



# COMMUNITY SERVICES COMMITTEE AGENDA

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Community Services Committee Meeting  
**Monday, April 15, 2019**  
Tom Davies Square - Committee Room C-11

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**COUNCILLOR RENE LAPIERRE, CHAIR**

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**Geoff McCausland, Vice-Chair**

6:00 p.m. COMMUNITY SERVICES COMMITTEE MEETING  
COMMITTEE ROOM C-11

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## **DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

## **PRESENTATIONS**

1. Overview of Pioneer Manor  
**(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)**

- Aaron Archibald, Director of Pioneer Manor

(This report provides an overview of Pioneer Manor as to their legal obligations under the Long-Term Care Act.)

## **REGULAR AGENDA**

### **MANAGERS' REPORTS**

- R-1. Report dated March 29, 2019 from the Interim General Manager of Community Development regarding Off-Leash Dog Park Update. **4 - 10**  
**(RESOLUTION PREPARED)**

(This report provides recommended site selection criteria and design guidelines for future dog park developments. The report will also identify a proposed location for the South End dog park. The report will also include potential locations for dog parks in the Donovan and New Sudbury neighbourhoods.)

### **CORRESPONDENCE FOR INFORMATION ONLY**

- I-1. Report dated March 27, 2019 from the Interim General Manager of Community Development regarding Updated Work Plan for 2019. **11 - 16**  
**(FOR INFORMATION ONLY)**

(This report provides an update on the 2019 Work Plan.)

- I-2. Report dated March 28, 2019 from the Interim General Manager of Community Development regarding City of Greater Sudbury Housing & Homelessness Plan 5 Year Update. **17 - 26**  
**(FOR INFORMATION ONLY)**

(This report provides the strategies on moving forward to update the Housing and Homelessness Plan.)

- I-3. Report dated March 27, 2019 from the Interim General Manager of Community Development regarding Housing Operations Update. **27 - 30**  
**(FOR INFORMATION ONLY)**

(This report provides an update on the transition of the Greater Sudbury Housing Corporation.)

### **MEMBERS' MOTIONS**

## **ADDENDUM**

## **CIVIC PETITIONS**

## **QUESTION PERIOD**

## **ADJOURNMENT**

## Request for Decision

### Off-Leash Dog Park Update

Presented To: Community Services Committee

Presented: Monday, Apr 15, 2019

Report Date: Friday, Mar 29, 2019

Type: Managers' Reports

### Resolution

THAT the City of Greater Sudbury approves the site selection criteria and design guidelines for off-leash dog parks as outlined in the report entitled "Off-Leash Dog Park Update" from the General Manager of Community Development, presented at Community Services Committee meeting on April 15, 2019.

### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place, specifically "Maintaining great public spaces to provide opportunities for everyone to enjoy." It aligns with the Population Health Priorities of Play, Families, and Age Friendly in that dog parks provide residents opportunities to get outdoors with their pets and have them play in safe, social environments.

### Report Summary

This report provides recommended site selection criteria and design guidelines for future dog park developments. The report will also identify a proposed location for the South End dog park. The report will also include potential locations for dog parks in the Donovan and New Sudbury neighbourhoods as requested by Council.

### Financial Implications

Costs associated with the development of an off-leash dog park at the Gerry McCrory Countryside Sports Complex site (including repurposing existing fencing and site restoration at Riverdale Playground) are estimated at \$37,000 to be funded from the existing project balance of \$7,100 and previous Leisure Services Capital accounts identified for park and playground development in the amount of \$29,900.

#### Signed By

##### Report Prepared By

Jeff Pafford  
Director of Leisure Services  
*Digitally Signed Mar 29, 19*

##### Health Impact Review

Jeff Pafford  
Director of Leisure Services  
*Digitally Signed Mar 29, 19*

##### Division Review

Jeff Pafford  
Director of Leisure Services  
*Digitally Signed Mar 29, 19*

##### Financial Implications

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Mar 29, 19*

##### Recommended by the Department

Ian Wood  
Interim General Manager of Community Development  
*Digitally Signed Mar 29, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Apr 2, 19*

## Background

The City of Greater Sudbury (City) has two established off-leash dog parks located in Minnow Lake (Second Avenue) and Azilda (North End Playground). Both existing sites were developed in conjunction with community groups and realized through municipal funding (Healthy Community Initiative and capital funds) and community fundraising. Existing parks are governed by the City's Off-Leash Dog Park By-Law.

In 2017, the York K9 Club made application for HCI funding to develop an off-leash dog park at Riverdale Playground. The outdoor rink at Riverdale Playground had been previously used as an informal off-leash area for a number of years. The HCI application was recommended for approval as it was supported by the Parks, Open Space and Leisure Master Plan and community support was demonstrated (over 50 letters of support accompanied the application).

At the Council meeting of July 11, 2017, the York K9 Club HCI application in the amount of \$47,000 to establish a permanent off-leash dog park at the Riverdale Playground was approved. Construction of the Riverdale dog park commenced early December 2017 with majority of fence work completed in February 2018.

On February 8, 2018 an email was received from the abutting property owner (St. Peter's United Church) citing concerns about the project. Specific concerns expressed included the lack of consultation, noise during construction phase, impacts on shared parking lot, noise from the operation of the off-leash dog park and impacts on church activities.

Meetings were held with the abutting property owner at which the City acknowledged consultation processes were lacking. Due to the potential impacts on the shared parking lot and church activities, the City committed to exploring other locations in the south end for the off-leash dog park. HCI grant review processes have been updated to ensure that appropriate community consultation has taken place on projects which could have negative impacts on nearby residents.

