



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, June 18, 2018
Tom Davies Square

COUNCILLOR RENE LAPIERRE, CHAIR

Mike Jakubo, 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

COMMUNITY DELEGATIONS

1. Violence Threat/Risk Assessment (VTRA) Steering Committee
(ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Marc Gauthier, Director of Education, CSP du Grand Nord de l'Ontario
- Anna Maria Barsanti, Youth Diversity Coordinator, Greater Sudbury Police Service

(The Violence Threat/Risk Assessment (VTRA) Steering Committee would like to address the Community Services Committee in order to provide an overview of the Community Threat Assessment Protocol.)

PRESENTATIONS

1. Social Housing Portfolio Revitalization Plan Update (ELECTRONIC PRESENTATION) (FOR INFORMATION ONLY)

- Cindi Briscoe, Manager, Housing Services, City of Greater Sudbury
- Nick Michael, Associate, NB Lyon Consultants Limited
- Mark Scarfone, CEO, Greater Sudbury Housing Corporation

(This presentation provides an update regarding the Social Housing Portfolio Revitalization Plan. The plan aims to develop a range of strategies designed to regenerate and optimize the community's aging social housing stock.)

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

- | | |
|---|-----------------------|
| <p>C-1. Report dated May 31, 2018 from the General Manager of Community Development regarding Phase II Public Transit Infrastructure Fund. (FOR INFORMATION ONLY)</p> <p>(This report provides information relating to the Phase II Public Transit Infrastructure Fund program.)</p> | <p>5 - 7</p> |
| <p>C-2. Report dated May 31, 2018 from the General Manager of Community Development regarding The Journey Together - Early Years Indigenous Cultural Outreach Initiative Update. (FOR INFORMATION ONLY)</p> <p>(This report provides an update to the Journey Together - Early Years Indigenous Cultural Outreach Initiative.)</p> | <p>8 - 10</p> |
| <p>C-3. Report dated May 31, 2018 from the General Manager of Community Development regarding Personal Support Worker - Early Childhood Educator Recruitment Project. (FOR INFORMATION ONLY)</p> | <p>11 - 17</p> |

(This report provides an overview of a joint project by the City of Greater Sudbury and the Manitoulin-Sudbury District Services Board to increase recruitment and retention of Personal Support Workers and Early Childhood Educators.)

REGULAR AGENDA

MANAGERS' REPORTS

- R-1. Report dated May 27, 2018 from the Chief Administrative Officer regarding Market Program Update. **18 - 21**
(RESOLUTION PREPARED)
(This report provides an update on the work of the Downtown Market Working Group Advisory Panel and the progress being made in the development of an independent non-profit Market organization, for endorsement by the Community Services Committee.)
- R-2. Report dated June 1, 2018 from the General Manager of Community Development regarding Ministry of Housing - Portable Housing Benefit Update. **22 - 27**
(RESOLUTION PREPARED)
(This report provides an update on the Housing Services Act, 2011 and an alternate method to deliver housing subsidies.)
- R-3. Report dated May 31, 2018 from the General Manager of Community Development regarding 2016 Social Infrastructure Fund (SIF) - Year 3 Notional Allocation Update. **28 - 31**
(RESOLUTION PREPARED)
(This report outlines the outcome of the Request For Proposal and alternate option for Council's decision regarding the year 3 notional allocation of the 2016 Social Infrastructure Fund.)
- R-4. Report dated May 31, 2018 from the General Manager of Community Development regarding Employment Programs. **32 - 38**
(RESOLUTION PREPARED)
(This report seeks approval for the third party delivery of employment programs in the areas of carpentry fundamentals and culinary arts skills through Collège Boréal.)
- R-5. Report dated May 31, 2018 from the General Manager of Community Development regarding Violence Threat Risk Assessment (VTRA) Community Protocol. **39 - 42**
(RESOLUTION PREPARED)
(This report provides an overview of the Violence Threat Risk Assessment (VTRA) in Greater Sudbury and seeks approval to sign the VTRA Protocol.)
- R-6. Report dated May 31, 2018 from the General Manager of Community Development regarding Health Impact Assessment Tool. **43 - 48**
(RESOLUTION PREPARED)
(This report is a review and reintroduction of the Health Impact Assessment Tool that could be included with Committee and Council reports to define the potential impacts of recommendations and resolutions on Population Health initiatives.)

