



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, February 4, 2019
Tom Davies Square

COUNCILLOR RENE LAPIERRE, CHAIR

Geoff McCausland, Vice-Chair

****CANCELLED**

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

City of Greater Sudbury Council and Committee Meetings are accessible and are broadcast publically online and on television in real time and will also be saved for public viewing on the City's website at: <https://agendasonline.greatersudbury.ca>.

Please be advised that if you make a presentation, speak or appear at the meeting venue during a meeting, you, your comments and/or your presentation may be recorded and broadcast.

By submitting information, including print or

electronic information, for presentation to City Council or Committee you are indicating that you have obtained the consent of persons whose personal information is included in the information to be disclosed to the public.

Your information is collected for the purpose of informed decision-making and transparency of City Council decision-making under various municipal statutes and by-laws and in accordance with the *Municipal Act, 2001, Planning Act, Municipal Freedom of Information and Protection of Privacy Act* and the City of Greater Sudbury's *Procedure By-law*.

For more information regarding accessibility, recording your personal information or live-streaming, please contact Clerk's Services by calling 3-1-1 or emailing clerks@greatersudbury.ca.

DECLARATIONS OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

CONSENT AGENDA

(For the purpose of convenience and for expediting meetings, matters of business of repetitive or routine nature are included in the Consent Agenda, and all such matters of business contained in the Consent Agenda are voted on collectively.

A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Councillor. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively.

Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.)

CORRESPONDENCE FOR INFORMATION ONLY

- C-1. Report dated January 17, 2019 from the Interim General Manager of Community Development regarding Used Syringe Recovery Program - Update. **5 - 8**
(FOR INFORMATION ONLY)

(The report provides an update to the issue of improperly discarded syringes within the City of Greater Sudbury.)

- C-2. Report dated January 21, 2019 from the Interim General Manager of Community Development regarding Employment Ontario - Service System Management Proposal. **9 - 11**
(FOR INFORMATION ONLY)

(This report outlines a proposal by Northern Ontario District Social Service Administration Boards (DSSAB) and Consolidated Municipal Services Managers (CMSM) to take over coordination and administration of Employment Ontario services across the North.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated January 15, 2019 from the Interim General Manager of Community Development regarding Social Services - Employment Assistance Contracts. **12 - 16**
(RESOLUTION PREPARED)

(This report seeks direction from City Council to review the Employment Assistance budget and make recommendations by the final quarter of 2019.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

Used Syringe Recovery Program - Update

Presented To:	Community Services Committee
Presented:	Monday, Feb 04, 2019
Report Date	Thursday, Jan 17, 2019
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

This report supports Council's Strategic Plan in the area of quality of life and place for citizens of Greater Sudbury as it will promote Population Health in areas of Enabling and Promoting Mental Health, Seeking Compassionate City Characteristics and Designation, and Supporting Healthy Streets.

Report Summary

This report provides an update to City Council in regards to the issue of improperly discarded syringes. The report indicates that the Sudbury Action Centre for Youth (SACY) will continue to deliver the services of collecting and safely disposing of used syringes littered in the community and Council will be updated on an annual basis.

Financial Implications

There are no financial implications associated with this report. The cost associated with collection of used syringes is included in the 2019 base operating budget.

Signed By

Report Prepared By

Nicole MacMillan
Social Services Program Manager
Digitally Signed Jan 17, 19

Health Impact Review

Nicole MacMillan
Social Services Program Manager
Digitally Signed Jan 17, 19

Manager Review

Nicole MacMillan
Social Services Program Manager
Digitally Signed Jan 17, 19

Division Review

Tyler Campbell
Director of Social Services
Digitally Signed Jan 17, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jan 17, 19

Recommended by the Department

Ian Wood
Interim General Manager of Community Development
Digitally Signed Jan 18, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 23, 19

Background

The City of Greater Sudbury has experienced an increase in used needles being discarded in public places. A recommendation from the Community Drug Strategy Committee was to install syringe recovery bins as part of a broader harm reduction in the community. The bins are intended to reduce the possibility of unintended sharps accidents by providing a safe container for disposal.

A report was brought to the Community Services Committee in November 2016 outlining the proposed installation of two syringe recovery bins. The bins were purchased by Public Health Sudbury and Districts through a one-time Civil Remedies Act grant. The first bin was located and installed in Hnatyshyn Park and the second bin was later located in the downtown core.

