ethical business practices;

The inaugural Board of Directors is composed of Market vendors, as well as community members and professionals who are all passionate about the success and future of The Market. As soon as the organization was incorporated, all members rolled up their sleeves to take on the management of The Market, thanks to a contract of service with the City of Greater Sudbury.

The first year of The Market as a non-profit organization was very successful with many initiatives, including the vendor flags and the Market Bucks program, being effectively implemented. These new initiatives—as well as the excellent work of the Market Manager who was hired by the GSMA in the spring—resulted in higher attendance rates, higher vendor rates, and an overall sense of great satisfaction by everyone involved in the shared efforts that were undertaken this year.

Thanks to the competent Board of Directors and staff, the GSMA has decided to take on the Winter Market, an initiative that was successfully piloted by volunteers in 2018. The GSMA is taking on this additional Market at its own cost as the inherent value of a continuous year-round Market season has become visibly apparent to the stakeholders.

With a full Market season completed, the GSMA plans to dive into strategic planning for the future of The Market in the Winter of 2019-2020. This will provide direction for future planning and activities, as well as illuminating where external funding could assist with improving The Market for community members, businesses, and the city as a whole.

Market Attendance for 2019 Season (May-Oct)

Thursday Markets at York Street:

	2019	2018
June	1240	1117
July	2044	1939
August	3930	3191
September	1018	1882
October	880	679
Totals:	9112	8808

Saturday Markets at Elgin Street:

	2019	2018
June	1811	1452
July	1900	1834
August	2697 (5 Saturdays)	1721
September	2095	2877 (5 Saturdays)
October	590	934
Totals:	9093	8818

Market Highlights:

- ~The 2019 Market season opened on Saturday June 1nd and closed on Saturday October 26th
- ~The Thursday Market opened on June 6th and closed on October 10th
- ~The Market operated a total of 41 days over 22 weeks (40 days in 2018)
- ~The hours of operation were Thursdays 2pm to 6pm and Saturdays from 8am to 2pm
- ~The June 1st opening was a very busy and successful day
- ~Seasonal Saturday Vendors: 31 - 2019, 28 - 2018
- ~Seasonal Thursday Vendors: 23 - 2019, 22 - 2018
- ~Total Seasonal Vendors (participating on Saturdays, Thursdays, or both): 36 - 2019, 31- 2018
- ~Total # of Vendors for the season: 76 - 2019, 76 – 2018

Implementation of Clear Signage at Vendor Stalls:

This season, The Market implemented clearly delineated signage that vendors display to reduce any confusion about the source of their wares. There are three levels of signage and they include:

- ~Provider
- ~Grower
- ~Artisan

In cases where a vendor sells goods that fall into more than one category, they then display the appropriate flags so that there is transparency for customers when they choose to purchase goods or produce. The GSMA is following the best practice of farmers' markets across Canada in trying to ensure transparency for its customers and supporters.

The Market Bucks Initiative:

The GSMA Board has instituted a new program that is referred to as "Market Bucks." This allows us to be a cashless farmers' market. There are wooden tokens distributed to customers in exchange for cash. Customers use the tokens to pay for their purchases, and then the vendors are compensated by the Market Manager at the close of the Market Day.

Other farmers' markets across Canada have used this sort of program to their benefit, and it has been successful for us, as well. This season, we have sold over \$18,800 worth of Market Bucks at both the Thursday and Saturday Markets. The Board considers this a success and will continue with this initiative through the new Winter Market, which will run from November 2019 until late May 2020.

Business Incubation:

One aspect of the Market where the Board would like to encourage further growth is in business incubation. The Salty Dog Bagel Company is a success story this year as the vendors of this company will be opening a stand-alone downtown business in November 2019. Another success story is Truly Northern Farms, which has expanded and recently purchased a facility in Kapuskasing to supply greens to grocery stores in that area.

Special Events:

~The Market hosted three cooking demonstrations this season. Sue Peters from The Cedar Nest, Chris Mask from Off the Chip Wagon, and Niko Hebert of Black Juniper Farms all took part this year. Connections have been made to put on more cooking demos next year. Guests at The Market really enjoyed these events.

~The Blueberry Festival was successful, as always. It was a very hot day, but vendors reported great sales.

~In September, The Market had a sunflower competition, SNOLAB put on science-based activities, and Petsave held an Adopt-A-Thon. This drew in a large crowd of people, and we hope to work with Petsave again as it was very successful for them.

~On September 28th the McEwen School of Architecture at Laurentian University set up seven installations at The Market. The installations were fantastic and there was a great deal of interest from the public. The event with the School of Architecture was a unique collaborative partnership, and all of the vendors seemed happy that the McEwen School chose The Market space as a source of inspiration for their students' projects.

Vendor Recruitment:

In 2017, The Market had a total of 76 vendors. In 2018, that number increased to 78. This year, with the GSMA in its inaugural year as a non-profit organization, the number of vendors was 76.

Revenue:

The revenue generated through vendor fees was agreed to be used by the GSMA to offset additional expenses for the organization that were not included in the contract with the City. Vendor fees of \$30,000 were collected during the 2019 Market season. A portion, 75% of this amount, will be put into reserve funds to assist with operating capital, and to provide matching money for future funding applications.

Strategic Planning for the 2020 Season:

The GSMA held its first Annual General Meeting on Thursday, October 17th at Tom Davies Square, an event that was well attended by vendors. A financial report, a proposed budget for the 2019-20 season, as well as an overview of The Market's new initiatives were presented by Board Chair, Peggy Baillie. Three new directors were appointed to the Board of Directors, to fill the absences left by departing directors. It was decided that a strategic planning session for the 2020 season will take part in the winter months, to reassess the past season's work, as well as to plan for The Market's success in 2020.

Request for Decision

Transit Operator Compartment Barrier

Presented To: Community Services Committee

Presented: Monday, Dec 02, 2019

Report Date: Friday, Nov 15, 2019

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to include Transit Operator Compartment Barriers in the procurement of new bus acquisitions required by Greater Sudbury Transit for replacement or growth, as outlined in the report entitled "Transit Operator Compartment Barrier", from the General Manager of Community Development, presented at the Community Services Committee meeting on December 2, 2019.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to Operational Matters.

Report Summary

Greater Sudbury Transit, in collaboration with the Transit Safety Task Force launched a Transit Compartment Barrier Pilot in February 2018. This report provides a summary of the objectives and workplan of the pilot, with accompanying results and next steps.

Financial Implications

The estimated cost (including installation) for each barrier is \$6,000. The cost of each barrier is already included in the estimated bus cost and included in current capital budget requests (i.e ICIP), therefore there are no financial implications for considerations.

Signed By

Report Prepared By

Bruno Lafortune
Manager Transit Operations
Digitally Signed Nov 15, 19

Health Impact Review

Bruno Lafortune
Manager Transit Operations
Digitally Signed Nov 15, 19

Manager Review

Michelle Ferrigan
Director of Transit Services
Digitally Signed Nov 15, 19

Division Review

Michelle Ferrigan
Director of Transit Services
Digitally Signed Nov 15, 19

Financial Implications

Apryl Lukezic
Co-ordinator of Budgets
Digitally Signed Nov 18, 19

Recommended by the Department

Steve Jacques
General Manager of Community Development
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Nov 20, 19

Executive Summary

Safety and security are important aspects of service delivery, as actual or perceived lack of safety has a negative effect on use of Transit services, and affects employee's health and morale. During the October 23, 2017 Community Services Committee, a report titled "*Transit Safety Plan*" was presented, outlining several initiatives that could enhance safety and security measures for City of Greater Sudbury Transit Services Employees and Passengers.

The Transit Compartment Barrier (Barrier) pilot program, launched in February 2018, was one of the initiatives discussed in the Transit Safety Plan report. The Pilot has been a collaborative effort between Greater Sudbury Transit Management, Transit Operators, and the Transit Safety Task Force.

This report provides the Community Services Committee a summary of the Transit Operator Compartment Barrier pilot program objectives, the results of information gathered, and next steps.

Background

In 2014, a Transit Operator Compartment Barrier sample was presented to the City of Greater Sudbury Transit Operators. Transit Operators were given an opportunity to look at the sample, and then were given a survey to complete. The survey results revealed that the majority of Transit Operators were not in favor of the Barrier. No further action was taken at the time.

In response to a serious physical assault which occurred in May of 2017, the Transit Safety Task Force Committee and Greater Sudbury Transit Services agreed to review the benefits and disadvantages of Barriers once more, with a more in depth approach to gathering information and finding potential solutions to drawbacks.

In February 2018, Greater Sudbury Transit launched a year-long pilot project to gather all necessary information to assess the effectiveness of this safety tool and collect feedback from Transit Operators and Passengers.

The objective of the pilot project was to gather information as it related to:

- Effectiveness of the safety tool and impacts on potential assaults;
- Visual hazards, airflow and Operator physical comfort;
- Communication with passengers and customer service;
- Transit Operator feedback; and
- Customer feedback.

The Pilot Project work plan consisted of the following actions:

February 2018	Information on objectives of pilot shared with the Transit Safety Task Force during a regular scheduled meeting.
	Greater Sudbury Transit webpage updated, and Public Service Announcements (PSA) issued to inform public.
	Communication issued to Transit Operators, with a survey to assess how Transit Operators felt about the use of the Barrier prior to using one.
March 2018	One Transit Operator Compartment Barrier was installed and put into service.
September 2019	Second survey distributed to Transit Operators to gather information at the halfway mark.
February 2019	Third survey distributed to Transit Operators.
March 2019	Open House hosted by Union Representatives along with Transit Operations Management for Transit Operators, providing a setting for open dialogue.
	Information gathered shared with the Transit Safety Task Force Committee. Discussion on preliminary recommendations.
	Ongoing research of industry trends.

Transit Operator Compartment Barrier Pilot Final Results

The results below were concluded based on survey results with Transit Operators, Passenger feedback, as well as a review of best practices, and discussions with other Municipal Transit Agencies.

Effectiveness of the safety tool and impacts on potential assaults

Transit Operator Compartment Barriers are just one of many tools being used currently within the transit industry to reduce the severity of and, where possible, the occurrences of operator assaults. The Barrier's purpose is to restrict intentional or unintentional access by passengers to the Transit Operator's working area. Barriers are designed to reduce the severity of, and have the potential to prevent certain types of assaults from occurring in the first place, but they are simply a safety tool. No Barrier will prevent 100% of assaults from occurring.