R-7. Report dated June 1, 2018 from the General Manager of Community Development regarding Community Health, Safety and Well-Being Concept.

49 - 63

(RESOLUTION PREPARED)

(This report provides information regarding Ontario municipalities' legislative requirement to develop a Community Safety and Well-Being Plan in accordance with Bill 175, the Safer Ontario Act, 2018.)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

Phase II Public Transit Infrastructure Fund

| | |
|---------------|-------------------------------------|
| Presented To: | Community Services Committee |
| Presented: | Monday, Jun 18, 2018 |
| Report Date | Thursday, May 31, 2018 |
| Type: | Correspondence for Information Only |

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report supports the Strategic Plan adopted by the City of Greater Sudbury, as it aligns with Quality of Life and Place priorities, by removing barriers to transit use by improving transit related infrastructure. In addition, this initiative promotes Population Health in the area of Healthy Streets.

Report Summary

The purpose of this report is to provide information on the Phase II program highlights and requirements.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Michelle Ferrigan
Director of Transit Services
Digitally Signed May 31, 18

Health Impact Review

Michelle Ferrigan
Director of Transit Services
Digitally Signed May 31, 18

Manager Review

Michelle Ferrigan
Director of Transit Services
Digitally Signed May 31, 18

Division Review

Michelle Ferrigan
Director of Transit Services
Digitally Signed May 31, 18

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed May 31, 18

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed May 31, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 4, 18

Background

The Government of Canada's Investing in Canada plan, delivered by Infrastructure Canada (INFC), has committed to an investment of \$180 billion in infrastructure over 12 years. Of this federal investment, through a program entitled the Public Transit Infrastructure Fund (PTIF), financial support will be dedicated towards public transit infrastructure which will be delivered in three Phases.

On November 22, 2016 a report titled Public Transit Infrastructure Fund was presented to City Council and on November 6, 2017 a report titled Public Transit Infrastructure Fund Status Report was presented to Community Services Committee. These reports provided highlights and project updates as they relate to Phase I program contributions.

The purpose of this report is to provide information on Phase II PTIF program highlights and requirements.

Phase II PTIF Program Highlights

Building on the previous Public Transit Infrastructure Fund, on March 14, 2018 the Governments of Canada and Ontario signed an Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program. With an end date of March 31, 2028, the Program encompasses several investment streams. The Public Transit stream allocates a maximum contribution over that time period to the City of Greater Sudbury of \$39.8 million in federal funding and \$32.8 million provincial funding. Assuming a municipal contribution of 27%, this provides a potential total funding maximum of \$99.4 million towards public transit infrastructure projects over the next ten years within the City of Greater Sudbury.

The Agreement's stated overarching objective for the Public Transit stream is to primarily build new urban transit networks and service extensions that will transform the way that Canadians live, move and work. Stated eligible project outcomes include:

- Improved capacity of public transit infrastructure.
- Improved quality and/or safety of existing or future transit systems.
- Improved access to a public transit system.

Stated Agreement targets related to the Public Transit stream include:

- Increase, at a minimum, by 25% the modal share for public transit and active transportation.
- Increase to 95% the percentage of people in a municipality with a transit system that live in the service area of their transit system.

Known ineligible projects include land acquisition, operating costs and non-municipal inter-city transportation.

Details as they relate to criteria of eligible projects, municipal funding share obligations and submission of projects will be provided to municipalities by INFC at a later date.

Next Steps

Further detailed planning is required to define and confirm the various infrastructure improvements to benefit Transit Services and promote active transportation in the City of Greater Sudbury. A detailed infrastructure requirement plan will subsequently be presented for the Community Services Committee's consideration before proceeding with the application for funding.