A copy of the 2016 report can be found here:

<http://agendasonline.greatersudbury.ca/index.cfm?searchString=needles&comid=0&search=Search&startDate=08%2F23%2F2016&endDate=08%2F23%2F2017&searchInList=Agendas&lang=en&goSearch=1&pg=search>

In 2017, the Social Services Division worked with community partners, including the Public Health Sudbury and Districts, the Greater Sudbury Police Service, and Outreach Workers from the Sudbury Action Centre for Youth, to determine a prioritized list for the installation of three more syringe recovery bins. Recovery bins were installed at 200 Larch Street, the green stairs on St. Anne's Road/Marymount, and Energy Court (behind 105 Elm Street). The remaining syringe recovery bin was earmarked for install in the Melvin/Kathleen Street area.

Although the installed syringe recovery bins were well received and utilized, additional hot spots were identified and a business case for the 2018 budget process was submitted and approved for the purchase of three additional bins, along with the operating costs of pick-up and disposal of all bins installed on City property. These bins were installed in the spring of 2018 at Memorial Park, the Main Library on Mackenzie Street, and on Leslie Street at the entrance of the Trans Canada Trail.

The syringe recovery bin that was originally located at 200 Larch Street was removed from this property and relocated to the temporary Off the Street Shelter site when the ownership of the property was transferred to the Canadian Mental Health Association (CMHA). As this shelter is temporary and seasonal, the bin will be relocated in the spring of 2019.

Next Steps

To date, eight syringe recovery bins have been installed for the safe disposal of sharps at designated sites in the downtown core. The syringe recovery bins are located:

1. Hnatyshyn Park
2. Corner of Kathleen Street and Eva Avenue

3. Durham Street (near the Off the Street Shelter)
4. Green stairs on St. Anne's Road/Marymount
5. Energy Court (behind 105 Elm Street)
6. Memorial Park
7. Main Library on MacKenzie Street
8. Leslie Street Bridge (entrance of the Trans Canada Trail)

Due to the ongoing concern and complaints from citizens and community providers regarding the number of discarded sharps in public areas, a need has been determined for three additional syringe recovery bins. A Business Case was submitted for the 2019 budget for the purchase and ongoing operating costs for pick up and disposal of these bins. The total amount of the business case was \$33,265 and has been approved by the Executive Leadership Team to be included in the 2019 base budget.

The three locations that have been identified are on Paris Street (in the vicinity of Brady Square, Notre Dame Avenue (in the vicinity of the Salvation Army), and St. Catherine's Street (in the vicinity of the Elgin Street tunnel). The locations will be finalized in 2019 based on recommendations from the Sudbury Action Centre for Youth.

On an ongoing basis, the Social Services Division will continue to work collaboratively with community partners and the Community Drug Strategy Committee to address challenges related to the increase in opioid use in the City of Greater Sudbury. This includes working with Public Health Sudbury and Districts and the Community Drug Strategy in pursuing the feasibility study and if needed the establishment of a Safe Consumption Site in the community.

The Social Services Division will also continue ongoing communication with City of Greater Sudbury staff and the public regarding any changes or updates with the syringe recovery bins, needle pick up and disposal, as well as report annually to Council.

Sudbury Action Centre for Youth

The City of Greater Sudbury has an active syringe exchange program, supported by community organizations, that is offered at fixed sites throughout the City. This harm reduction approach allows for the distribution of syringes to citizens without the need to return the syringes for exchange; although it is strongly encouraged. This has led to a large number of used sharps being discarded in the community.

On October 24, 2017, through Council Resolution CC 2017 – 316, The Sudbury Action Centre for Youth (SACY) was approved for a one time unbudgeted expenditure for November and December 2017 to provide enhanced outreach services to persons that are using substances and to collect and dispose of used syringes in the community. A Business Case was submitted and approved for the 2018 budget to continue funding for the outreach and syringe recovery program. To date, SACY continues these services as well as providing presentations to community agencies and citizens on safe disposal methods. SACY outreach workers are on the streets daily visiting hotspots, collecting,

and safely disposing of used sharps. On a monthly basis, SACY records and reports to the Social Services Division the number of syringes that are being found in the community. In 2018, SACY collected 116,056 syringes that had been littered on the ground.