On June 4, 2018 the City hosted a public input session to receive feedback on establishing an off-leash dog park in the area of the York Street Parking Lot (Bell Park). Feedback was also received via the City's Over To You online tool. There was mixed support for the York Street location with concerns expressed by neighbouring residents about the potential for noise, negative aesthetics and impact on Bell Park.

Through the consultation process, the following alternate sites were suggested by residents for potential off-leash dog park location in the south end:

- Bell Grove Beach
- Ida Street

No alternative location for the south end dog park has been identified to date. The fencing at the Riverdale Playground remains, but the area is closed for use and the

park has not been approved as an official off-leash area. A total of \$39,900 of the \$47,000 was spent with the dog park installation at Riverdale Playground.

At the June 12, 2018 City Council meeting, staff were directed to bring back a report with options for establishment of a dog park for the areas of the Donovan/Elm West and New Sudbury.

## **Parks, Open Space and Leisure Master Plan Considerations**

The City's Parks, Open Space and Leisure Master Plan Review (2014) states that selecting appropriate sites that are supported by residents is often the most significant challenge in establishing leash free dog parks. The Master Plan also notes that dog parks can be polarizing in some communities. In Greater Sudbury, the online survey conducted as part of the Master Plan found low to moderate support for dog parks (47%), but also moderate opposition (23%, the highest of all facility types).

The Parks, Open Space and Leisure Master Plan recommends establishing criteria for evaluating sites for future dog parks, with consideration of the following factors (at a minimum):

- existing park locations, uses, and intensity
- potential environmental impacts (environmentally sensitive features should be avoided)
- sufficient land base (ideally a minimum of two hectares)
- availability of on-site parking
- ample buffers from adjacent land uses (particularly schools and residential areas)
- accessibility via pathways and/or trails and roads

The Master Plan gives priority to the larger urban areas including Sudbury (south/southwest), Rayside-Balfour and Valley East for future off leash dog park development.

## **Site Selection Criteria & Design Guidelines for Off-Leash Dog Parks**

Given the challenges with identifying a suitable location for an off-leash dog park in the south end and as there has been a request to identify potential sites in Donovan/Elm West and New Sudbury, the need to establish site selection criteria prior to the development of additional parks is evident.

Research on site selection criteria included a review of best practices from other municipalities with established dog parks. Consultation on site selection criteria was conducted with existing dog park user groups, including the York K9 Club.

### Suggested Site Selection Criteria for Off-Leash Dog Parks

- A minimum of 2 hectares is recommended.

- Where feasible, a 50m to 100m setback distance from residential uses to mitigate noise concerns. Changes in topography or landscaping can reduce the need for spatial separation.
- Where applicable a 50m to 100m setback distance from the following uses is recommended:
  - Playgrounds
  - Splash pads
  - Play fields, sports courts and other high-intensity park uses
  - Elementary schools
  - Day cares
  - Places of worship
- Area should be located on well-drained land with minimal slope
- Off-leash dog parks should not be located in environmentally sensitive areas
- Area surface should be durable and easily maintained. May include natural turf or hard surfacing.
- Sufficient on site, off road parking required.
- Proximity to arterial roads and proper site planning to prevent creation of traffic bottle necks and negative impacts on local neighbourhood.
- To ensure for safety and security, potential locations should be reviewed from a CPTED (Crime Prevention through Environmental Design) lens.
- Sites should be able to meet Accessibility for Ontarians with Disabilities Act (AODA) requirements and best practices for outdoor spaces.

#### Suggested Design Guidelines for Off-Leash Dog Parks

- 4' chain link fencing except where proximity to arterial roads where 6' is required.
- Double gated entrance preferred.
- Separate entrances or free run spaces for large and small dogs is highly recommended.
- Depending on the existing terrain, natural ground cover, wood chips, crusher dust are options with consideration for an antimicrobial option to assist in the alleviation of the spread of disease (operating costs will be impacted depending on choice in each situation).
- Signage displaying dog park regulations and policies required.
- Sufficient waste receptacles.
- Benches, picnic tables and shade structures (if natural shade is not present) highly recommended.
- Potable water source for water stations/washing stations desirable pending funding availability and available servicing.
- Dog play equipment/agility equipment desirable pending funding availability.
- Mutt mitts/garbage bins outside of space desirable.

## **Community Involvement & Consultation**

Research on best practices for off-leash dog park development demonstrates that these types are successful where affiliated organizations are involved who fulfill the role of park stewards. The City's Parks, Open Space and Leisure Master Plan states that local communities and organizations are to be involved in the planning, creation and

operation of any future off-leash dog park. It is recommended that prior to the City considering any new off-leash dog park, that there is evidence of community support in the form of an organized group of volunteers.

It is also important that when considering a potential location for an off-leash dog park, that local residents are engaged and consulted on site design. Public input sessions assist in educating residents about the operation of dog parks and allow for opportunities to address concerns about perceived noise and aesthetics. It is recommended that once a site is deemed suitable as per the recommended site selection criteria, a community input process be initiated to gather additional feedback. Residents living within an 800m radius of the proposed site will be targeted for consultation.

## **Site Selection for South End, New Sudbury, and Donovan Locations**

### South End

Using the recommended site selection criteria and working with the York K9 Club, staff explored potential alternate sites for a south end off-leash dog park. The sites suggested at previous community input sessions (Ida Street and Bell Grove Beach) were deemed not suitable as per the site selection criteria developed. Both sites have limited parking opportunities and are in environmental sensitive areas (the Ida Street location is Conservation Sudbury property while the Bell Grove location is on the shores of Ramsey Lake). Additionally the Ida Street location is at the end of a quiet residential street which would cause increased traffic in the area. The Bell Grove location fell well short of the 2 hectare recommended space.