References

Public Infrastructure Fund, City Council, November 22, 2016

(<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=955&itemid=12277&lang=en>)

Public Infrastructure Funding Status Report, Community Services Committee, November 6, 2017.

(<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1205&itemid=13989&lang=en>)

Infrastructure Canada, (<http://www.infrastructure.gc.ca/plan/ptif-fitc-eng.php>)

For Information Only

The Journey Together - Early Years Indigenous Cultural Outreach Initiative Update

| | |
|---------------|-------------------------------------|
| Presented To: | Community Services Committee |
| Presented: | Monday, Jun 18, 2018 |
| Report Date | Thursday, May 31, 2018 |
| 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 and a Compassionate City.

Report Summary

In January 2018, the City of Greater Sudbury was successful in obtaining funding from the Ministry of Education through the Federal Truth & Reconciliation recommendations, to support an Early Years Indigenous Cultural Outreach initiative. This initiative will provide enhanced outreach programming connected to the Aboriginal EarlyON Child and Family Centre (formerly the Aboriginal Best Start Hub) that will be delivered by Better Beginnings, Better Futures.

Financial Implications

This initiative is fully funded by the province in the amount of \$117,260 annually, for 2018 and 2019.

Signed By

Report Prepared By

Laura Urso
Program Coordinator, Children Services
Digitally Signed May 31, 18

Health Impact Review

Laura Urso
Program Coordinator, Children Services
Digitally Signed May 31, 18

Manager Review

Monique Poirier
Manager of Children Services
Digitally Signed May 31, 18

Division Review

Luisa Valle
Director of Children and Citizen Services
Digitally Signed May 31, 18

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed May 31, 18

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Jun 1, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 4, 18

Background

In January 2017, the Ministry of Education (Ministry) provided one-time funding to support the Ministry's early years initiative under The Journey Together: Ontario's Commitment to Reconciliation with Indigenous People.

Through a Request for Quotes (RFQ), the Social Planning Council was selected to provide leadership engaging the Indigenous community in developing a proposal for consideration by the province. An Indigenous Early Years Planning Group (Planning Group) was created including representation from: Better Beginnings Better Futures, Jubilee Heritage Family Resources, Metis Nation of Ontario, Sudbury Children's Aid Society, Child & Family Centre, Social Planning Council and the City of Greater Sudbury, Children Services Section.

Indigenous community early years priorities were established by the Planning Group. The priorities were developed to increase Indigenous child care spaces, to improve evaluation capacity and advocacy in Indigenous early years organizations, as well as to develop Indigenous pedagogy, guidelines and policy.

From the priorities established, four initiatives were developed and the following proposals were submitted to the province for funding consideration in October 2017:

1. Expansion of licensed Indigenous child care
2. EarlyON Child and Family Centre cultural outreach program
3. Family cultural camp
4. On-going strategic Indigenous service planning for early years programs.

The Ministry of Education subsequently approved the EarlyON Child and Family Centre cultural outreach initiative and granted funding in the amount of \$117,260 annually, for 2018 and 2019.

This initiative will be delivered by Better Beginnings Better Futures and will ensure an enhancement of cultural programming in licensed child care and EarlyON Child and Family Centres. This programming will include traditional language, arts, dance, food and storytelling, to provide a clear vision of Indigenous services to families, facilitate better communication and cultural awareness with non-Indigenous children and families.

Early Years Indigenous Cultural Outreach Initiative

The initiative will include both program development and delivery to Indigenous children and families across the City of Greater Sudbury as well as information-sharing gatherings for partners and families.

Better Beginnings Better Futures will be responsible for the program development and delivery through a team approach with existing Aboriginal EarlyON Child and Family Centre in addition to two new outreach positions. This team will engage with Elders to coordinate program content, themes, promotions schedules, and develop resources for use in the community.