Visual hazards, airflow and Operator physical comfort

The Transit Operator must be able to fully operate the vehicle safely therefore visual hazards, airflow issues or discomforts are elements that must be taken into consideration. Several questions in the third Transit Operator Survey were geared to assess risks associated with these elements.

The following table summarizes the general comments received through surveys and one-on-one conversations.

Visual Hazards	Although most did not feel that the glazing material used on the barrier generated glares or reflections while driving, almost half of the Operators felt that the Barrier affected sight-lines.
Airflow	Most Operators felt that the barrier had minimal effect on air flow within the work station.
Physical Comfort	Most Operators felt that there were minimal changes to the physical comfort level with the Barrier in place.

As the results from the Operator survey pointed to visual hazards being present, the Transit Operations Manager along with the Operator Training Manager tested the barrier on the road to assess the risks. It was concluded that there are no visual barriers if an Operator follows proper training technique of “rocking and rolling”. The “rocking and rolling” technique requires that the Operator physically move forward and backwards in the seat to see around obstructions.

During discussions with other Municipal Transit Agencies, it was confirmed that they had similar concerns from Operators prior to installing Barriers. Additional training of proper driving techniques and additional engagement resolved Operator concerns with visual hazards.

Communication with passengers and customer service

In the survey, Transit Operators were asked if the barrier allowed them to interact with customers and it was a split response where 54% said it allowed them to interact, and the rest were either undecided or did not agree. These results are not surprising, as most Operators enjoy their position due to the high level of interaction with passengers.

There are several designs for a Barrier, and the one selected has a window that can slide open, thereby still providing an opportunity for communication without obstruction.

Peer Municipalities confirmed that they also had a large number of Operators that felt strongly against the Barrier due to the reduced level with Passenger interaction. They ensured that the Barrier installed had a sliding window, and most Operators grew comfortable with the glass partition.

Transit Operator feedback

The survey was completed by 56 employees, which is less than a 50% response rate. Many verbally provided their feedback through the Open House.

Overall, 75% of those who participated in the survey confirmed that they would support the installation of Transit Operator Compartment Barriers.

Customer feedback.

Generally, the public did not have any concerns with the Barrier.

Advantages and Disadvantages of Compartment Barriers

The installation of Transit Compartment Barriers on buses has been a controversial topic over the years not only here in Greater Sudbury, but Industry-Wide. There are misconceptions that the Barrier will prevent assaults, and also that it can introduce other safety risks relating to glares and visual obstructions. Further, many Transit Operators enjoy the interaction with Passengers, and fear being enclosed behind a wall.

The results of this information gathering have confirmed the benefits and disadvantages of the Transit Compartment Barrier as a safety tool:

Advantages:

- Provides a sense of security for Transit Operators.
- With proper training and standard operating procedures in place, the Barrier is an additional safety tool at the Employee's disposal.
- Passengers do not seem to mind the glass structure and support the use of Barriers.
- The majority of Transit Operators support the installation of Barriers in their workstation.
- The majority of Transit Operators confirmed that the Barrier does not interfere with their comfort level or the air flow.

Disadvantages:

- Barriers do not prevent 100% of assaults from occurring and can provide a false sense of security.
- The proper model must be chosen, as the design can interfere with Passenger Interaction and surface glares.
- If proper driving techniques are not followed by the Transit Operator, there are visual hazards that could increase risk of incidents.

Based on the information gathered, it is recommended that all new City of Greater Sudbury Transit Fleet procurement include the Transit Operator Compartment.

To mitigate the disadvantages of this tool, Greater Sudbury Transit will ensure that:

- Training on the use of Transit Compartment Barriers will be added to the curriculum of new employees.
- A refresher on the importance of the “rocking and rolling” technique to remove visual barriers will be included in the annual refresher training program of all Transit Operators.
- The design of the Barrier will include a sliding window.
- Standard Operating Procedures will be defined to ensure proper use of this safety tool.

Conclusion and Next Steps

Greater Sudbury Transit's objective is to continuously develop, implement and improve strategies and processes to ensure that Transit achieves the highest practicable level of safety and provides a comfortable, inviting and safe environment for Passengers and Employees. Based on Council's direction, staff will move forward with the next phase of implementation.

References

Transit Safety Plan, Community Services Committee, October 23, 2017
(<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1154&itemid=13102&lang=en>)

Transit Operator Compartment Barrier, Community Services Committee, February 5, 2018
(<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=22314.pdf>)

Request for Decision

Update on Film By-law

Presented To: Community Services Committee

Presented: Monday, Dec 02, 2019

Report Date: Friday, Nov 15, 2019

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury directs staff to prepare a by-law to amend Film By-law 2015-227 to implement the recommended changes, as outlined in the staff report entitled "Update on Film By-law", from the General Manager of Community Development, presented at the Community Services Committee on December 2, 2019;

AND THAT the current Film By-law 2015-227, expiring on January 31, 2020, be extended to March 31, 2020 allowing it to remain in effect until further updates are brought forward to Council for consideration.

Relationship to the Strategic Plan / Health Impact Assessment

This report relates to Council's strategic objectives of Business Attraction, Development and Retention as well as Economic Capacity and Investment Readiness. It also supports the goal of making the city "a 'film friendly' regional hub by updating film policies to reflect sector needs" as outlined in From the Ground Up Community Economic Development Strategic Plan and the Greater Sudbury Cultural Plan.

In terms of health impact, the recommendations of this report will contribute to the economic vitality of the community.

Report Summary

The following outlines the public consultation process and internal review staff undertook in 2019 in advance of the expiry of the current Film By-law 2015-227 on January 31, 2020.

Financial Implications

There are no financial implications associated with this report. The revenue associated with the film permit

Signed By

Report Prepared By

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Digitally Signed Nov 15, 19

Health Impact Review

Emily Trottier
Business Development Officer
Digitally Signed Nov 15, 19

Division Review

Meredith Armstrong
Acting Director of Economic Development
Digitally Signed Nov 15, 19

Financial Implications

Liisa Lenz
Coordinator of Budgets
Digitally Signed Nov 15, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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fee is negligible and the results of eliminating this fee can be absorbed within existing operating budgets.

Update on Film By- Law Review Process

Presented to Community Services Committee: December 2, 2019

Summary

On September 11, 2018, staff reported to Council on plans to conduct a public input process to gather feedback from film stakeholders, local businesses and residents. This is in advance of the expiry of the current Film *By-law* 2015-227 on January 31, 2020.

The results of this review are being presented to Council to seek direction on updates to the current Film By-law and related policies as outlined below:

- Update the Film By-Law to focus on film permit applicability and jurisdiction. Direct operational matters to the filming guidelines.
- Update delegated authority to issue or revoke film permits from the Director of Assets to the Director of Economic Development.
- Direct staff to update the associated User Fee By-law to remove the current film permit fees.
- Direct staff to amend the Zoning By-Law to clarify the definitions of Filming Events and Audio/Visual Studios.
- Direct staff to implement filming policies that support Greater Sudbury's position as a filming destination.

Background

Greater Sudbury City Council has identified the growth of the local film industry as a priority area for economic development.

- In 2012 the City serviced nine productions with a combined total of 366 film days and direct local spending of \$11.2M.
- In comparison, the City serviced 15 productions in 2018 with a combined total of 580 film days and direct local spending of \$35.9M.

Tracking of annual film activity indicates that Greater Sudbury is attracting larger and longer running productions, many of which are series returning for future seasons as a result of positive filming experiences.

Over the years the City of Greater Sudbury has gained experience in supporting local film activity and gleaned expertise from regular contact with other film centres.

- Since the current Film By-Law was introduced in 2015 the City has serviced an additional 82 film and television productions with a combined total of 3,489 film days.
- This has resulted in a combined \$122.2M in reported direct local spending since 2015 and further ripple effects and job creation within the local economy.

In an assessment of the Northern Ontario film industry, Cultural Industries Ontario North (CION) reported that there were an estimated 2,360 full-time equivalent jobs and an estimated total Gross Domestic Product of over \$153.2M resulting from this industry (cited in *An Assessment of Northern Ontario's Film & Television Production Infrastructure*, March 2017). As well the report noted an extensive list of new businesses started specifically to service film productions.

Filming continues to take place throughout the City of Greater Sudbury. There are many elements that are taken into account when considering the city's competitiveness in film investment attraction – such as provincial and

federal incentives, available infrastructure and talented local crew. Among this, a city's willingness to accommodate film productions and support on-location filming remains one of the draws to filming in the city.

On-location filming can have a varied impact on a neighbourhood depending on the footprint of the production and length of filming. While the majority of on-location filming has proceeded without issue, concerns have been raised in specific cases where a production is in a certain location for extended periods of time, when the on-set etiquette or permit agreements are not upheld or when there is insufficient communication between the production and neighbouring residents and businesses.

Upon prior direction from Council, the existing Film By-Law 2015-227:

- Regulates filming on municipal property only
- Requires complete film permit applications to be received between four and 30 days in advance of the filming event, depending on the complexity of the film shoot
- Resides under the authority of the Director of Assets for issuing of film permits, who has the ability to suspend, amend, revoke or refuse permits
- Includes standard conditions, with the possibility of applying additional conditions to the permit as required, including security deposits, etc.
- Requires a film permit to be issued, in addition to other potentially required permits and approvals, such as Road Occupancy or Closure Permits, Noise By-Law exemptions, Facility Usage Agreements, etc.

Where filming takes place on private property and does not require other permits or approvals, the City is often aware of the activity, and may recommend notification to the area, but does not have the authority to permit the filming.

The City of Greater Sudbury works with the film industry across several department areas, with coordination support provided by staff in Economic Development. Filming guidelines are summarized in the *Filming Handbook*, which also includes templates for neighbourhood notification and a code of conduct for cast and crew.

The filming guidelines are updated periodically to reflect the current Film By-Law and related municipal by-laws and policies. An online permitting portal was introduced earlier this year with the goal of streamlining the application process for the multiple permits that may be required for filming and to coordinate communications among CGS departments. However, the actual film permitting process has been cumbersome in its implementation and administration given existing resources. Based on the prescriptive and complex By-Law it has been challenging to determine the instances that require an actual film permit, as well as coordinating the appropriate inter-departmental approval processes and associated fees, a process which sometimes requires more leadtime than is often realistic for most productions. It also does not reflect the variety of filming scenarios that may require a case-by-case approach.