After reviewing other existing parkland and City owned property in the south end, property west of the Gerry McCrory Countryside Sports Complex was deemed to be a viable potential location using the site selection criteria.

The property is approximately 2 hectares in size and there is natural opportunity for parking with the Gerry McCrory Countryside Sports Complex adjacent, as well as potential for new parking spaces if necessary. The site has very good sightlines from all vantage points from the perspective of safety as it is generally flat rolling terrain with some minor elevation. It appears to drain well, which is conducive to minimal standing water if any. Residents are approximately 75m away from the potential site, satisfying the recommended setback distance.

The York K9 Club is committed to a stewardship role with the Gerry McCrory Countryside Sports Complex site. The park would service the City's south end with an adequately sized park as per the Leisure Master Plan's recommendations. It is also within walking distance to many subdivisions (Countryside, Algonquin, Mallards Green) therefore it is anticipated that neighbours will enjoy walking to this off leash park.

A summary of the Gerry McCrory Countryside Sports Complex site, using the recommended site selection criteria follows:



Analysis of Gerry McCrory Countryside Sports Complex Site		
Site Selection Criteria	Rating	Comments
Sufficient Area (2 hectares)	Green	
Set back from residents (50m to 100m)	Yellow	Closest resident approx. 75m
Set back from playgrounds, etc. (50m to 100m)	Green	While adjacent to arena, public using arena would be sufficiently away from dog park.
Site drainage	Green	High property with good drainage.
Environmental impacts	Green	No blasting or tree removal necessary.
Site surfacing	Yellow	Mix of turf and hard surfacing.
Parking availability	Green	
Traffic impacts, proximity to arterial roads	Green	
CPTED analysis	Yellow	To be confirmed with full CPTED analysis.
AODA compliance	Yellow	AODA compliance to be further investigated through site design.
Commitment of Community Organization	Green	York K9 Club is committed to site.

#### Rating Descriptions:

Green = Meets/Exceeds site selection guidelines

Yellow = Minimally meets site selection guidelines, More analysis may be required.

Red = Does not meet site selection guidelines.

#### Donovan/Elm West

At the meeting of June 4, 2018, Council requested information on a potential dog park site for the Donovan/Elm West area. The Donovan Elm West Community Action Network has been interested in the creation of an off-leash dog park for approximately 4 years. Formal conversations began in mid-2018. After performing a review of available and suitable parkland in this area of Ward 4, initial conversations centered around the Elm West sports complex on White Street. While the group was in strong support of this location initially, the proximity of residences on White Street and the outdoor rink and playground locations preclude this site as a viable option through the site selection criteria.

Through further review, two pieces of parkland located directly at the intersection of Beatty and McNeil Streets were considered. There is a linear park on the east side that could accommodate larger dogs and a small sized park on the west side for smaller dogs. From a cursory review of the site selection criteria, it is anticipated that these two locations would score favorably on the proposed site selection criteria and design

guidelines. Further review is required and there are currently no municipal funds allocated towards this project.

### New Sudbury

At the City Council of June 4, 2018, Council also requested staff to identify potential locations for off-leash dog parks in New Sudbury. Through a cursory review of municipal parkland in Ward 12, Cedar Park Playground and Lorraine Street linear park were considered. Cedar Park Playground would not meet the site selection criteria due to the proximity of residential homes as well as the playground and outdoor rink. Lorraine Playground location would likely score favorably on the proposed site selection criteria. There is currently no community group supporting this proposal nor are there any municipal funds currently allocated towards this project.

## **Next Steps**

Upon approval of the site selection criteria and design guidelines presented, the City will utilize these standards to evaluate potential off-leash dog park sites moving forward.

The City will conduct community consultation on the establishment of an off-leash dog park at the Gerry McCrory Countryside Sports Complex site as it meets the site selection criteria recommended and is supported by the York K9 Club.

Subject to Council approving the site selection criteria and guidelines and hosting of community consultation process, the City would move the existing infrastructure (fencing) from the Riverdale Playground to create the off-leash area at Countryside in the summer of 2019. It has been confirmed that the fencing can be repurposed and installed at an alternate location at the estimated amount of \$26,000. Additional grounds work and leveling at Countryside is estimated at \$6,000. Restoration of the Riverdale Playground site (seeding, tree planting) is estimated at \$5,000. There is currently a project balance of \$7,100. Additional funding required will be funded through previous Leisure Services Capital accounts identified for park and playground development in the estimated amount of \$29,900.

## **References**

By-Law 2012-145, A By-Law To Establish and Regulate the Use of Off-Leash Dog Parks  
[http://www.greatersudbury.ca/content/div\\_clerks/documents/By-law%202012-145.pdf](http://www.greatersudbury.ca/content/div_clerks/documents/By-law%202012-145.pdf)

Healthy Community Initiative Fund Applications, City Council (July 11, 2017)  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=26&id=1131>

## For Information Only

### Updated Work Plan for 2019

Presented To: Community Services Committee

Presented: Monday, Apr 15, 2019

Report Date Wednesday, Mar 27, 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 provides an update on the items that have been, and will be brought forward to the Community Services Committee meetings in 2019.

### Financial Implications

There are no financial implications associated with this report.