There will be two gatherings related to this initiative. The first will be for all EarlyON Child and Family Centre employees and professionals in the early years sector, while the second gathering will be for families of young children. Both will focus on connecting mainstream and Indigenous services, while ensuring an expanded service network and increasing promotion and communication.

Next Steps

Over the two year term of this initiative, the utilization data will be presented back to the Planning Network for Sudbury Families through the Children Services Section on a regular basis. This will assist with program planning, to increase awareness and referrals to Indigenous services and ensure programming is flexible and responsive to the needs of Indigenous children and families.

For Information Only

Personal Support Worker - Early Childhood Educator Recruitment Project

| | |
|---------------|-------------------------------------|
| Presented To: | Community Services Committee |
| Presented: | Monday, Jun 18, 2018 |
| Report Date | Thursday, May 31, 2018 |
| 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 Priority(ies) Age Friendly Strategy.

Report Summary

This report provides an overview of a recent project between the Community Development Department and the Manitoulin Sudbury District Services Board (MSDSB) to increase the recruitment of Personal Support Workers (PSW) and Early Childhood Educators (ECE). A project charter has been jointly created by the Community Development Department and the MSDSB.

Financial Implications

The report discusses recruitment and retention initiatives for Personal Support Workers and Early Childhood Educators. These initiatives can be carried out within existing Council approved budgets for Social Services, Pioneer Manor and Children Services.

Signed By

Report Prepared By

Tyler Campbell
Director of Social Services
Digitally Signed May 31, 18

Health Impact Review

Tyler Campbell
Director of Social Services
Digitally Signed May 31, 18

Manager Review

Tyler Campbell
Director of Social Services
Digitally Signed May 31, 18

Division Review

Tyler Campbell
Director of Social Services
Digitally Signed May 31, 18

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed May 31, 18

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Jun 1, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 4, 18

Background

The Community Development Department from the City of Greater Sudbury (City) met with the Manitoulin-Sudbury District Services Board (MSDSB) on January 8, 2018 to discuss areas of common interest. The MSDSB provides provincially regulated services including Children, Housing and Social Services to the areas surrounding the City of Greater Sudbury. From this meeting, a common concern from sector partners was the need for additional Personal Support Workers and Early Childhood Educators. Both organizations agreed to create a solution together and have developed a common project charter for this initiative. This work would build on other job specific skills programs that are offered through the Social Services Division. Appendix 1 – Personal Support Worker – Early Childhood Educator Project Charter

City Support - Personal Support Worker (PSW) Program

In the fall of 2009, community partners from across the City met to discuss how to engage and encourage people to consider pursuing occupations in health care. The meeting included politicians, training and education providers, employers, and those who worked with adults looking for employment.

The Social Services Division formed a partnership with St. Albert Adult Learning Centre to provide PSW training for Ontario Works participants while simultaneously completing credited secondary school courses. Participants obtained six credits towards a grade 12 diploma and received a PSW certificate. St Albert's received full accreditation of the PSW skills component from the Ontario Community Support Association in January 2012.

Based on May 2018 client data, 171 Ontario Works clients had started the program since inception, of which 88 have since either exited to employment or post secondary and are no longer on the Ontario Works Program. The total cost for participants of the program is \$1,800, and is funded as an employment benefit from the Province.

City Support - Early Childhood Educators (ECE)

The Children Services Section has been actively engaged in assisting with professional development of early years professionals, and continues to work with both local colleges to deliver professional development and upgrade credentials. Both Cambrian College and Collège Boréal offer the Early Childhood Education Diploma program as well as unique professional learning for those working in the sector. Through Cambrian College, the province funds an Early Childhood Alternative Delivery (ECAD) program, which provides the equivalent of a full-time Early Childhood Education (ECE) diploma to participants that have been employed in the field for one year or more. It allows them to continue to work full-time while completing their studies online and in person outside of work hours. Participants also qualify for funding which covers the cost of tuition, books, and all other related expenses.

The Social Services Division has held information sessions in the past for clients that were interested in pursuing the ECE post secondary diploma program. The last information session in 2011 took place with limited interest in the field.