Filming and the Zoning By-Law

In 2016 City Council approved an amendment to section 4.40 of the Zoning By-Law 2010-100Z (By-Law 2016-70Z) to permit filming in all zones of the city, provided the use meets the definition of a Filming Event which is separate and distinct from a permanent Audio/Visual Studio.

While the Zoning By-Law currently permits on-location filming events across all zones, audio/visual studios are permitted only in C2, C5, C6, M1-1, M1 and M2 zones. Further distinction between the two uses would provide greater clarity.

Industry Scan of Best Practices

Staff undertook a review of municipal film policies across 25 jurisdictions (see list below) to assess Greater Sudbury's film policies in comparison to others. This review included in-person and phone interviews as well as

participation in a survey of 28 respondents in film-servicing communities (lead by the City of Brantford). Online materials relating to guidelines, handbooks, by-laws and permitting processes were reviewed where possible.

Municipalities surveyed throughout 2019:

- | | |
|-----------------------------|-------------------------------------|
| 1. City of North Bay | 14. City of Burlington |
| 2. City of Toronto | 15. City of Ottawa |
| 3. City of Kingston | 16. City of Oshawa |
| 4. City of Moncton | 17. City of Orillia |
| 5. City of Sault Ste. Marie | 18. City of Cambridge |
| 6. City of Timmins | 19. Municipality of North Grenville |
| 7. Region of Durham | 20. Brant County |
| 8. City of Hamilton | 21. Haldiman County |
| 9. City of London | 22. City of Mississauga |
| 10. Town of Oakville | 23. City of Abbotsford |
| 11. City of Brampton | 24. Dufferin County |
| 12. Town of Milton | 25. City of Peterborough |
| 13. Simcoe County | |

Staff also consulted with industry stakeholders such as Cultural Industries Ontario North, the local not-for-profit organization dedicated to supporting film and music industries across Northern Ontario. Cinéfest Film Festival and the Toronto International Film Festival were further opportunities to dialogue with producers, film service providers, film union representatives, post-secondary institutions, the Northern Ontario Heritage Fund Corporation, the Canadian Media Producers Association and Ontario Creates as the provincial film commission.

The following were overarching themes resulting from this industry scan:

- **Not all municipalities have formal film by-laws.** Most of those that do have film by-laws govern filming on municipal property only. Those that do not have film by-laws will regulate filming activity by applying other related by-laws and approval requirements, such as facility agreements, noise exemptions, road occupancy, etc and use general guidelines or handbooks to summarize those policies and requirements.
- **The film industry is constantly changing** with new production companies, studio spaces, environmental standards, community expectations, governmental incentives, a unionized workforce, etc. By-laws should be broad in scope, but point to specific policies that take this into account and allow the flexibility for periodic updates as the industry grows.
- **A single department to act as the primary point of contact is convenient** for both the film production and the multiple municipal departments involved. Where volume warrants it, some municipalities have invested in dedicated staff roles to support this work. Often this is within Economic Development, however in other cases it is within Parks & Recreation.
- **Film productions vary** in terms of size and come with different types of requests from the municipality and neighbourhoods. Those productions that maintain positive relations in the community have good communication with the municipality and residents. Complaints related to parking obstruction, clean up, traffic interruptions and noise are often mitigated by maintaining standards of cast and crew etiquette.
- **Scalable guidelines support film-friendliness.** Given the variety of productions' requests, in order for a municipality to maintain its film-friendliness, it is important to adapt policies in a way that is scaled to the request. Having ways to determine different classifications or tiers of requests is helpful.
- **Investment attraction is key.** Industry development hinges on the city's ability to attract infrastructure and services to accommodate filming, not solely on the municipality having film-friendly by-laws and policies.

Public Input

As outlined in the September 11, 2018 report to Council, staff undertook a public input process in fall 2019, which included the following steps:

- A public service announcement (PSA) was distributed to the media regarding the update of the existing Film By-law, outlining the channels for public input.
- This PSA was also shared on City social media along with the links to the relevant information on the City's website.
- Paper copies of the input form were circulated to all Citizen Service Centres.
- Electronic copies of the input form were available on the City's Over to You webpage.
- Staff hosted a public meeting at Tom Davies Square to present the highlights of the Proposed Draft By-laws and to solicit input. Invitation details of this meeting were sent to film stakeholders, the Business Improvement Association and through the media to the general public.

Staff in Economic Development conducts regular outreach with the business community and the Downtown Sudbury Business Improvement Association (BIA), and acts as a point of contact for the general public for filming as per the neighbourhood notification letters circulated by the production companies. The BIA has noted to staff that there is a big range in the standards of communication and notification from production to production – where some are very efficient at keeping the neighbourhood apprised of their filming activities and will endeavour to mitigate concerns before they arise, others are less so. Also, while overall businesses are welcoming to films being shot in the downtown core, it was noted that due to recent developments causing parking reductions in the downtown there has been an increase in parking related concerns raised by BIA members during filming events, ranging from one to three calls per film production in the downtown.

- During filming that took place from 2015 to 2017 staff noted residential concerns on three (3) accounts.
- In comparison, during filming that took place from 2018 to 2019 there has been a reduction in concerns raised.
- Considering there were no changes made to the Film By-Law 2015-227 throughout this stretch of time, this could indicate that staff's role in mitigating filming issues has been helpful based on operational procedures alone.
- However, it could also be indicative of growing positive relationships between residents and film productions directly.

The public input that was collected through this process, with 28 comments, is included in *Appendix*. The comments provided suggest a need to maintain an "open for business" reputation in order to attract film investments to the city. Several citizens indicated that the city is currently too stringent when it comes to by-laws governing filming and there was concern mentioned that this could be driving productions to film in other communities. Other concerns revolve around issues that could be addressed in filming guidelines more adequately than in a by-law.

Departmental Input

Meetings were held with those CGS departments that are regularly involved in filming requests, including By-Law, Legal Services, Leisure Services and Transportation.

A meeting of the full Special Events Interdepartmental Team was also held to discuss processes around servicing events, including film events, in the community. Below is a summary of what processes are working well and where improvements can be made.

- Administration of the Film By-law must be responsive to the time-sensitive nature of film productions. In order to streamline the process, as Economic Development is the primary contact for film production requests, it is suggested that the responsibility for issuing or revoking Film Permits should be changed from its current placement with the Director of Assets to the Director of Economic Development.
- The municipal policy of cost recovery and fees is inconsistently applied given the varying nature of filming requests.
- Currently the City derives fees from facility agreements.

- In 2018 Leisure Services reported 27 facility bookings for filming, which resulted in \$16,321.24 in revenues for the City.
- Lead time requirements for issuing a noise by-law exemption is 20 days and, as such, is usually unable to accommodate film requests due to their time sensitivity.
 - It should be noted that there have been no film-related noise complaints received to date.
- Road occupancy and closure permits are required in each instance where a film production parks on the side of the road or interrupts traffic (pedestrian or vehicular) flow.
 - In 2018 there were 80 road occupancy permits issued for filming events, as compared to 30 in 2019.
 - In 2018 there were 2 road closure permits issued for filming events, as compared to 0 in 2019.
 - Traffic control and parking plans need to be dealt with on a case-by-case basis to determine impact on individual neighbourhoods or road maintenance.
 - It is preferable to issue intermittent road occupancy, rather than full closure, permits where possible in order to avoid disruption to traffic flow.
- Neighbourhood notification processes have improved in recent years and there are fewer resulting complaints.
- Limitations on downtown parking is a recurring concern for businesses. Only essential film vehicles should be located in the downtown core, with alternate parking and shuttle in where possible.
- While the Zoning By-Law currently permits on-location filming events across all zones, audio/visual studios are permitted only in C2, C5, C6, M1-1, M1 and M2 zones. Further distinction between the terms “filming event” and “audio/visual studio” is needed in order to provide greater clarity.

This feedback was taken into account in the staff recommendations below. Continuous dialogue among departments will be required in order to implement any potential policy, by-law or process changes and to monitor areas for continuous improvement.

Staff Recommendations

Pending direction from Council, staff recommends updating the current Film By-Law, related by-laws and policies to reflect the following changes:

- **Update the Film By-Law to focus on film permit applicability and jurisdiction. Direct operational matters to the filming guidelines.**
 - This would condense and simplify the Film By-Law itself, which would continue to require film permits on municipal property only.
 - In alignment with best practices from other film centres, the filming guidelines contained in the *Filming Handbook* would include process and operational considerations on how permits are issued. They would also include notification requirements and allow for case-by-case restrictions to be imposed upon appropriate approvals. Policies that are not part of the Film By-Law, such as those developed to ensure safe use of drones or chemicals, would be included as well.
 - The filming guidelines and updated Film By-Law would be brought back to Council in January 2020.
- **Delegate authority to issue or revoke film permits from the Director of Assets to the Director of Economic Development.**
 - Currently staff from Economic Development field permitting requests, and coordinate approvals with other departments as appropriate. By centralizing the film permitting process within the same department that acts as the point of contact for productions, process efficiencies would be generated.
 - Coordination with other departments for applicable approvals would continue to be facilitated through Economic Development. The film permit would take into account items contained in the filming guidelines, where applicable to filming on municipal property, and would be conditional on issuance of other approvals such as road occupancy, facility agreements, etc.

- The Director of Economic Development would have the authority to update the filming guidelines on a regular basis to ensure they are in line with industry standards and the interests of citizens and businesses.
- **Direct staff to update the associated User Fee By-Law to remove the current film permit fees.**
 - The current user fee by-law stipulates a \$39 fee to issue a film permit and \$11 fee to amend or extend a film permit.
 - Given the administrative burden to recover this nominal revenue, and that film companies are required to cover other fees related to road occupancy, facility usage and other out-of-pocket expenses, staff recommends omitting this additional fee requirement.
- **Direct staff to amend the Zoning By-Law to clarify the definitions of Filming Events and Audio/Visual Studios.**
 - In order to provide greater clarity between uses, and to emphasize the temporary nature of recording that takes place outside an Audio/Visual Studio, the following revisions are recommended:
 - Indicate that a Filming Event encompasses the temporary use of land, buildings and structures for recording.
 - A statement that a Filming Event does not include the premises of an Audio/Visual Studio (i.e.: a permanent use in the form of a production facility).
- **Direct staff to implement filming policies that support Greater Sudbury's position as a filming destination.**
 - As appropriate, this would involve a review of current processes in permitting and approvals related to filming. The goal would be to apply policies that are seen as fair, consistent, competitive and scalable to the various types of film projects that the City services.
 - This review would include the use of online tools that would facilitate and expedite interdepartmental coordination and reporting. It would also involve a review of the municipality's policy on cost recovery for filming, and propose categories to required permit/agreement fees when warranted.
 - The goal would be to seek efficiencies in administrative processes, while still ensuring a high level of due diligence in film permitting. This would enable existing staff resources to be further involved in other areas of film investment attraction.