#### Signed By

**Report Prepared By**

Ian Wood  
Interim General Manager of Community Development  
*Digitally Signed Mar 27, 19*

**Health Impact Review**

Ian Wood  
Interim General Manager of Community Development  
*Digitally Signed Mar 27, 19*

**Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Mar 27, 19*

**Recommended by the Department**

Ian Wood  
Interim General Manager of Community Development  
*Digitally Signed Mar 29, 19*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Apr 3, 19*

## 2019 Workplan Update

This report provides an update on the items that have been, and will be brought forward to the Community Services Committee meetings in 2019.

Date	Report Title	Section	Status	Comment
January 21	2019 Northeastern Ontario Recreation Association Education Forum & Trade Show	Leisure Services	Complete	Approval to host conference in Fall 2019.
January 21	Healthy Kids Community Challenge – Theme 4 Update	Children and Citizen Services	Complete	A final report on the Healthy Kids Community Challenge (HKCC), which provided funding to implement programs and activities related to children's healthy eating and physical activity.
January 21	Little Creighton Street Sign Toppers	Leisure Services	Complete	Approval of Creighton Street Topper Program.
March 18	Changes to Social Assistance Employment Programs	Social Services	Follow-up as required	Committee will be informed as further details are announced by the Province.
March 18	Emergency Repairs at Carmichael Arena	Leisure Services	Complete	Report to provide information on the repairs made and the financial implications.
March 18	Emergency Shelter Review and Recommendation	Social Services	Follow-up report	Report to be brought back by December 2019 detailing the transition plan for approval.
March 18	Gerry McCrory Countryside Sports Complex Hall of Fame	Leisure Services	Follow-up report	Upon evaluation of RFEI submissions, an additional report will be presented to the Committee for direction on use of the space.
March 18	Local Poverty Reduction Fund	Children and Citizen Services	Follow-up report	Further progress will be reported to the Committee throughout the term of the project.

Date	Report Title	Section	Status	Comment
<b>March 18</b>	Reaching Home: Federal Homelessness Funding	Social Services	Follow-up report	Further progress will be reported to the Committee throughout the term of the project.
<b>March 18</b>	Used Syringe Recovery Program	Social Services	Follow-up report	Annual report will be presented to the committee.
<b>April 15</b>	2018 Employment Programs Update	Social Services		Provide an update on employment outcomes five months after the ending of targeted training purchased in 2018.
<b>April 15</b>	Dog Park Site Selection Criteria and Next Steps	Leisure Services		Provide recommended site section criteria and design guidelines for future dog park developments; identify a proposed location for the South End dog park; and potential locations for dog parks in the Donovan and New Sudbury neighbourhoods as requested by Council.
<b>April 15</b>	Housing and Homelessness Plan 5 Year Update	Housing Services		Provide strategies for moving forward to update the Housing and Homelessness Plan.
<b>April 15</b>	Housing Operations (GSHC) Update	Housing Operations		A status update on the transition of the Greater Sudbury Housing Corporation.
<b>April 15</b>	Pioneer Manor Overview	Pioneer Manor		Provide an overview of operations, statutory obligations of committee and deliverables for 2019
<b>May 13</b>	PLAY Charter	Leisure Services		Provide a recommended PLAY Charter which will guide planning and policy decisions related to programs and facilities as recommended in the 2018 City of Greater Sudbury Children & Youth Program Review.

Date	Report Title	Section	Status	Comment
May 13	Olympic and Paralympic Medalists Recognition	Leisure Services		Provide a recommended policy regarding the naming of city facilities or assets after local Olympic athletes.
May 13	Pioneer Manor – Q1 Update	Pioneer Manor		Provide a quarterly update on activities at Pioneer Manor
May 13	Commercial Activities in Bell Park	Leisure Services		Provide a report to seek approval on issuing a Request for Proposal for commercial services in Bell Park such as an outdoor floating water park, watercraft rentals, etc.
May 13	Playground Revitalization Update	Leisure Services		Provide an update on playground revitalization completed in 2018
May 13	Role of Service Manager in Relation to Housing Providers	Housing Services		A report in response to the petition that was submitted.
May 13	Social Housing Revitalization	Housing Services / Housing Operations		A presentation addressing the housing revitalization efforts occurring in Greater Sudbury.
June 3	Age-Friendly Steering Committee Work Plan	Pioneer Manor		An overview of the committee's work plan for 2019.
June 3	Bed Redevelopment	Pioneer Manor		A report to seek approval to bring forward a business case for the 2020 budget.
June 3	Drug-Use Impact on CDD Programs/Facilities	GM's Office		A report on the drug-use related issues that are being observed at CGS facilities/programs that are within Community Development
June 3	Early Years' Service System Plan 2019-2024	Children & Citizen Services		A report to seek approval of the Early Years' Service System Plan 2019-2024 for submission to the Ministry of Children, Community and Social Services.

<b>Date</b>	<b>Report Title</b>	<b>Section</b>	<b>Status</b>	<b>Comment</b>
<b>June 3</b>	Flour Mill Museum Relocation Update	Children & Citizen Services		An update on the relocation of the Flour Mill Museum to O'Connor Park.
<b>June 3</b>	Food Bank and Community Consultation	Social Services		A report on the results of community stakeholder consultations as well as an action plan for improved access across CGS and sustainability of the emergency food system.
<b>June 3</b>	Transit Operator Compartment Barrier	Transit Services		Provide the findings, survey results and meetings following a yearlong review of transit barrier compartment.
<b>July 8</b>	CGS Housing and Homelessness Plan 5-Year Update – Final Report	Housing Services		A report to provide the 5-year update of the Housing & Homelessness Plan.
<b>July 8</b>	Homelessness Report Card	Social Services		The 2018 Report Card on Homelessness completed by the Community Advisory Board on Homelessness Initiatives which has been developed and released to the community annually since 2008.
<b>July 8</b>	Playground Revitalization – Next Steps	Leisure Services		A report to provide information about future phases of the Playground Revitalization project.
<b>August 12</b>	Pioneer Manor – Q2 Update	Pioneer Manor		Provide a quarterly update on activities at Pioneer Manor
<b>September 16</b>	Cemetery Services Review	Children & Citizen Services		A review of cemetery services and recommendations for any potential changes (i.e. fee structure,
<b>September 16</b>	Gerry McCrory Countryside Sports Complex Hall of Fame	Leisure Services		A follow-up report seeking direction for use of the space upon evaluation of RFEI submissions.