Early Childhood Educators must be registered with the College of Early Childhood Educators and are being held to a higher standard than ever before. There are mandatory annual on-going professional development requirements. The Province is investing in the profession by continuing to raise the expectations and strengthen the workforce.

ECE Provincial Employment Strategy

The Province released a Workforce Strategy for the Early Childhood Education field in May 2018, which identifies five action areas moving forward:

- 1) Establishing Fair Compensation – Continuing provincial work on fair compensation and establishing equity with Educators that are employed by the School Board sector.
- 2) Improving Working Conditions – Gaining a better understanding of job satisfaction and current working conditions in order to identify ways to establish a safe, responsive, and enjoyable working environment.
- 3) Enhancing Skills and Opportunities – Providing access to both pre-service and on-going professional learning opportunities and incentives to increase participation in education and training.
- 4) Valuing Contributions – Raising awareness and understanding the value of the contributions Early Childhood Educators make as regulated professionals to children, families, the early years, and education sectors, as pedagogical and system leaders.
- 5) Increasing Recruitment – Expanding interest in pursuing a career in early childhood education including career mapping in high school and supporting positive practicum experiences for students.

The Children Services Section's existing plans for program quality improvement and supporting a healthy workforce align with provincially identified action areas. The Children Services Section is currently reviewing the Provincial Workforce Strategy with community partners to move the following ongoing plans forward:

- To standardize salaries and benefits, i.e., pool resources
- To gather local data on the early years sector to assess working conditions and address collectively
- To improve student placements, i.e., further develop mentoring and supervisory skills

- To increase access to professional learning opportunities, i.e., coordinate training opportunities with education and specialized services
- To promote Registered Early Childhood Education careers in secondary schools

Next Steps

The Community Development Department and the MSDSB are in the process of setting up meetings with representatives from Cambrian College and Collège Boréal to explore more about local strategies in these two fields of employment. Further partnerships may be formed with both institutions to increase recruitment for skills training. Local partners that have been working in both geographical areas will also be consulted for best practices to be implemented.

References

Growing Together: Ontario's Early Years and Child Care Workforce Strategy -
<http://www.edu.gov.on.ca/childcare/growing-together-eycc-workforce-en.pdf>

Community Development Department Project Charter:

Manitoulin-Sudbury DSB and City of Greater Sudbury – Early Childhood
Educator (ECE) and Personal Support Worker (PSW) Recruitment and
Retention Initiative

February 8, 2018

Background

The City of Greater Sudbury and the Manitoulin-Sudbury District Services Board met on January 8th, 2018 to discuss service coordination between the districts along with issues common to both organizations.

As part of the discussion, a need was identified in the area of recruitment and retention of Early Childhood Educators (ECE) and Personal Support Workers (PSW).

Opportunity:

ECE and PSW employees have been the beneficiaries of Provincially mandated wage enhancements over the past several years.

The Social Services division in Greater Sudbury existing PSW recruitment program has graduated 98 PSW's in the field over the past 5 years (2012-2017).

In the Manitoulin-Sudbury District, 26 PSW's have graduated into the field over the past 5 years. Unfortunately, there have been no PSW graduates in the past 2 years as there hasn't been sufficient registration, even though the program has been offered. There is also difficulty recruiting ECE's as the education is being given in Sudbury rather than in the District.

For the ECE field there currently exists a program for people that work in the sector to upgrade to an ECE through the ECAD program at Cambrian College. This program includes a grant for tuition and costs, however the student must already be working in the sector to apply.

In addition to limited post-secondary education opportunities in the Manitoulin-Sudbury District there are very few ECE placement opportunities. Historically, students would obtain their post-secondary education outside of the district and would have opportunities to return to their home community for placements. Successful placements often led to employment opportunities for students and supported mentorship skills for staff working in rural settings. Apprenticeship opportunities are also limited, with wait times of up to two years for apprenticeships.

Strategic Priorities : Quality of Life and Place, improving programs by having access to qualified and trained staff.