Conclusion

The goal of updating the current Film By-Law and processes is to work within existing service levels to further support the development of a thriving film industry while taking into account interests of citizens and businesses. A community that is supportive of on-location filming is essential to ensuring the film-friendliness of the city, which is why future changes to municipal by-laws, fees and internal processes should streamline communication where possible.

The policies being suggested allow for the application of permitting requirements that reflect the various types of scenarios seen in this industry. Centralizing film permitting to Economic Development would further clarify points of contact for productions and for the public. By pushing operational requirements of the Film By-Law to related guidelines, staff would be better equipped to accommodate filming requests with a periodic review of process improvements. These approaches are in line with the best practices noted from other municipalities and reflective of stakeholder and citizen input.

Pending direction from Council, staff would update the Film By-Law and filming guidelines and bring these proposed changes to Council for endorsement in early 2020.

Relevant Links for Further Information

1. City Council meeting of September 11, 2018

Staff report: Update on Film By-law Review Process

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1246&itemid=15525&lang=en>

2. City Council meeting of August 22, 2017

Council motion directing staff to conduct a review of the existing By-Law in 2019

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1132&itemid=13384&lang=en>

3. City Council meeting of April 25, 2017

Council motion requesting a staff report on ways to mitigate negative impacts of filming

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=1126#agendaitem13135>

4. Planning Committee meeting of April 11, 2016

Staff report: Housekeeping amendments to zoning By-Law – addition of filming events as permitted activities in all zones

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=983&itemid=11102>

5. Community Services Committee meeting of October 5, 2015

Staff report: Update on film By-Law development – draft By-Law for review & details of public consultation

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=834&itemid=10311>

6. Community Services Committee of August 10, 2015

Staff report: Update on film By-Law development – draft for review

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=832&itemid=10092&lang=en>

7. Community Services Committee meeting of May 4, 2015

Staff report: Update on film By-Law development & overview of private/public property implications

<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=829&itemid=9591>

Appendix: Public Input on 2019 Film By-Law Review

	In what capacity have you been involved in the local film industry?	Comments
1	My business has provided occasional services to the film industry	<i>Happy with current by-law. Easier with city liaison. Streamlining for producers is important. Complaints about filming downtown from business owners. All about communication. City has to be seen as welcoming. Be competitive with North Bay.</i>
2	My business has provided occasional services to the film industry, There has been filming in or near my business	<i>Instead of trying to draft bylaws and spend money for nothing, why don't you just reach out to other cities with similar bylaws and simply copy theirs and vote on it. Seems like such a simple undertaking. Why spend all this money of consultants for nothing.</i>
3	I have worked on a set as a crew member, I operate a film-related business, There has been filming in my neighbourhood, There has been filming in or near my business	<i>It seems our community has much more stringent filming laws than the other communities - some of which are time consuming but don't hold any real outcomes for approving permits one way or another. There has to be a better way to allow filming that both supports the industry and supports the neighbourhoods in which we work. It seems sometimes the laws that apply to other businesses do not apply to us and I'm not sure we need to be held to a different set of standards than other important industries in this town.</i>
4	I'm very interested in the success of the film industry in Sudbury...	<i>The city should Be as helpful and accommodating as possible so that we can gain the many benefits that the industry provides...</i>
5	There has been filming in my neighbourhood	<i>There have been a number of films in Copper Cliff over the past ten years. It has been interesting to watch the process but haven't personally been impacted by the film crew. However, a neighbour has had their house used twice. Once there were no issues but a second film crew, did not fulfill their agreement with the homeowner.</i>
6	I have worked on a set as a crew member	<i>I am a local lighting tech for tv & movies. It puts much \$ in my pocket.</i>
7	Out of Province Producer developing a project in Sudbury.	<i>I'm interested in the development of film policy</i>
8	I have worked on a set as a crew member	<i>I am a truck driver and a shuttle driver..li also do some acting and other things,</i>

9	I have worked on a set as a crew member	<i>The film industry creates lots of work for many people in Sudbury. It's a great opportunity to learn many new skills. As an actor I don't need to travel outside of Sudbury.</i>
10	I am contracted as an Actor or background performer on a few films.	<i>Downtown parking should be provided free of charge to those employed or contracted by the film industry by way of a parking permit on a day to day basis on specific streets or parking lots. In regards to the Film bylaw, the script should NOT be available upon request by the public. These are strictly confidential material even after the film has been produced and distributed. This should be automatically excluded from being available and stated as such in the by-laws.</i>
11	I have worked on a set as a crew member, I operate a film-related business, Actor	<i>n/a</i>
12	I have worked on a set as a crew member	<i>Allow environmentally safe fake snow to have more Hallmark movies to be filmed here.</i>
13	I have worked on a set as a crew member, There has been filming in my neighbourhood	
14	I have worked on a set as a crew member, There has been filming in my neighbourhood	<i>Actor</i>
15	I have worked on a set as a crew member, My business has provided occasional services to the film industry, I operate a film-related business	<i>n/a</i>
16	I have worked on a set as a crew member	<i>You should make sure that any toxic substances used ie fake snow foam, etc. are WHIMIS compliant and comply with all Federal and Provincial environmental standards.</i>
17	I have worked on a set as a crew member, There has been filming in or near my business	<i>They are doing great work also if they do in our city, the city is going to be famous everyone around the world can know where it does filming.</i>
18	There has been filming in my neighbourhood	<i>n/a</i>
19	I have worked on a set as a crew member, There has been filming in my neighbourhood	<i>n/a</i>

20	My business has provided occasional services to the film industry, There has been filming in or near my business	<i>Sudbury is greatly situated with both crew and business infrastructure to grow and become an important economic engine for the city. The ability to remain somewhat in the shadows by being a mobile industry shows how flexible the industry can be. By continuing and hopefully creating a permanent by-law it will encourage local production and draw in national and international productions. In simplifying and creating clarity in the by-law. I would suggest continuing to waive simple fees as loss leaders in attracting business which will have an immediate economic impact and a sustainable one as well. This will attract business that see Sudbury as a viable production hub that is film friendly and willing to work with such agencies as CION (Cultural Industries Ontario North) to bring Hollywood here. Many municipalities waive fees and have a simple coherent by-law, what they don't all have is the base of expertise of crew, business and city support. Productions need access to various parts of the city at different times of the day and week, and the by-law needs to reflect that, and at the same time respect the business and private citizens of the city.</i>
21	I have worked on a set as a crew member, I operate a film-related business, There has been filming in my neighbourhood, There has been filming in or near my business	<i>As a citizen, I don't believe I have been unnecessarily put out by filming near my office or my home. While the office was downtown, and we definitely had to work around productions filming in that part of the city, it was not an issue. As a film-related business, I can say that there are issues we're seeing in the city around tightening of rules, or worse, uneven application of rules. It feels like the playing field is not even. We have also recently tried to purchase a building to further our business growth and the zoning process was so onerous that we abandoned our plans. Of course, zoning issues in Sudbury are much larger than the film industry. The last couple of years have been frustrating when we see what's happening in North Bay.</i>
22	I am an actor	<i>Love to bring more film productions to city</i>
23	I have worked on a set as a crew member, I operate a film-related business, My business has provided occasional services to the film industry	<i>I have worked as a production coordinator, production manager, line producer, producer and in the early days a location scout. I have been working in the film industry since 2009</i>
24	There has been filming in my neighbourhood	<i>This industry is proven to create jobs</i>
25	I have worked on a set as a crew member	<i>North bay is too far to continue pursuing a career in this industry, and I fortunately not as many films are being shot here in Sudbury. Allow for more please!!</i>
26	I am the Business Rep for the union that covers the camera department.	<i>IA667 has many members in Northern Ontario including Sudbury.</i>

27	I operate a film-related business, My business has provided occasional services to the film industry, There has been filming in or near my business	<i>... Cinefest Sudbury International Film Festival...and Cultural Industries Ontario North both provide support to and benefit from the tremendous amount of film and television production activity that has taken place in the City of Greater Sudbury in recent years and also provided its space for filming</i>
28	There has been filming in my neighbourhood, There has been filming in or near my business	<i>Our home was used in a movie in 2017. Used our kitchen, LR, DR. Crew was very professional. Was a good experience. Traffic flowed smoothly, no tie ups... all in all... went well.</i>

Request for Decision

Updates to Housing Services Act, 2011

Presented To: Community Services Committee

Presented: Monday, Dec 02, 2019

Report Date: Friday, Nov 15, 2019

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the recommendations as outlined in the report entitled "Updates to Housing Services Act, 2011" from the General Manager of Community Development, presented at the Community Services Committee meeting on December 2, 2019.

Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Housing as it aligns with the Population Health Priority of Housing, Holistic Health, and Age-Friendly Strategy.

Report Summary

This report provides information regarding recent amendments to the Housing Services Act, 2011 by the Ministry of Municipal Affairs and Housing and amendments to local rules to reflect provincial legislation as part of the Community Housing Renewal Strategy.

Financial Implications

The costs associated with the legislative changes for the new rent-geared-to-income calculation for 2020 are funded within the proposed 2020 operating budget. The 2021 operating budget will reflect future financial needs for rent-geared-to-income.

Signed By

Report Prepared By

Jordan Nixon
Program Administrator Housing
Digitally Signed Nov 15, 19

Health Impact Review

Jordan Nixon
Program Administrator Housing
Digitally Signed Nov 15, 19

Manager Review

Cindi Briscoe
Manager, Housing Services
Digitally Signed Nov 15, 19

Division Review

Cindi Briscoe
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Financial Implications

Liisa Lenz
Coordinator of Budgets
Digitally Signed Nov 18, 19

Recommended by the Department

Steve Jacques
General Manager of Community Development
Digitally Signed Nov 18, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Nov 20, 19

Purpose

The purpose of this report is to present substantial amendments to the *Housing Services Act (HSA), 2011* and its regulations: *Ontario Regulation 367/11: General* and *Ontario Regulation 298/01 Determination of Geared-to-Income Rent under Section 50 of the Act*. In addition, this report seeks direction from Community Services Committee to prepare an implementation plan for local rule amendments and for one of two potential dates identified from the province as it relates to new rent geared-to-income (RGI) rent calculations procedures.