Date	Report Title	Section	Status	Comment
<b>September 16</b>	PerfectMind Software Update	Leisure Services		An update on the implementation of the PerfectMind Facility & Program Booking Software.
<b>September 16</b>	Population Health, Safety and Well-being Advisory Panel Work Plan	GM's Office		An overview of the advisory panel's work plan.
<b>October 21</b>	Interim Review of the Parks, Open Space and Leisure Master Plan (2014)	Leisure Services		A report on the accomplishments to date from the Parks, Open Space and Leisure Master Plan Review (2014).  Will seek reconfirmation of the direction and priorities of the Plan.
<b>October 21</b>	Library Board Operating Agreement	Children & Citizen Services		A report to provide information on the Library Board Operating Agreement.
<b>November 18</b>	Specialized Transit Service Review	Transit Services		A review of the Handi-Transit specialized service.
<b>November 18</b>	Pioneer Manor – Q3 Update	Pioneer Manor		Provide a quarterly update on activities at Pioneer Manor
<b>December 2</b>	Emergency Shelter Review and Recommendation	Social Services		Follow-up report seeking approval of a detailed transition plan for a modernized emergency shelter system.



## For Information Only

### City of Greater Sudbury Housing & Homelessness Plan 5 Year Update

Presented To:	Community Services Committee
Presented:	Monday, Apr 15, 2019
Report Date	Thursday, Mar 28, 2019
Type:	Correspondence for Information Only

#### Resolution

For Information Only

#### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place, as it aligns with the Population Health Priorities of Indigenous Youth, Resiliency, Families, Mental Health, Compassionate City, Housing, Holistic Health and Age Friendly Strategy, and Healthy Streets. The updated Housing and Homelessness Plan will provide an opportunity to engage the broader community and assess local needs of housing requirements for residents of Greater Sudbury.

#### Report Summary

In 2012 the Housing Services Act, 2011, (HSA) provided direction for municipalities to develop 10 year Housing and Homelessness Plans (the Plan) to be in place by January 2014. The HSA requires municipalities to perform a five year review of Plans. This report will outline how the City of Greater Sudbury's Plan came into force and what processes are being undertaken to update the Plan.

#### Financial Implications

There are no financial implications associated with this report.

#### Signed By

##### **Report Prepared By**

Jason Nelson  
Coordinator of Community Initiatives and Quality Assurance  
*Digitally Signed Mar 28, 19*

##### **Health Impact Review**

Jason Nelson  
Coordinator of Community Initiatives and Quality Assurance  
*Digitally Signed Mar 28, 19*

##### **Manager Review**

Cindi Briscoe  
Manager, Housing Services  
*Digitally Signed Mar 28, 19*

##### **Division Review**

Cindi Briscoe  
Manager, Housing Services  
*Digitally Signed Mar 28, 19*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Mar 29, 19*

##### **Recommended by the Department**

Ian Wood  
Interim General Manager of Community Development  
*Digitally Signed Mar 29, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Apr 3, 19*

## Summary

This report outlines the process for reviewing and updating the City of Greater Sudbury Housing and Homelessness Plan (the Plan). Furthermore, this report will summarize how the Plan came into effect in 2014, the six (6) priority areas that formed the basis for the original Plan and how the Plan will be updated in collaboration with various Departments from the City of Greater Sudbury (City) as well as consultations with the public and key stakeholders.

Reviewing and updating the Plan on a five (5) year cycle is a requirement of the *Housing Services Act, 2011* (HSA) and provides an opportunity for the Plan to better reflect the needs of the community.

Once the Plan is updated, a report will be brought back in Q4 2019 and the approved Plan will be sent to the Ministry of Municipal Affairs and Housing (Ministry). The updated Plan will then be made available on the City's website.

## Background

The Ministry's Long-Term Affordable Housing Strategy (LTAHS) was released in November 2010 to clarify the roles and responsibilities of the province and Service Managers with regards to the housing and homelessness system in Ontario and maintain provincial interests that are related to the Plan.

In response to the LTAHS, the HSA came into effect in January 2012. The HSA requires Service Managers to develop and approve Plans, provides a list of provincial interests to be addressed in local plans and authorizes policy statements issued under the HSA to provide further direction to Service Managers. The Ministry released the Ontario Housing Policy Statement in August 2011 to provide policy context and direction to Service Managers in order to support the development of locally relevant Plans.

Plans were initially developed by Service Managers in consultation with local community members, service providers and other stakeholders, and came into effect on January 1, 2014. In 2016, the Ministry released the Policy Statement: Service Manager Housing and Homelessness Plans to update the 2011 Ontario Housing Policy Statement. The revised policy statement aligns provincial priorities with the 2016 update to the LTAHS and is reflected in the Plan.

The Plan addressed areas of provincial interest while guiding municipalities in creating a flexible, community centered housing and homelessness system. The City's Plan was adopted at the November 18, 2013 Community Services meeting.