Health Impact Assessments

The PSW program that is operated through Social Services in Greater Sudbury and through Cambrian College in the District both serve as a model for Ontario Works clients to be re-employed into a high demand field.

Financial Implications

In the City of Sudbury, this project may need funding from partners in the areas of Children Services, Social Services and Long-Term Care in order to develop programming to promote and train PSW's and ECE's.

Community Development Department Project Charter:

Manitoulin-Sudbury DSB and City of Greater Sudbury – Early Childhood Educator (ECE) and Personal Support Worker (PSW) Recruitment and Retention Initiative

February 8, 2018

In the Manitoulin-Sudbury District, there is a partnership with Cambrian College to provide employment programs to the Ontario Works clients however further programming may need to be developed to address the needs.

Most PSWs and ECEs are hired part-time even though they may work almost full-time hours.

Goals

The specific goal of the project is to increase the recruitment and retention of ECE's and PSW's.

Number of ECE and PSW entering job training program

Number of ECE and PSW exiting to employment in the field

Scope

End Result

Implement a strategy to increase the recruitment and retention of ECE's and PSW over a period of 2 to 3 years.

Advocate through the Province higher pay for ECE's and PSW's.

Present recommendations to the Community Services Committee leading up to Budget 2019.

Present recommendations to the Manitoulin-Sudbury DSB's Program Planning Committee.

Key Deliverables

Develop a plan to identify how to recruit and retain more PSW and ECE's in their respective fields.

Key Stakeholders

Residents

Community stakeholders (ie. Colleges)

Project Sponsor – Senior Manager with sign off

Catherine Matheson, Fern Dominelli

Project Manager – Lead Manager with responsibility for ensuring project completion

Tyler Campbell, Donna Stewart

Project Team – staff involved in completing the project

Tyler Campbell, Donna Stewart, Vivienne Martin, Monique Poirier, Anne Quenneville, Lori Clark

Community Development Department Project Charter:

Manitoulin-Sudbury DSB and City of Greater Sudbury – Early Childhood Educator (ECE) and Personal Support Worker (PSW) Recruitment and Retention Initiative

February 8, 2018

| Project Milestones | |
|---|--|
| Start Date: May 1, 2018. | |
| End Date: December 2019. | |
| Project Budget | |
| Main project expenses relate to staff time. Budget dollars may be needed to supplement the existing programs. | |
| Constraints, Assumptions, Risks and Dependencies | |
| Constraints | Financial – Dependent on level of employment training dollars available between both programs in respective communities. |
| Assumptions | Colleges willing to participate. |
| Risks and Dependencies | Any investment in College level training programs would need a solid return on investment calculation. |
| Communications & Governance | |
| Progress and status updates will be given through the Project Listing tool at regular Director's meetings and regular briefings available to the General Manager of Community Development of CGS along with the Chief Administrative Officer for the DSB. | |

Approval Signatures

| | | |
|---------------------------------|----------------------------------|----------------------------------|
| _____ [Name], Project Client | _____ [Name], Project Sponsor | _____ [Name], Project Manager |
|---------------------------------|----------------------------------|----------------------------------|

Request for Decision

Market Program Update

Presented To: Community Services
Committee

Presented: Monday, Jun 18, 2018

Report Date Sunday, May 27, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury endorses the process to develop and incorporate a new not-for-profit Market organization, in alignment with the Market Advisory Panel's approved mandate, as outlined in the report entitled "Market Program Update", from the Chief Administrative Officer, presented at the Community Services Committee meeting on June 18, 2018.

Relationship to the Strategic Plan / Health Impact Assessment

The Market aligns with Council's Growth and Development priorities related to downtown revitalization as well as those included under Quality of Life and Place.