In Fall 2019, the Ministry of Municipal Affairs and Housing has undergone recent legislative changes to the HSA in regards to calculating household RGI rent amounts, ensuring community safety for housing providers, improving the centralized waitlist, and offering the option to Service Managers to allow transfers amongst community housing providers.

Background

In 2013, City Council had passed By-Law 2013-180 which had provided delegated authority to Housing Services for establishing local rules in which the *Housing Services Act, 2011* provides this power to local Service Managers. In its capacity as Service Manager, the City of Greater Sudbury Housing Services Section researches related legislation & provincial service standards when local rules are established to ensure compliance with provincial legislation and best practices are exercised to meet the needs of residents living in community housing.

Summary of Legislative Changes

Rent Geared-to-Income (RGI) Calculations

Under the current HSA, *Ontario Regulation 298/01: Determination of Geared-to-Income Rent Under Section 50 of the Act* outlines specific rules and processes in regards to Service Managers and housing providers conducting RGI rent calculations for RGI households. Under current legislation, property managers calculate rental income for households on a monthly basis by using income verification documents where monthly income is calculated by determining the monthly gross income and multiplying by 30% (+/- utility adjustments). This calculation practice also ensures that those households who have fluctuating incomes are not over or undercharged. In adaptation, households were required to notify their respective housing providers of any decrease or increase in their income within thirty (30) days. The Province found this method of calculation was administratively burdensome for housing providers as it was difficult for housing providers to collect monthly income verification documents from households on a monthly basis and several housing providers had to complete complex rent calculations.

Under new legislation (*Ontario Regulation 316/19*), the Province is implementing a new rent calculation method where all RGI household rents are being completed once on

an annual basis using annual family net income on notices of assessments for the relevant taxation year. The Province will allow Service Managers to complete in-year reviews only for specific circumstances (e.g. permanent changes to household income, a decrease of 20% in income, etc.) and households will no longer be required to report an increase in income before their next annual review. Other substantial changes include minimum rent increasing from \$85/month to \$129/month and length of time RGI households can pay market rent before losing eligibility for assistance being extended from 12 to 24 consecutive months. It is important to note that monthly rent amounts on social assistance scales and utility scales will remain the same. These mandatory changes to legislation will take effect on **July 1st, 2020**.

Refusal of a Unit by Housing Provider

Under the current HSA, *Ontario Regulation 367/11 sections 50 and 77*, the Province outlines specific circumstances in which a housing provider may refuse to offer a unit to a household as it relates to housing provider's specific mandates, household rental history, household's not agreeing to uphold their responsibilities, shared living situations, and level of support services not meeting household needs. Service Managers were given the delegated authority to develop their own local rules where housing providers could refuse to offer a unit to a household.

Under new legislation, the Province amended this regulation to establish an additional ground where a housing provider may refuse to offer a unit to a household that was previously evicted from any HSA-governed housing project through an order of the Landlord and Tenant board based on serious illegal activities within the past five years. These legal activities include: production, trafficking, or possession for the purpose of trafficking an illegal drug (including cannabis), physical violence/harm or attempted physical violence/harm against another person, human trafficking, or the use of threats, intimidation or harassment towards another person. It is important to note that a housing provider may refuse to offer a unit to a household only where there are reasonable grounds for safety concerns.

These legislative changes were effective immediately when they were announced in September 2019 and a new local rule (*Social Housing Notification 19-03: Refusal of a Unit by Housing Provider*) has already been implemented to all housing providers in the community housing portfolio.

Refusal of Offers and Household Preferences

Under current legislation in the HSA, *Ontario Regulation 367/11 section 39*, Service Managers were given the authority to establish a local rule to allow households to be entitled to three offers of accommodation before their file is cancelled and have to submit a new application to be placed on the centralized waitlist.

Under new legislation, the regulation is amended to establish a new provincial rule in which a household would no longer be eligible for RGI assistance if a household refuses only one (1) suitable offer from a housing provider for a unit that meets the Service Manager's local occupancy standards. In order to ensure households respond to offers

of accommodations, they will be required to inform the Service Manager of their housing provider selection preferences. It is important to note that Service Managers may determine that a household remains eligible after they refuse an offer of accommodations under extenuating circumstances. Housing Services' has a current structure of the waitlist in place to determine the order of applicants on the waitlist as it is outlined in the HSA.

These mandatory legislative changes will take effect on **July 1st, 2020**.

Tenant Transfers between Housing Providers

Under current legislation in the HSA, *Ontario Regulation 367/11*, a household receiving RGI assistance who desired to transfer to another housing provider had to apply to the Service Manager to be added to the centralized waitlist.

Under new legislation, this regulation will be amended for RGI households wishing to transfer to another unit at a different housing provider in the same service area is no longer required to apply to be added to centralized waitlist but still require Service Manager approval. The Province is providing delegated authority to Service Managers to develop their own processes for managing these types of transfers should they wish to change their transfer policies.

CGS Housing Services will amend *Social Housing Notification 15-09: Wait List Management Modified Chronological* and maintain the currently existing process in order to ensure equitable treatment of all households and this will take effect **January 1st, 2020**.

Next Steps

Housing Services staff will amend its related local rules to ensure they are in compliance with the recent changes in provincial legislation, and provide training for Social Housing Property Managers to ensure smooth transition of the application of new rent/housing charges. This includes the amendments of all affected policies and notification to housing providers and tenants.

References

Housing Services Act, 2011

<https://www.ontario.ca/laws/statute/11h06>

Ontario Regulation 367/11: General

<https://www.ontario.ca/laws/regulation/110367>

Ontario Regulation 298/01: Determination of Geared-to-Income Rent Under Section 50 of the Act

<https://www.ontario.ca/laws/regulation/010298>

Appendix A: Proposed Changes to Local Rules

Policy Title	Policy
<p>CGS Housing Services RGI Rent Calculation Guide</p> <p>Occupancy Standards for Rent-Geared-to-Income Households</p>	<ul style="list-style-type: none"> • Change in the determination of rent calculations from monthly rent calculations based on gross employment income to net annual income from federal Income Tax documentation. • Rent will be 30% of adjusted family net income. Rent amounts are to be the same each month throughout the year and only one in-year review may be completed under specific circumstances (e.g., permanent decrease of 20% or more in household income or change in household composition). • All tenants in full-time studies will have their income exempt from calculations. • Require all household members whose income is to be included in the rent calculation to now file their income taxes annually as a condition of continued eligibility. • Extension of length a household can pay market rent before losing RGI eligibility from 12 months to 24 months. • Portable housing benefit rent calculations will follow the same framework. • All new households who begin to receive RGI assistance after July 1st, 2020 will be subject to the indexed minimum rent applicable at the time of review to \$129/month (currently \$85/month). • To moderate this impact, the Ministry has developed a multi-year phased in approach which CGS Housing Services will adopt: • For households who pay rent less than \$129/month as of July 1st, 2020: <ul style="list-style-type: none"> • Phased-in minimum rent will be \$93/month as of July 1st, 2020 and will increase by \$8/month each year until reaching the indexed minimum rent for new households of \$129/month. • All other households receiving assistance as of July 1st, 2020 (other than certain benefit units) will be subject to the indexed minimum rent applicable at the time of review.

<p>Refusal to Offer a Unit by Housing Provider</p>	<ul style="list-style-type: none"> • A housing provider may refuse to offer a unit to an applicant if they were evicted from any HSA-governed housing provider by the Landlord and Tenant Board (through FORM N6) for an illegal act in the past five (5) years and the housing provider has reasonable grounds to believe the household will pose a risk to the safety of others in the housing project. Illegal acts are: <ul style="list-style-type: none"> • An illegal act, trade, business or occupation • Illegal production, distribution or sale of cannabis • Human trafficking • Use or attempted use of physical violence against another person • Physical harm, attempted physical harm, or a risk of physical harm to another person, or • Use of threats to, intimidation of, or harassment of another person. <p>Any housing provider refusals will still need to be communicated to the Housing Registry.</p>
<p>Ineligibility due to Refusal of Unit Offers</p> <p>Occupancy Standards for Rent-Geared-to-Income Households</p> <p>Overhoused Households</p> <p>Waitlist Management Modified Chronological</p> <p>Urgent Status on Centralized Waitlist</p>	<ul style="list-style-type: none"> • A household is no longer eligible for RGI assistance if it refuses an offer for RGI assistance, except in extenuating circumstances as determined by the Service Manager (e.g., a household offered a unit with accessibility modifications). • Households will need to indicate their preferences for housing provider selections. If the household does not indicate a preference, the preference will be deemed to be any community housing project in the Service Manager's area. • The rule will apply to all applicants on the centralized waitlist, including special priority applicants. • The rule does not apply to offers for a portable housing benefit. • Urgent Status applicants will only be entitled to one refusal of accommodations before they lose their place on the waitlist.
<p>Wait List Management Modified Chronological</p>	<ul style="list-style-type: none"> • To ensure fair and equitable treatment of all households, the Service Manager will not be allowing tenant transfers between community housing providers. • Tenants wishing to move to other housing providers projects will need to apply through the Housing Registry and be placed on the centralized waiting list with a new date of application.

For Information Only

Pioneer Manor - 3rd Quarter Report

Presented To: Community Services Committee

Presented: Monday, Dec 02, 2019

Report Date: Friday, Nov 15, 2019

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

Report Summary

This report for information was prepared to provide Community Services Committee a quarterly update regarding operational issues and good news stories for Pioneer Manor.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Glenda Gauthier
Manager of Resident Care
Digitally Signed Nov 15, 19

Health Impact Review

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Division Review

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Recommended by the Department

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Nov 20, 19

EXECUTIVE SUMMARY

Pioneer Manor is committed to providing a safe, healthy, and supportive environment by treating residents, families, visitors and employees, with respect and fairness. The Home strived towards a balance between ensuring that residents are safe and ensuring that the quality of life of the residents is not being adversely affected by the safety measures put into place.