The system was to allow for a range of housing options in order to meet a broad range of housing needs. The Plan demonstrated a system of co-ordinated housing and

homelessness services. Under the HSA, the areas of provincial interests included a system of housing and homelessness that:

- focused on achieving positive outcomes for individuals and families;
- addressed the housing needs of individuals and families;
- identified roles for non-profit corporations and non-profit housing cooperatives;
- identified a role for the private market in meeting housing needs;
- provided partnerships among governments and others in the community;
- treated individuals and families with respect and dignity;
- collaborated with other community services;
- related to local circumstances;
- allowed for a range of housing options;
- ensured appropriate accountability for public funding;
- supported economic prosperity; and
- promoted environmental sustainability and energy conservation.

The Plan covered a planning horizon of no less than 10 years. HSA stipulates that, at least once every five (5) years, Service Managers must review their Plans and make amendments as necessary or advisable. As initial Plans were required to be approved on or before January 1, 2014, Service Managers initiated their five (5) year review of their Plans January 1, 2019.

A review of the Plan provides an opportunity to engage the broader community, assess local needs and priorities and identify potential strategies to achieve outcomes. It is important to acknowledge that the Plan is developed in an environment of change and uncertainty. Nonetheless, there is value in the planning process and in updating the Plan to reflect the changing environment.

As part of the review process, Service Managers need to provide a written report of their review to the Ministry to summarize major changes made to the Plan (e.g. changes driven by the update to the policy statement, shifts in local priorities, etc.). Service Managers must submit their review report and revised Plan to the Ministry by June 30, 2019 or provide written notice that their Plan will be forthcoming on a specified date. However, requests have been made by several Service Managers across the province for an extension to the deadline.

The five (5) year review process offers an opportunity for Service Managers to ensure that the Plan continues to reflect local context regarding housing and homelessness and ensure consistency with the HSA and the revised policy statement.

### **What's New in the Revised Policy Statement**

- aligns with the 2016 Long-Term Affordable Housing Strategy;
- recognizes the fundamental role of land use planning;
- reflects provincial goals to reduce the number of people experiencing homelessness and increase the number of people experiencing housing stability, including the long-term goal of ending homelessness, and the specific goal of ending chronic homelessness by 2025;
- links the Long-Term Affordable Housing Strategy updated vision and long-term goal of ending homelessness in Ontario;
- develops a housing strategy to engage with Indigenous organizations and communities;
- highlights how the Plan is an important tool to support poverty reduction;
- emphasizes the need for strong partnerships and collaboration across sectors and improving client access to services across service systems, including a move to human services integration; and
- the Plan focuses on client-centred, coordinated access to housing and homelessness services.

### **Greater Sudbury Strategy**

Housing Services in collaboration with Planning Services, Social Services, Corporate Communications and NBL Consulting are moving forward to update the current Plan in order to comply with the Ministry guidelines. NBL Consulting will assist with revising the Housing and Homelessness Plan based on their knowledge of working on the City's Social Housing Portfolio Revitalization Plan. Under the direction of the Service Manager, the working group will review the current Plan and identify areas that require revisions, deletions and additions in accordance with HSA and related regulations.

The original Plan identified the following six (6) priority areas, and were used as the basis for the review:

- there is a need to improve the housing options across the housing continuum;

- there is a need to improve housing access and affordability for low income individuals and families;
- there is a need to strengthen approaches to preventing homelessness, increase the diversity of emergency shelters options and support individuals with multiple barriers in obtaining and maintaining housing;
- there is a need for additional supportive services coupled with permanent housing options;
- there is a need to improve co-ordination, collaboration and partnerships among a broad range of stakeholders to address local needs; and
- there is a need to monitor and report on progress towards meeting the community's housing and homelessness objectives and targets.

A complete listing of accomplishments since 2014 as it relates to the six (6) priorities is located in Appendix A – Housing and Homelessness Plan List of Accomplishments 2014 – 2019.

Working together with Planning Services and Social Services incorporates these Divisions current legislation, policies, regulations and studies into the Plan. This ensures that the City is addressing the criteria established by the Ministry of Municipal Affairs and Housing.

Community consultation continues to be a driver in updating the Plan with public engagement currently underway utilizing the City's Over to You page. Members of the public are invited to review the current Plan, rank the six (6) priorities in order of importance and provide general feedback . Additionally, engagement sessions with key stakeholders in the community will assist in forming the updated Plan.

NBL Consulting will gather the updated information from Housing Services, Planning Services and Social Services as well as the feedback from the public and engagement sessions to incorporate the information into the updated Plan.

### **Next Steps**

The final updated Plan will be brought forward by the 4th Quarter of 2019. Upon approval, the document will be sent to the Ministry for their endorsement and will be used as the guiding policy for Housing, Social and Planning Services Divisions as it relates to housing and homelessness.

The approved document will be made available on the City's website and both public and private stakeholders will be informed that the Plan is updated and available for

viewing. A Public Service Announcement will inform residents where and how they can access the Plan.