Report Summary

The purpose of this report is to update the Community Services Committee of Greater Sudbury Council on progress being made by the Downtown Market Working Group Advisory Panel with support of CGS Economic Development staff in the ongoing development of a new non-profit Market organization in time for the 2019 Market season. This report will seek Council's endorsement for the process now underway.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Meredith Armstrong
Manager of Tourism and Culture
Digitally Signed May 27, 18

Health Impact Review

Meredith Armstrong
Manager of Tourism and Culture
Digitally Signed May 27, 18

Division Review

Ian Wood
Director of Economic Development
Digitally Signed May 27, 18

Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed May 31, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 4, 18

Market Program Update
Presented to: Community Services Committee
June 18, 2018

Summary

The purpose of this report is to update the Community Services Committee of Greater Sudbury Council on progress being made by the Downtown Market Working Group Advisory Panel with support of CGS Economic Development staff in the ongoing development of a new non-profit Market organization in time for the 2019 Market season. This report will seek Council's endorsement for the process now underway.

This process is a core objective of the existing Downtown Market Working Group Advisory Panel's mandate to "develop a critical path and business plan for the organization's evolution to a self-governing, market corporation". Council was previously updated on this work as part of the January 2018 report to CS Committee on Market results and programming found here: <http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1258&itemid=14215&lang=en>.

Background

The Downtown Market Working Group Advisory Panel was renewed in 2015 with a mandate to provide advice, recommendations, information and expertise in the development of Market programming and operations, and will complete its mandate in alignment with the end of this term of Council.

Along with their guidance and support for the ongoing operations of the Market's functional program, the Market Working Group also has a mandate to "develop a critical path and business plan for the organization's evolution to a self-governing, market corporation". This group has recognized that achieving this evolution will rely on consistent engagement with the vendors themselves to foster a sense of commitment to and ownership of the Market.

As reported to Community Services Committee in January 2018, last year the Market Working Group formed a smaller Governance group, including several Working Group representatives, Market vendors and City staff, to advance this evolution to self-governance. This group reviewed other market governance models in Ontario and across Canada, and discussed best practices and lessons learned in order to determine the recommended approach. Based on this work, the group agreed that a not-for-profit corporation is the recommended model to develop further.

Currently the Market Working Group is working with support of City staff to develop a new organization to be incorporated as an independent not-for-profit with the core mandate to manage and operate the Market through a formalized proposal and agreement between the new organization and the City.

The creation of a new "purpose-built" independent organization:

- Ensures vendor engagement and accountability
- Provides the opportunity to explore flexible vendor fee structures and competitive vendor incentive programs and
- Positions the organization to be eligible for other funding opportunities at the provincial and federal levels to support development and capacity building,

All of these benefits help to advance the vision for the Market, “to be the best Market in Northern Ontario”, unique, strong and sustainable.

2018 Objectives for 2019 Market Program

In support of this process, three individuals have recently stepped forward from the community of residents, vendors and other Market supporters, and they have expressed their commitment to acting as the inaugural Directors for the Board of the new organization. This is required for filing incorporation papers. They will be active participants in the process of developing bylaws and articles of incorporation for the new organization, which is the goal in the next several months.

These new Directors will also “shadow” the existing Market Working Group by taking part in their regular monthly meetings as they provide guidance and support for the 2018 Market functional program, and by working closely with staff in the course of development.

The goal is to position the new organization with the capacity and capability to take on Market coordination as an independent agency for the 2019 Market season. This would be formalized through a Contribution Agreement with the City for the Market program and enables the City to provide funding to the new organization to take on future operations while outlining specific deliverables and reporting obligations.

Following the process of developing bylaws and articles of incorporation with the participation of the new directors and supporters, it is the objective that this new organization will have a full complement of directors in place for the first Annual General Meeting in late 2018.

This works well with the natural conclusion of the current Downtown Market Working Group Advisory Panel, in alignment with the end of the current Council’s mandate. It is not expected to have an impact on existing operational budgets.

Pending the achievement of these objectives, staff will bring forward an update to the new Greater Sudbury council requesting their approval to enter into a formal Contribution Agreement with the new organization in order to provide operational dollars to the new organization. This report is anticipated in March 2019.