For 2019, the Social Services Division has allocated funding from Provincial sources in order to cover the total allocation that has produced a levy savings for the full amount of \$72,600. These savings have been reflected in the 2019 budget projection.

Recommendation:

The syringe recovery and needle bin program addresses the issue of public health and safety by removing discarded drug using equipment from public places and forms part of the harm reduction strategy in the community. Ongoing review of this problem will identify the need and locations for future stationary syringe recovery bins.

The Social Services Division will continue to monitor the effectiveness of SACY in providing this program and report annually to the Community Services Committee.

References

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1260>

<https://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=1204>

For Information Only

Employment Ontario - Service System Management Proposal

Presented To: Community Services Committee

Presented: Monday, Feb 04, 2019

Report Date: Monday, Jan 21, 2019

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to three of the pillars identified in Growing Together, specifically Growth and Economic Development, Quality of Life and Place, and Responsive, Fiscally Prudent, Open Governance.

Report Summary

This report outlines a proposal that has been submitted to the Government of Ontario by the Northern Ontario District Social Service Administration Boards (DSSAB) and Consolidated Municipal Services Managers (CMSM) to take over coordination and administration of Employment Ontario services across the North. If this proposal were to be accepted, the City of Greater Sudbury would become the service manager for Employment Ontario Services within our community and would work with existing delivery providers to better coordinate the program to maximize its benefits for clients and the community as a whole.

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 Jan 21, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jan 21, 19

Recommended by the Department

Ian Wood
Interim General Manager of Community Development
Digitally Signed Jan 23, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 23, 19

Background

David Landers, the previous CAO of the Cochrane District Social Services Administration Board and Fern Dominelli, CAO for the Manitoulin-Sudbury DSB co-authored a paper in 2013 entitled an [Overview of Service System Management and Employment Services](#). Since 2013 the Northern Ontario Service Delivers Association (NOSDA) has been advancing the concept of Service System Management for Employment Services with four [resolutions](#) passed at the NOSDA Annual General Meetings in 2013, 2016, 2017 and 2018.

NOSDA has advanced the position that District Social Services Administration Boards (DSSABs) and Consolidated Municipal Services Managers (CMSMs) should be the Service System Manager for the complete local employment service system, similar to the manner in which DSSABs/CMSMs are the Service System Manager for the local Child Care, EarlyON and Social Housing System.

In early June, the Honourable Lisa MacLeod, Minister of Children, Community and Social Services (MCCSS) announced that a 100 day review of social assistance would occur and that a new plan would be communicated at the conclusion of such review. In September 2018, a group of 10 Northern DSSABs/CMSMs submitted a proposal to MCCSS to be the Service System Managers of the Employment Programs in Northern and Northwestern Ontario District Service Areas.

The [proposal](#) submitted by the group of 10 Northern DSSABs/CMSMs was intended to present this government with a plan that will result in improved and long-lasting outcomes for Ontarians living in Northern Ontario requiring support in order to attain employment.

Based on the experience of a group of 10 Northern organizations being nine DSSABs and the one CMSM, the current system must improve in its planning capacity and approach to coordinating supports, programs and services as part of the Employment Ontario Program. The current fragmented and siloed approach to program delivery by the almost 1,000 different delivery agencies in Ontario results in delayed decision making, inconsistent oversight, increased cost of administration and the erroneous measuring of outputs instead of meaningful outcomes

Proposal Summary

The economy in Ontario continues to change at a significant rate, and without a coordinated employment program system, Ontario will continue to see the gap between skilled labour and labour market increase in Northern Ontario.

In September 2018, the Northern group of 10 DSSABs/CMSM submitted a proposal to act as Service System Managers for the full suite of Employment Ontario programs within each of their respective jurisdictions. This bundling of Employment Ontario services within the DSSABs/CMSMs service mix is intended to create a more efficient, comprehensive, and integrated basket of services that will be easier for employers, individuals and families to access, reducing provincial administration and would be particularly attractive in the rural and remote parts of Northern and Northwestern Ontario.

The proposal promises a holistic approach to Service System Management for Employment Programs that will provide a better framework to evidence-based decision making; create a modern employment program designed to support individuals of all skill level and ability to attain employment; and ensure that all communities in Northern Ontario have equitable access to programs and services.