GOOD NEWS STORIES

Pioneer Manor Awarded Grant Update

In the spring of 2019, Pioneer Manor was awarded a \$25,000 grant through the New Horizon's for Seniors Program. Since that time much work has been down towards developing an Outdoor Senior's Exercise Park on the property. The site selected is on the south side of the property and will be visible for Notre Dame Ave. The Park will feature five exercise stations including; Double Leg Press, Stair Climber, Accessible Hand Bike, Chest Press and Recumbent Bike. Each station will be equipped with signage in both French and English and pictorial instructions on use. The space will be enhanced with benches, shade trees, garbage and recycling receptacles. The Park is adjacent to the walking path that encircles the campus. The walking path and path leading to the Park and surface around the equipment will eventually be fully accessible to wheelchairs and walkers with a safe rubberized surface. To supplement this Park, there will be available for loan through a sign-out process, Nordic Walking poles that individuals can borrow to enjoy a Wellness Walk around the campus and then return. This exercise equipment will be accessible to all the tenants of the North East Centre of Excellence for Seniors' Health and community. Look for the equipment to be initially installed this fall with the final touches and a celebration scheduled for spring 2020.

Behavioral Supports Ontario (BSO) Success Story

BSO referral received for a 95 year old female with diagnosis of unspecified dementia. When first referral was received the resident was determined to be a high risk for elopement and was transferred to the Home's secure unit. This resident became very territorial in her new setting and would voice concerns related to other residents entering her room. As time passed this resident also became physically responsive towards other residents who would enter her space.

A mural was painted on this resident's door in an effort to deter others from entering her room. With assistance from activity staff, more engaging and purposeful activities were provided. Space was also provided to allow resident "her" own art studio. Personhood indicated that resident had a long history of engaging in the arts. As the resident became more familiar with the environment and those who potentially could invade her space, there was an increase in responsive behaviours. The resident found it more difficult to engage in pleasurable activities and became more focused on those around her. Due to a decline in her cognition, the resident no longer was able to display patience as she once had. Resident's responsive behaviours increased to physical altercations with co residents. After evaluating her ability to leave the Home, it

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was determined that the resident was no longer a high risk of eloping from the Home and could benefit from an environmental change. The resident was moved out of secure Home Area.

The resident began to flourish in new environment. There was a noted change in her interactions with co residents who were like minded and able to converse with her on various topics of interest.

Resident Focused Indigenous Activity Programming

Resident focused indigenous activities began by learning about traditional crafts and sacred medicines over the summer (tobacco, sage, sweet grass). Our aboriginal population in the Home currently consists of Indigenous peoples from Northern Ontario and surrounding areas who are mostly Cree and Ojibway. Ontario has a very large Anishinaabe population including Ojibway, Haudenosaunee, Cree, Mohawk, Cayuga, Onondaga, Oneida, Seneca and Tuscarora.



As cultural traditions vary between tribes, this is taken into consideration when planning activities; for example, when items are made by the residents and cultural teachings provided. Some of the crafts recently made include traditional teepees on a model scale, braided sweet grass, and indigenous mandalas.

Of note, the City of Greater Sudbury is also pursuing indigenous cultural awareness education for its employees across all services in 2020.

Sudbury Woman's Center

Pioneer Manor staff collected and delivered items for the Sudbury Woman's Center



Inspections from Ministry of Health and Long-Term Care (see reference 1 below for definitions)

During the third quarter of 2019 the Ministry of Health and Long-Term Care (MOHLTC) completed one (1) inspection on site and two (2) via telephone.

On July 4th the MOHLTC contacted the Home and reviewed seven (7) critical incidents and on August 21st reviewed six (6) critical incidents that had been submitted by Pioneer Manor to the Ministry. No areas of noncompliance were found.

In August the MOHLTC was at Pioneer Manor to conduct a "critical incident," and "complaint" inspection resulting in the Home receiving one (1) Voluntary Plan of Correction (VPC) [see attached "Appendix A" for specific details]. The Home continues to have no Compliance Orders on file.

Critical Incident Reports

All critical incidents (CI) involving residents must be reported to the Director [under the Act] as designated under the *Long-Term Care Homes Act 2007*. The incidents are documented within the on-line Mandatory Critical Incident System (CIS) and received by the the Ministry of Health and Long-Term Care (MOHLTC) (see reference 2 below for definitions).

2019 CI Relating to "Alleged/Actual Abuse/Assault"	Q3	
Number of CI Submitted	13	
Number of CI Resident to Resident	6	46%
Number of CI Staff to Resident	7	54%
Number of Staff to Resident allegations not substantiated	2	29%
Number of CIs Visitor to Resident	0	0%
Number of CIs submitted within time lines as per Act	13	100%
2019 Other CI's Submitted	8	
Incident that causes an injury to a resident for which the resident is taken to hospital and which results in a significant change in the resident's health status		
Missing Controlled Substance	1	
Missing Resident less than 3 Hours	2	
Outbreak	0	
Misuse/Misappropriation of residents money	1	
Environmental	0	

Long Term Care Performance Report

MOHLTC is initiating a new LTC Home Performance Report that will replace the previous performance level information (i.e. In good standing, Improvement required ...etc.) that is currently on the ministry's website. At this time the report will only be made available to Ontario LTC homes. [see attached "Appendix B" for specific details]

Public Inquiry into the Safety and Security of Residents in LTCH System the Honourable Eileen E. Gillese

The Home has reviewed and addressed all recommendations identified in the report under “the Role of Long-Term Care Homes” to ensure we are compliant. [See attached “Appendix C” for specific details]

Complaints / Concerns

The following complaints / concerns were received during the third quarter of 2019

As per section 56 (2) of the Long-Term Care Homes (LTCH) Act 2007 the Home has a duty to respond in writing within 10 days of receiving the concern, request or recommendation from either the Resident or Family Councils. In response to the Councils' concerns the below actions were put into place:

- Resident council requested to use the Winter Park Alcove for use as a Residents' Library. The council was informed that we are not able to grant their request to use this space due to the inability to find a suitable area to relocate the current equipment /supplies to without disruption and health and safety concerns. The Leadership Team suggested using the front entrance lobby as it meets the criteria they indicated (central and accessible).
- Resident council asked why staff could not offer assistance to residents who struggle when wheeling down the hallway in their wheel chair. Response to resident council was, residents who may be struggling to propel their own wheelchairs have unique needs and capabilities. Staff are encouraged to assist those that require assistance however it is important to recognize that many times, residents have rehabilitative or nursing restorative goals which include strengthening or improving endurance which is met in part or in whole by self-propelling their wheelchairs. It is also important to recognize that those who foot propel should not be manually assisted / portered if there are no footrests on the wheelchair as this puts the resident at risk of injury.

As per O. Reg. 79/10, s. 101 every written or verbal complaint made to the Home or a staff member concerning the care of a resident or operation of the Home is investigated and resolved where possible, and a response indicating what the licensee has done to resolve the complaint, or that the Home believes the complaint to be unfounded and the reasons for the belief within 10 business days of the receipt of the complaint.

- Six (6) written concerns were submitted by residents' family member in relation to care issues. All concerns were investigated and family members received written response to concern. All family members were satisfied with response.

Ministry of Labor (MOL)

The MOL was on site on August 19, 2019 as response to Workplace Violence Prevention Complain no orders were issued.

Safety Messages

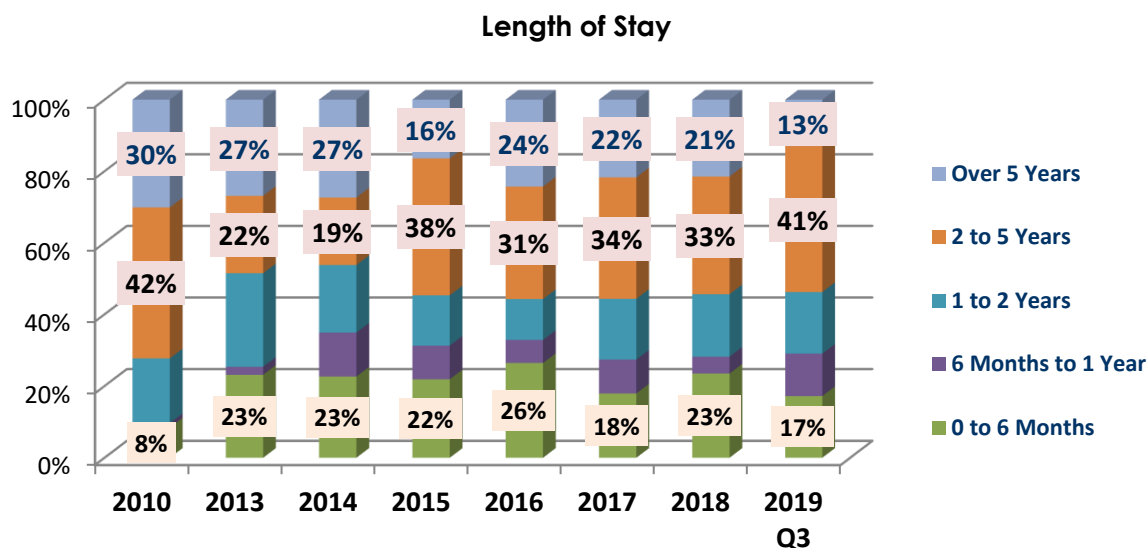
Each month a new resident and staff safety message is communicated at all meetings taking place at Pioneer Manor. September's resident safety message was; "Cold and flu season is just around the corner. Please be reminded that the best prevention for catching and spreading germs is through thorough and frequent hand washing. Remember that gloves do not replace the need for hand hygiene. Follow the "Four Moments for Hand Washing in Health Care" as per the Hand Hygiene Program Policy. Before initial resident or environment contact, before aseptic procedure, after body fluid exposure risk and after resident or environment contact". Pioneer Manor's Health and Safety Newsletter "Safety Check" provides information monthly to staff relating to the types of staff incidents that occurred throughout the previous month, Health & Safety (H&S) policy updates, staff responsibilities etc.