## References

Community Services Committee, November 18, 2013 – Housing and Homelessness Plan  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=674>

Ministry of Housing, Housing Policy Branch, April 2018 - Five-Year Review of Housing and Homelessness Plans  
[https://www.msdsb.net/images/ADMIN/correspondence/2018/Five\\_Year\\_Review\\_of\\_Housing\\_and\\_Homelessness\\_Plans\\_A\\_Guide\\_for\\_Ontario.pdf](https://www.msdsb.net/images/ADMIN/correspondence/2018/Five_Year_Review_of_Housing_and_Homelessness_Plans_A_Guide_for_Ontario.pdf)

Ministry of Housing Long-Term Affordable Housing Strategy -  
<http://www.mah.gov.on.ca/AssetFactory.aspx?did=8590>

Service Manager Housing and Homelessness Plans -  
<http://www.mah.gov.on.ca/AssetFactory.aspx?did=15090>

Community Services Committee, June 18, 2018 – Social Housing Portfolio Revitalization Update  
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=24119.pdf>

### **Housing Services List of Accomplishments**

#### **2014**

- Participated in the Investment in Affordable Housing for Ontario 2014 Extension (IAH-E). Year 1 funding allocated to Housing Allowance Funded programs (shared delivery with the Ministry of Finance – a 5 yr program)
- Information about subsidized housing, affordable housing and housing allowance programs delivered through Housing Services staff and other CGS departments.
- Continued advocacy for additional affordable housing through the Long Term Affordable Housing Strategy response.
- 467 people were housed through the Registry (26 seniors). Of these, 57 households were designated Special Priority Placement. 40 households received Urgent Status.

#### **2015**

- The City's Investment in Affordable Housing for Ontario (IAH-E) Yrs 2 to 4 funding were allocated to the development of an affordable housing multi-residential apartment building.
- Cedarbrook Apartments were constructed under the Affordable Housing Program with the capacity to handle 16 households requiring support services.
- Participated in the North East Local Health Integration Network to develop an innovative Housing and Health Strategy for Northeastern Ontario.
- 647 people were housed through the Registry (67 seniors). Of these, 39 households were designated Special Priority Placement. 44 households received Urgent Status.

#### **2016**

- Participated in the Social Housing Improvement Program through the Social Infrastructure Fund. Ten social housing providers completed renovations related to energy efficiencies.
- 591 households were housed through the Registry (61 seniors). Of these, 24 households were designated Special Priority Placement. 73 households received Urgent Status.

2017

- One additional social housing provider participated in the Social Housing Improvement Program through the Social Infrastructure Fund to complete renovations related to energy efficiencies – bringing the total number of participants to eleven.
- Released an RFP to increase the supply of affordable rental housing through the Investment in Affordable Housing – extension 2014 (IAH-E) and the Social Infrastructure Fund.
- 93 households participated in the ON Renovates Program (Year 2 SIF) – 10 year forgivable loan to assist low to moderate income earners with home repairs.
- Released and awarded the RFP for the Social Housing Revitalization Project.
- As part of the Social Housing Revitalization, Asset Planner was purchased to assist in identifying and prioritizing capital renewal needs of the housing stock for social housing providers within the City of Greater Sudbury portfolio.
- Housing Services partnered with community agencies/groups/organizations to complete a Home for Good application through the Ministry of Housing.
- Participated in the Provincial Housing and Homelessness Data Forum to ensure housing and homelessness data is meaningful and better utilized.
- 503 households were housed through the Registry (49 seniors). Of these, 30 households were designated Special Priority Placement. 78 households received Urgent Status.

2018

- Provincial funding received to participate in the Home for Good Program.
- Transfer of 200 Larch St. to the Canadian Mental Health Association, Sudbury/Manitoulin for a permanent low barrier emergency shelter and those experiencing chronic homelessness.
- Construction of a new seniors building on Paris Street and supportive housing building on Bancroft Drive.
- 39 households participated in the ON Renovates Program (IHA-E) – 10 year forgivable loan to assist low to moderate income earners with home repairs.
- 48 households participated in the ON Renovates Program (SIF) – 10 year forgivable loan to assist with low to moderate income earners with home repairs.



## Appendix A – Housing and Homelessness Plan List of Accomplishments 2014 - 2019

- One retrofit of an apartment building in the social housing portfolio through Social Housing Apartment Improvement Plan.
- Transition of the Greater Sudbury Housing Corporation in as an operating Division of Community Development.
- Developed a Portable Benefit Housing pilot program for seniors.
- 560 households were housed through the Registry (74 seniors). Of these, 51 households were designated Special Priority Placement. 140 households received Urgent Status.

2019

- Participated in the Investment in Affordable Housing for Ontario 2014 Extension (IAH-E). Year 6 funding allocated to Housing Allowance Funded programs (shared delivery with the Ministry of Finance – a 5 yr program)

### **Homelessness List of Accomplishments**

- Development of a low barrier emergency shelter program
- Support of the Harm Reduction Home/Managed Alcohol Program at 200 Larch Street
- Home For Good
- Homelessness Enumeration
- Client Navigator Program
- CHPI Homelessness Prevention
- Housing First Program
- Annual Report Cards on Homelessness

### **Planning Services List of Accomplishments**

2014 – Development Charges By-law exempts affordable housing projects, provided they remain affordable in perpetuity – under review as applies to new second units in accessory structures

2016 – Second Unit Policies implemented in OP and ZBL

2016 – New Downtown CIP – aims to address challenges facing downtown using financial incentives to reduce the cost of development and redevelopment, including incentives to increase the residential population

## Appendix A – Housing and Homelessness Plan List of Accomplishments 2014 - 2019

2018 – Zoning By-law – amendments made to encourage affordable housing, including reduced parking requirements for affordable housing developments, introduced new zone category which permits a smaller lot area and permitting shared housing along certain arterial roads

2018 – developed a consolidated Affordable Housing webpage

2018 – Affordable Housing Community Improvement Plan, includes a series of financial incentive programs to encourage the creation of affordable housing within the built boundary

2019 – proposed official plan policies speaking to planning for an aging population and recognizes vital role of housing

2019 – proposed new rental conversion policies in official plan to help ensure adequate supply of rental housing

## For Information Only

### Housing Operations Update

Presented To: Community Services Committee

Presented: Monday, Apr 15, 2019

Report Date: Wednesday, Mar 27, 2019

Type: Correspondence for Information Only

### Resolution

For Information Only

### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place as it aligns with the Population Health priorities of Families and Housing.