The DSSABs/CMSMs propose to do this at no additional cost to the Province. They believe the Employment Ontario program is adequately funded and that they can actually generate efficiencies for government through a more comprehensive, Service System Management approach. Service integration will help move from focusing on outputs to achieving outcomes in these respective local areas and actually reduce poverty and income supports dependency. Further, once promising results are produced through such a pilot, the Province will be able to reduce their contract management oversight from hundreds of Employment Ontario service agreements to as few as 47 agreements with the 47 DSSABs/CMSMs across Ontario – reducing complexity for both clients and the Province, improving outcomes and ideally improving efficiency and economy within what is currently a top-heavy administratively cumbersome system.

Under this proposal, there is no intention to change who currently delivers employment services in the City of Greater Sudbury. Our plan is to work with all employment agencies to develop the best possible coordinated system that streamlines employment services for the municipalities, employers, individuals and families within our community.

Like other DSSABs/CMSMs across Ontario, the members of this Northern group have a proven track record of Service System Management when it comes to an array of services from Social Housing to Early Years programming. The Ministry of Education recognizes DSSABs/CMSMs as the Local Service System Manager for Child Care in the [Child Care & Early Years regulations](#). The Ministry of Municipal & Housing recognizes DSSABs/CMSMs as Service System Managers within the [Ontario Housing Policy Statement](#). DSSABs/CMSMs know how to manage funding and programs to meet local needs. To be more specific, the Manitoulin-Sudbury DSB is the Service System Manager for Child Care and the EarlyON system, which includes 8 Child Care providers (2 home child care sites, 15 centre based sites and 4 EarlyON sites). The Manitoulin-Sudbury DSB does not directly deliver any of the Child Care or EarlyON programs. We are also the Service System Manager for 5 Non-Profit Housing providers in our community.

The Northern group of 10 DSSABs/CMSM strongly believe that significant system costs savings will be realized for the Province of Ontario and municipalities in Northern Ontario. Further, that the actions under their proposal, will help ensure outcomes and not merely outputs, to meet the complex and often confusing and confounding issues that their clients currently face in getting the help they need to get a job. In fact, they believe they can generate efficiencies for the Province and municipalities through their envisioned approach.

Request for Decision

Social Services - Employment Assistance Contracts

Presented To: Community Services Committee

Presented: Monday, Feb 04, 2019

Report Date Tuesday, Jan 15, 2019

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury authorizes the Social Services Division to conduct a review on the purchased services provided under the Employment Assistance budget and make recommendations to the Community Service Committee in the fourth quarter of 2019 as outlined in the report entitled "Social Services - Employment Assistance Contracts" from the General Manager of Community Development, presented at the Community Services Committee meeting on February 4, 2019.

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters.

This report supports Council's Strategic Plan in the area of Quality of Life and Place, as it aligns with the Population Health Priorities with Indigenous Youth, Resiliency, and Families.

Report Summary

This report provides City Council with an overview of the Employment Assistance budget in the Social Services Division and seeks approval to complete an overarching review of the current contracts with outside providers. The Employment Assistance budget is funded by the Province and is administered locally. Recommendations would be brought forward for Council approval in the fourth quarter of 2019.

Financial Implications

The purchased services Employment Assistance contracts for both the YMCA and the Ontario March of Dimes are both fully funded through the Provincial government. Changes to these contracts could impact outside service providers.

Signed By

Report Prepared By

Vivienne Martin
Manager of Employment Support
Digitally Signed Jan 15, 19

Health Impact Review

Vivienne Martin
Manager of Employment Support
Digitally Signed Jan 15, 19

Manager Review

Vivienne Martin
Manager of Employment Support
Digitally Signed Jan 15, 19

Division Review

Tyler Campbell
Director of Social Services
Digitally Signed Jan 15, 19

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Jan 16, 19

Recommended by the Department

Ian Wood
Interim General Manager of Community Development
Digitally Signed Jan 18, 19

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jan 23, 19

Background

Ontario Works (OW) employment activities and supports are provided with the intent of helping individuals prepare for, connect with, and remain in the labour market. It also includes employment activities such as:

- community participation (i.e., activities that allow people to contribute to the community and improve their employability);
- employment placement and job retention services;
- job search support services;
- supports for self-employment development;
- referral to basic education;
- referral for life stabilization supports;
- Learning, Earning and Parenting (LEAP) Program;
- Literacy; and
- job-specific skills training.