Key Performance Indicators

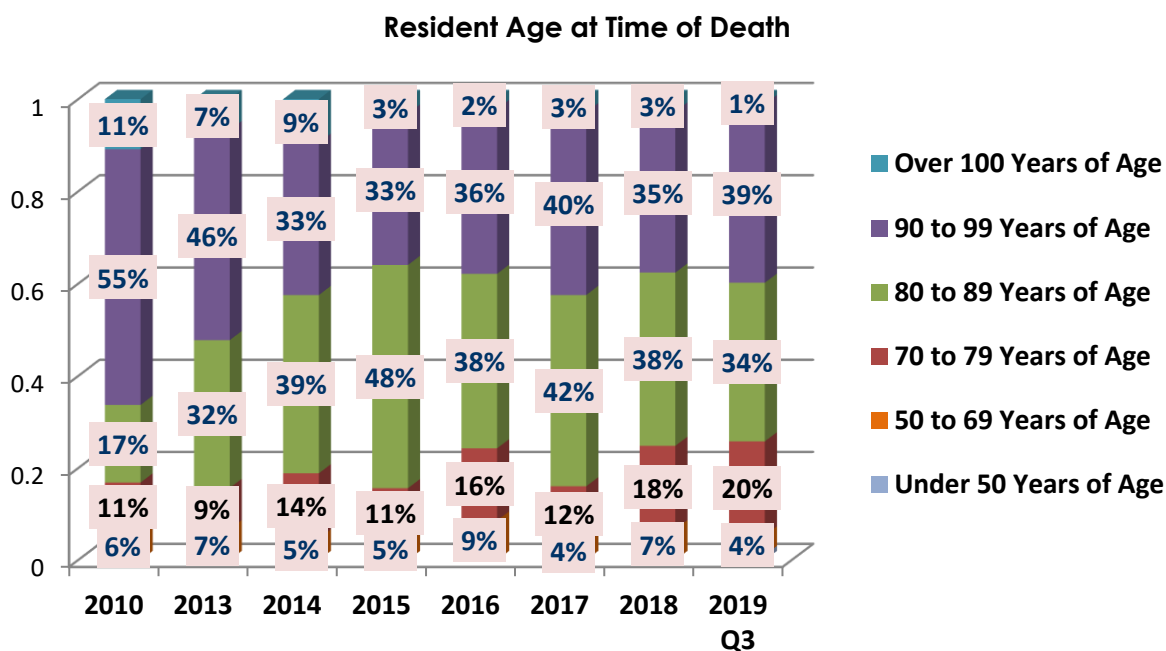
Long-Term Care Home Availability (as of September 2019)					
Facility Name	Beds	# on waitlist for Basic Bed	# on waitlist Private Beds	Average beds available/month	Total # waiting
Pioneer Manor	433	439	206	6	588
North East LHIN	1554			38	1142

Resident Care Stats (433 Residents)		2017	2018	Q1-3 2019
Admissions	Total for Year	97	144	101
Readmissions	Total for Year	186	115	70
Discharges	Total for Year	1	9	8
Deaths	Total for Year	106	149	93
Emergency Room Visits	Total Visits per Year	183	253	160
	% Residents Admitted to Hospital	53%	50%	44%
Internal Transfers	Total for Year	102	107	70
Occupancy Rate	Required greater than 97%	99%	99%	99%

Facility Name	Q3 FY 2017/18	Q4 FY 2017/18	Q1 FY 2018/19	Q2 FY 2018/19	Q3 FY 2018/19	Q4 FY 2018/19	Q1 FY 2019/2020
Pioneer Manor	4.1%	7.6%	8.4%	7.4%	6.3%	8.2%	5.0%
North East LHIN	8.2%	9.0%	9.1%	8.4%	7.9%	8.5%	8.7%
Ontario	7.4%	7.8%	7.4%	7.7%	6.4%	7.3%	7.3%
Pioneer Manor's quarterly ED Visits Rate* percentage ranking for the seven Homes in Sudbury has improved from last quarter where we were the 5th lowest rate to the lowest in this quarter. The Home continues to rank lower than the NE LHIN and Ontario Home's bed count of 433 beds, but the unique number of individuals who occupied a bed at any time during the quarter and were over the age of 65 at time of admission to the ED							



To date 54% of residents who passed away were residents at Pioneer Manor were greater than two years compared to 72% in 2010



To date 40% of residents were over 90 years of age at time of death compared to 66% in 2010

Infection Control

Tracking of infection control rates and analysis of the information to identify clusters (note inherited cases are brought into the Home from the community).

During the second quarter of 2019 Pioneer Manor had no outbreaks declared by the local public Health Unit.

Number of New Cases	Q1	Q2	Q3	Q4
Methicillin Resistant Staphylococcus Aureus - inherited	1	4	0	
Methicillin Resistant Staphylococcus Aureus - acquired	0	1	0	
Vancomycin-resistant Staphylococcus aureus - inherited	0	0	0	
Extended Spectrum Beta Lactamase - inherited	1	1	1	
C. Difficile.	1	0	0	

Falls Prevention

The Falls Committee Quality Improvement (QI) initiatives for 2019:

- "To reduce the total number of falls by 10% from 1666 to 1499, by Dec 31, 2019". In comparison to 2018 where there were 1312 falls in 2019 there have been a total of 1143 falls. This is a 132.88% improvement from last year to date.
- "To reduce the Fall Incidence Rate reduction from 32.05% to 30% or less by Dec 31, 2019. (# of resident falls / total # residents x 100)." In comparison to the third quarter of 2018 where the incident rate was 80.37.7% the rate for the third quarter of 2019 was 35.56%. This is a 44.81% improvement from last year to date. Note, this is not a completely accurate statistic as 348 residents fell but total number of residents used in calculation is 433 when there was actually a rapid turnover with new admissions therefore more than 433 residents
- "To reduce the prevalence of residents who are restrained from 9.14% to 5% or less by Dec 31, 2019. (Provincial Benchmark is 3% - This figure EXCLUDES bedrails). At the end of the third quarter, there were thirty-four (34) residents using restraining devices (restraints and personal assistive safety devices [PASDs].) There were eight (8) restraints and seventy-nine (72) PASDs (33 of which are bedrails) used. In comparison to the third quarter of 2018 where the prevalence rate was 8.5% the rate for the third quarter of 2019 was 7.8%. This is a 0.7% improvement from last year to date.

Number of Residents	3 rd Quarter
Using chair or chair pad sensors	90
Using bed sensors	142
Using infrared sensors	4
Prescribed and purchased hip protectors	5
Participated in the Falls Prevention Program receiving 1:1 physiotherapy	155 (35.8%)

Monthly audits of universal precautions were completed by committee members. Among the concerns needing attention were: Concerns noted included: loose bed rails, light not working, call bell in washroom not working, bedrail photo missing, mats left on floor. All issues addressed.

Ongoing monthly audits of bedrail use by night shift RN Supervisors assessing consistency between the daily census and practice, second component assessing consistency between resident care plans and practice were completed during the third quarter of 2019. Any errors noted were corrected.

Facility Services

Remedial painting continued throughout the Home. Monthly generator test was completed during each month of the third quarter.

Emergency Preparedness

During the third quarter of 2019 monthly fire drills on all three shifts occurred each month. There were thirty-eight (38) Code White (situation with an actual or potential violent or out of control person). In addition there was zero (0) Code Yellows (missing resident), one (1) Code Red (fire), and three (3) Code Blue (medical emergency),

Employees on Modified Work (MW)

Several improvement ideas have been put in place to address the number of employees on modified duties as a result of occupational injury or illness. At the beginning of 2019, Pioneer Manor had an average of twenty-two (22) employees on MW with a goal of decreasing to seventeen (17) by the end of the year. At the end of the third quarter of 2019 the Home is at an average of sixteen (16) employees.

Update 2019 Strategic Issues & Opportunities

Build and enhance the volunteer base at Pioneer Manor:

- Volunteer Hours for 2019 are at 6700+ which have surpassed 2018 and still 2 months to go!
- A Tuck Shop Survey was well received and completed by residents, family members and staff. We have implemented suggestions such as offering puzzle books and playing cards. Many requests for longer hours which is something we would like to pilot.
- Six (6) Volunteers were recently recognized for their ongoing service through the Ontario Volunteer Service Awards. This award "recognizes volunteers who provide committed and dedicated service to an organization by recognizing the length of time individuals have volunteered with one organization.

Complete implementation of Kronos TeleStaff scheduling software module, which will allow better employee access to current schedules, electronic submission of time-off requests and shift exchanges, and integration of call-out and scheduling components.

- The project was nearly completed by the end of the third quarter of 2019; the Home preparing to go live on October 2nd. Training was initiated and provided to all staff.
- With Telestaff employees will be able to see their live schedule. All leave requests and shift exchanges will be submitted via Telestaff and staff will be notified via the system once the request(s) is approved or denied. Part time employees (up to 48 for CUPE) are going to be scheduled based on their availability and preferences, where possible. Therefore if every employee in a section provides sufficient availability there will be a greater chance employees will be off when they want to be off.

Reference 1

The Long-Term Care Home Quality Inspection Program (LQIP) safeguards residents' well-being by continuously inspecting complaints and critical incidents, and by ensuring that all Homes are inspected at least once per year. This is achieved by performing unannounced inspections and enforcement measures as required, and ensuring that actions taken by the government are transparent. The MOHLTC conducts complaint, critical incident, and follow up, comprehensive and other types of inspections. An RQI inspection is a comprehensive, systematic two-stage inspection.

For each instance where 'non-compliance' with the legislation has been identified during an inspection a decision must be made by the inspector on the appropriate action to take, including whether to impose a sanction that is an Order. At minimum the inspector will issue a **Written Notification of Non-Compliance (WN)**. Whether further action is required is based on an assessment of the following factors; severity and scope of harm (or risk of harm) resulting from the non-compliance and the licensee's past history of compliance for the last 36 months. Actions taken may include; **Voluntary Plan of Correction (VPC)**, which is a written request for the Home to prepare a written plan of correction for achieving compliance to be implemented voluntarily. The Home is not required to submit the plan to the ministry. There is no required compliance date set out in the inspection report. **Compliance Order (CO)**, which is an order for the licensee to do anything, or refrain from doing anything to achieve compliance with a requirement under this Act or; prepare, submit and implement a plan for achieving compliance with a requirement under this Act. The Home is required to follow the Order to achieve compliance with the LTCHA within the timelines for compliance set out in the Order. **Work and Activity Orders (WAO)**, which is an order for the Home to allow employees of the ministry, or agents or contractors acting under the authority of the ministry, to perform any work or activity at the LTC Home that is necessary, in the opinion of the person making the order, to achieve compliance with a requirement under this Act; and to pay the reasonable costs of the work or activity. The Home is required to follow the Order to achieve compliance with the LTCHA within the timelines for compliance set out in the Order. **Written Notification and Referral to the Director (WN & Referral)** is a written notification to the Home that they have referred the matter to the Director for further action by the Director. (LTCHA, 2007, C.8 s. 152 – 154).

Reference 2

The LTCH Act defines a CI as an event which poses a potential or actual risk to the safety, security, welfare and/or health of a resident or staff member or to the safety and security of the facility which requires action by staff and/or outside agencies.