### Report Summary

This report is an update on transition matters for Housing Operations.

### Financial Implications

There are no financial implications associated with this report. The costs associated with the transition are within the Council approved subsidy budget for GSHC.

#### Signed By

##### **Report Prepared By**

Barbara Dubois  
Director, Housing Operations  
*Digitally Signed Mar 27, 19*

##### **Health Impact Review**

Barbara Dubois  
Director, Housing Operations  
*Digitally Signed Mar 27, 19*

##### **Division Review**

Barbara Dubois  
Director, Housing Operations  
*Digitally Signed Mar 27, 19*

##### **Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed Mar 29, 19*

##### **Recommended by the Department**

Ian Wood  
Interim General Manager of Community Development  
*Digitally Signed Mar 29, 19*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Apr 2, 19*

## **INTRODUCTION**

The purpose of this report is to provide committee members with an update on the transition matters and implementation plans that were provided to Council on February 12<sup>th</sup>, 2019.

## **DETAILED UPDATES**

### **Legal Matters**

On March 19th, Council approved By-law 48 which authorized the General Manager of Corporate Services to negotiate and execute a an Operating Agreement with the Greater Sudbury Housing Corporation setting out the terms on which the City of Greater Sudbury will operate the property portfolio of Greater Sudbury Housing Corporation and By-law 49 which amended the Shareholders Declaration to reflect the changes.

### **Tenant Relations**

During the month of February, staff in Community Development department conducted town hall meetings or Coffee Chats with tenants and tenant lead groups in order to engage the residents concerning matters that were important to them. As part of the strategy for this tenant engagement, a survey was handed out during the Coffee Chats, with additional hard copies available and a link to on line version of the survey was available on the Housing website for approximately six (6) weeks. A report outlining the survey results, resident concerns and requests for possible changes to service levels will be presented to the Community Services Committee in May.

### **Communications**

Housing Operations staff will be adopting all corporate communications policies and protocols, including the evolving Customer Service Strategy. A new phone system for Housing Operations is being installed this month. The upgraded phone system will allow for the integration of a four digit telephone extension compatible with the City phone numbers. As part of the roll out of the new phone extensions the City's telephone and voicemail standards outlined in the Customer Service Strategy will be implemented. Greater Sudbury Housing's primary phone number for reception 705-674-8323 will be maintained to minimize any disruption in service.

### **Human Resources and Labour Relations**

All staff are now employees of the City of Greater Sudbury; payroll records have been updated, City ID and wellness cards issued, as well as new Great West Life benefits cards and completion of enrolment in the CGS Employee Assistance Plan. External contracts for human resource and labour relations consulting have been cancelled.

### **Finance**

The employment transfer to CGS resulted in changes to authorities and accountabilities under a variety of CGS financial policies and By-laws. Significant financial policies and

procedures (such as the Purchasing By-law, the Operating and Capital Budget Policies, Accounts Payable and Receivable procedures) will require housing operation staff orientation and training. This orientation and training will begin in April.

A detailed review of all GSHC contracts for opportunities in terms of early termination clauses, harmonization with existing CGS contracts or RFPs and tenders for joint service and supply requirements is being undertaken and the City's E tendering processes are being implemented.

### **Annual General Meeting**

The Annual General Meeting of the Shareholder will be held on May 7th and will include the presentation of the 2018 audited financial statements and details of the 2019 operating, rent supplement and capital budgets. The funding for Greater Sudbury Housing has already been approved as part of the 2019 budget deliberations as it was included in the Housing Services budget.

## **BACKGROUND**

On September 25<sup>th</sup>, 2018, Council directed via motion CC2018-257 (Signoretti/McIntosh):

THAT the City of Greater Sudbury approves the recommendation to transition the Greater Sudbury Housing Corporation to a quasi-independent operating model, as outlined in the report entitled "Greater Sudbury Housing Corporation's Governance Structure Review", from the General Manager of Community Development, presented at the City Council Meeting on September 25, 2018;

AND THAT the transition be effective on September 26, 2018 rather than on January 1, 2019.

On November 20<sup>th</sup>, 2018, Council passed By-law 2018 – 203. This by-law changed the GSHC shareholder declaration to:

- a) increase the size of the Board to include all members of Council,
- b) introduce a new position within Community Development (Director Housing Operations) to replace the GM/CEO of the GSHC and,
- c) perform some housekeeping updates such as appointing the City Clerk as the head for the revised GSHC entity under MFIPPA.

This change set the stage for the development of operating parameters and the transition of the former staff and operations of GSHC to CGS.

On February 12<sup>th</sup>, 2019, Council was provided the proposed Housing Operations Transition Plan which set March 31<sup>st</sup> as the date for completion of two (2) important milestones for the organization and its employees.

- a) The effective date for a new operating agreement between CGS and the GSHC which would transfer all Housing Operations rights and obligations to CGS and,
- b) The effective date for the transfer of all non-union staff employees into the non- union salary administration plan at CGS (which has the intended consequence of conferring similar rights and obligations from an employment and operational authority point of

view as other CGS staff).

April 1<sup>st</sup>, 2019 is also very likely to be the renewal date for the collective agreement with the former GSHC unionized staff (the current agreement expires on March 31<sup>st</sup>, 2019). Negotiations may continue beyond this date but the long history of negotiations between CUPE and the GSHC has been to use April 1<sup>st</sup> as the renewal date for collective agreements.