The appropriate mix of employment assistance activities depends on the experience, skills, circumstances, and needs of individual applicants or participants and the realities of the local labour market. The amount of time a participant needs to engage in activities designed to help him or her increase employability and obtain sustainable employment will vary.

As the Ontario Works Employment Assistance program has evolved some aspects of the services are outdated and in need of a review. The anticipated outcome will be that this review will determine current needs and establish a process to secure a purchased service provider going forward.

Employment Assistance Purchased Services – Community Participation and Employment Placement

The YMCA Sudbury and the local Ontario March of Dimes (OMOD) began providing brokered services in 1999 on the inception of Ontario Works and have been the brokers of record since. Both agencies have transitioned from providing stand alone services (youth focus and services for people with disabilities) to becoming part of the Employment Ontario Model; the YMCA working with all types of clients and the OMOD focusing on services for individuals of all ages receiving funding from the Ontario Disability Support Program (ODSP), Canada Pension Plan (CPP) Disability, Workplace Safety and Insurance Board (WSIB), and private insurers.

Two of the contracts were originally developed under a different service model for employment activities. These transitioned to the newer employment outcome model (in or around 2003) where the focus was on earnings and exits to earnings. The brokers continued to offer community placements and a greater focus was placed on finding earnings, increasing earnings, and utilizing the full time employment placement

program to target living wage jobs. This offered a greater chance for the participants to exit from OW for a much longer period (beyond 24 months) - a new target in the service contract. The contract amounts and deliverables are as outlined in the table below.

Broker	Overview of Contract Deliverables	Cost
Ontario March of Dimes	Provide support for Employment Placements and Community Placements	\$133,000
YMCA Employment Services	Provide support for Employment Placements and Community Placements	\$240,000
YMCA Employment Services	Community Helper Program - provides low income seniors and various festivals and not for profits who require a temporary crew	\$85,000

The current employment activities remain focused on earnings and exits to earnings, but the delivery of service at the brokers has evolved under the Employment Ontario suite of programs. The focus on job development/coaching is now delivered as more of a self-directed model. There are fewer paid employment placements happening and while youth are finding employment; the income is no longer impacting the earnings outcome as it can be exempt under certain criteria.

The recent announcement by the Provincial Government to refresh and move toward improving attachment to the workforce data for Ontario Works participants offers a chance to revisit and modernize the services the Social Services Division purchases.

Note: The Community Helper contract and associated deliverables was developed as a way to offer individuals who had criminal records to have a supervised activity to re-engage with society and move forward towards employment. This targeted individuals who would otherwise be precluded from community placements in mainstream not for profits. The program offers supports to low income seniors as a way to support outdoor work such as raking of leaves or shoveling of snow. The program also provides a crew of individuals for set up and/or tear down for festivals. It too should be modernized but remains a value added program.

Individualized Employment Assistance Supports (Life Stabilization and Increased Employability)

The Social Services Division also purchases individualized supports through the same Employment Assistance budget to offer clients a path towards life stabilization and opportunities to engage in activities focusing on increased employability. These life stabilization supports are often seen as addressing barriers (brief therapy, cognitive behavior therapy, learning disability testing, psycho-vocation testing, self-

awareness testing through MBTI/ Strong) that limit an individual's ability to move forward. While the Social Services Division has vendors of record for these types of services, the costs vary from year to year based on the type of clients that are on the OW caseload. Increased employability programs are often identified through labour market lead training, which include recent programming in the areas of culinary, carpentry and Personal Support Worker (PSW). They offer clients an experiential learning opportunity with a wrap around approach to client supports. Supports can include financial support to offset costs with employment activities to purchasing of a seat to connectivity with a dedicated staff resource to assist in planning and resolving issues that from time to time arise.

Next Steps

Upon approval by City Council, the Social Services Division will engage in a review of the services that are provided for under the Employment Assistance budget including external contracts with providers. This review will include an environmental scan of best practices in the Province and value for money with recommendations for the process for future procurement to the Community Services Committee in the fourth quarter of 2019.