- A person who has reasonable grounds to suspect that any of the following has occurred or may occur shall immediately report the suspicion and the information upon which it is based to the MOHLTC Director:
 - Improper or incompetent treatment or care of a resident that resulted in harm or a risk of harm to the resident,
 - Abuse of a resident by anyone or neglect of a resident by the licensee or staff that resulted in harm or a risk of harm to the resident,
 - Unlawful conduct that resulted in harm or a risk of harm to a resident
 - Misuse or misappropriation of a resident's money,

- Misuse or misappropriation of funding provided to a licensee under this Act,
 - An emergency, including fire, unplanned evacuation, or intake of evacuees that affect the provision of care or the safety, security or well being of one or more resident of a LTC Home.
- A person who has reasonable grounds to suspect that any of the following has occurred or may occur shall within one (1) business day report the information upon which it is based to the MOHLTC Director:
 - An unexpected or sudden death, including a death resulting from an accident or suicide,
 - A resident who is missing for three hours or more,
 - Any missing resident who returns to the home with an injury or any adverse change in condition regardless of the length of time the resident was missing,
 - An outbreak of a reportable disease or communicable disease as defined in the Health Protection and Promotion Act,
 - Contamination of the drinking water supply,
 - An environmental hazard, including a loss of essential services, flooding, breakdown or failure of the security system or a breakdown of major equipment or a system in the home that affects the provision of care or the safety, security or well-being of residents for a period greater than six hours,
 - A missing or unaccounted for controlled substance,
 - A medication incident or adverse drug reaction in respect of which a resident is taken to hospital,
 - An injury in respect of which a person is taken to hospital and that resulted in a significant change in the resident's health condition

Compliance Visit Report

Dates	August 26 to 30, 2019 exit on August 30/19	Report received on September 16, 2019
Purpose of Visit	Follow up on Complaints and CIs	2019- 794749-0020 CI Inspection Report → 1 VPC 2019- 794749-0021 Complaint Inspection Report → 0 areas of not compliance issued
Number of Inspectors	3 Inspectors → Loviriza Caluza and Amy Page	
Notes From Exit - Areas on non compliance identified		
Plans of Care	<ul style="list-style-type: none"> Potential non compliance due to care plan not being updated when a resident, with a previous history of exit seeking, displayed exit seeking behaviors. Foci remained as low risk for risk for elopement versus high. 	<ul style="list-style-type: none"> VPC → failed to ensure the resident was reassessed, and the plan of care reviewed and revised at least every six months and at any other time when the resident's care needs changed, or care set out in the plan was no longer necessary.

Long-Term Care Home Performance Report

Ministry of Long-Term Care
Long-Term Care Inspections Branch

Update for Long-Term Care Homes

September 2019

A *NEW* LTC Home Performance Report—Coming Soon!



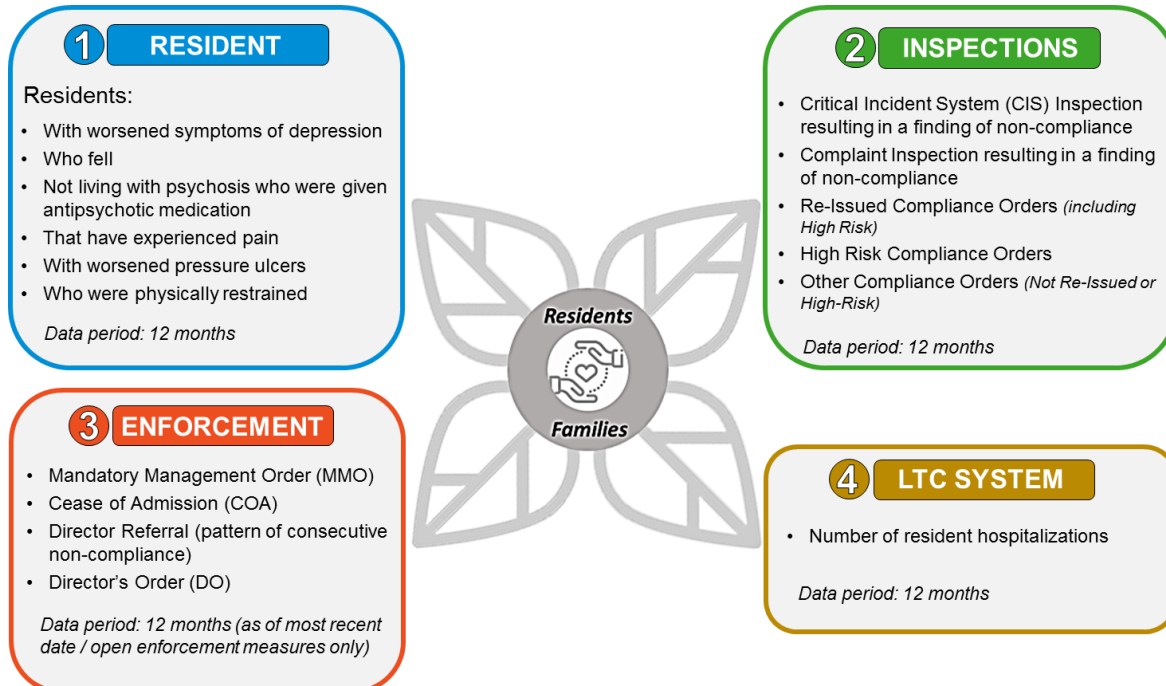
The Ministry of Long-Term Care is pleased to announce that a new **LTC Home Performance Report** will be available to LTC Homes in early October 2019. This report will replace the performance level information that is currently listed on the Ministry of Long-Term Care website.

This initiative is part of an effort to provide open and transparent data that furthers the ministry's commitment to strengthening the long-term care system. The public launch of this information on the ministry website is anticipated for Fall 2019.

An updated report will be released on a bi-annual basis – in Spring and Fall every year.

What is the LTC Home Performance Report?

The report provides data on key indicators chosen to measure the performance of each Ontario LTC home. The data indicators in the new LTC Home Performance Report are divided into four categories, as displayed below:



Users can view data for the above indicators for any LTC home in Ontario, and in many cases, see how the data compares with provincial benchmarks and averages.

Who will have access to the LTC Home Performance Report?

The ministry will publish the LTC Home Performance Report— with data for all LTC homes—on its public website in the near future. Once published, it will replace the previous performance level information (i.e. *In good standing, Improvement required ...etc.*) that is currently on the ministry's website. Until that time, the report will only be made available to Ontario LTC homes.

In the week of October 1, 2019, the ministry will send a copy of the LTC Home Performance Report to **all LTC home administrators** and **primary contacts** by email. You can see a list of the LTC home administrators and primary contacts that will receive the report [by clicking here](#).

NOTE: Please ensure that the contact information for your LTC home administrator and/or primary contact is up to date. If you wish to update the home administrator contact information for your LTC home, please send an email to LTCHSupport@ontario.ca with the name, email, and phone number for your home administrator.

Important Information



Support Material: A **User Guide**, **Frequently Asked Questions document**, and **Video Tutorial** will be available to help readers understand and navigate the LTC Home Performance Report.



Confidentiality: The October LTC Home Performance Report will be available to Ontario LTC homes only.

At present, information contained in the LTC Home Performance Report is subject to confidentiality. We strongly encourage that no information in this report, in whole or in part, be released, disclosed, disseminated, communicated or reproduced with members outside of the recipient's organization and/or the public.

The Ministry of Long-Term Care is continuing work on improving transparency and as such will endeavour to publish this information publicly in the near future on its www.ontario.ca website.



Questions: For any questions relating to the LTC Home Performance Report, please contact LQIP.Performance@ontario.ca.

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Public Inquiry into the Safety and Security of Residents in LTCH System the Honourable Eileen E. Gillese

Recommendation	Status
<p>Administrators and directors of nursing should receive training:</p> <ul style="list-style-type: none"> • on best practices in the screening, hiring, and management and discipline of registered staff; • on conducting workplace investigations; • as recommended elsewhere in this Report, such training to be provided by the Ministry of Health and Long-Term Care, the College of Nurses of Ontario, and the Office of the Chief Coroner / Ontario Forensic Pathology Service; and on their reporting obligations to the Ministry and the College. 	Currently providing this training
<p>Registered staff must receive comprehensive ongoing training on:</p> <ul style="list-style-type: none"> • the requirements of the Long-Term Care Homes Act, 2007 (LTCHA), relating to the prevention of resident abuse and neglect, and their reporting obligations under section 24(1) of the LTCHA; • the home's medication administration system, and the identification and reporting of medication incidents; • the redesigned Institutional Patient Death Record, once it is created, such training to be provided by the Office of the Chief Coroner / Ontario Forensic Pathology Service. 	Currently providing this training
<p>Licensees should amend their contracts with medical directors to require them to complete</p> <ul style="list-style-type: none"> • the training required under section 76(7) of the Long-Term Care Homes Act, 2007; and • the Ontario Long Term Care Clinicians' Medical Director course within two years of assuming the role of medical director. 	Home's Medical Director will be signing up for the Course for Medical Directors offered by OLTCA end of January 2020
<p>To ensure management and registered staff can regularly attend training, licensees must pay for the costs of the training, cover staff salaries during the training, and backfill shifts as necessary.</p>	Current practise
<p>Licensees should adopt a hiring / screening process that includes robust reference checking, background checks when there are gaps in a resumé or if the candidate was terminated from previous employment, and close supervision of the candidate during the probationary period</p>	Current practise includes robust reference checking and background checks for all candidates, to look into adding to process a closer supervision of the candidate during the probationary period when there has been a gap in their resume.
<p>Licensees should require directors of nursing to conduct unannounced spot checks on evening and night shifts, including weekends.</p>	<p>Current practise for Manager of Resident Care to conduct unannounced spot checks</p> <p>For increased supervision in the Home there is a Resident Care Coordinator on site seven days a week</p>

Recommendation	Status
Licensees must maintain a complete discipline history for each employee so management can easily review it when making discipline decisions.	Current practise
Management in homes must ensure staff submit the Institutional Patient Death Record electronically to the Office of the Chief Coroner / Ontario Forensic Pathology Service	Current practise
Licensees should take reasonable steps to limit the supply of insulin in long-term care homes.	Home has initiated a tracking system to monitor the use of glucagon and glucose that are given for emergency use; report will be reviewed by the Pharmacy and Therapeutics Committee on a quarterly basis. The theory being that monitoring of these medications the Home would see if there is an increase usage of glucagon or glucose which are drugs used to address hypoglycemia