CGS Staff Support

It is recommended that CGS staff support is provided for the process of incorporating, including filing appropriate paperwork and facilitating the development of bylaws and articles of incorporation, in order to put the Market non-profit in a good position to grow independently.

As noted, this is following the update provided to the Community Services Committee of Council in January 2018; the initial research on different models of Market management was conducted by a Governance subcommittee of the Market Working Group with support of staff, and they brought forward this approach as their recommendation.

The cost of the incorporation process itself will be covered through the existing 2018 budget allocation, and includes business name registration, filing of papers and initial costs associated with appropriate insurance for the new board.

It is recommended that CGS staff support would be provided in 2019 for the Market season to ensure long-term sustainability of the new organization, with the objective of gradually reducing this reliance over the first three years of operations. The new Market organization would also continue to utilize the existing City-owned facilities on Elgin Street and York Street for Market programming.

Conclusion

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.

The Market Working Group has recognized that achieving the evolution to a self-governing organization will rely on consistent engagement with the vendors themselves to foster a sense of commitment to and ownership of the Market, and that the support of the City will be integral to developing a sustainable and successful Market organization for the future.

Council's endorsement is being sought at this time in recognition of the work done by the Downtown Market Working Group Advisory Panel with respect to their mandate to “develop a critical path and business plan for the organization's evolution to a self-governing, market corporation” and to help position the new non-profit organization for long-term success.

2018 Season Dates and Operating Hours

Given the success of the Thursday Market at the municipally-owned York Street Parking Lot, the 2018 Market program will continue with Saturdays and Thursdays as per the 2017 operations.

The 2018 season will open on Saturday, June 2nd and will close on Saturday, October 27th, with Thursdays running from Thursday, June 7th to the Thursday, October 4th, right before the Thanksgiving weekend. Saturday hours will be maintained from 8 a.m. to 2 p.m., while Thursday hours will be adjusted to start and end earlier, from 2 p.m. to 6 p.m. (a change from 3 p.m. to 7 p.m. in 2017).

The 2017 results in terms of vendor participation and diversity of product offerings would indicate that this approach to vendor fees continues to support the overall goals of the Market, to increase consumer visitation and number of vendors by enabling new vendors to overcome barriers to participation while ensuring retention of existing vendors and encouraging past vendors to return.

Request for Decision

Ministry of Housing - Portable Housing Benefit Update

Presented To: Community Services Committee

Presented: Monday, Jun 18, 2018

Report Date: Friday, Jun 01, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the request to deliver a two (2) year Portable Housing Benefit pilot project, as outlined in the report entitled "Ministry of Housing - Portable Housing Benefit Update", from the General Manager of Community Development, presented at the Community Services Committee meeting on June 18, 2018.

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 Resiliency, Families, Housing, and Holistic Health.

Report Summary

This report discusses legislative changes within the Housing Services Act, 2011 with regards to Portable Housing Benefit - Special Priority Policy (PHB-SPP). The report also discusses the Portable Housing Benefit which is an alternate method of providing financial assistance to low income households who are eligible for Rent-Geared-to-Income (RGI) subsidies.

Financial Implications

The City of Greater Sudbury currently has Ministry of Housing funds that are to be used for social housing programs. These funds can be utilized for the Portable Housing Benefit pilot project and will have no impact on the tax levy.

Should the pilot project be beneficial, a portion of funds may be transferred from the existing Commercial Rent Supplement Budget to offset the program costs. The Commercial Rent Supplement Budget is administered by the Greater Sudbury Housing Corporation. There would be no increase to the municipal tax levy.

Signed By

Report Prepared By

Cindi Briscoe
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Digitally Signed Jun 1, 18

Health Impact Review

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Manager, Housing Services
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Manager Review

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Financial Implications

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Manager of Financial Planning and Budgeting
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Recommended by the Department

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Background

There are two programs that were recently introduced by the Ministry of Housing under the Portable Housing Benefit Program. The first program is called the Portable Housing Benefit - Special Priority Policy, which is a legislated program and funded through the Ministry of Finance. Households who qualify under the Special Priority Policy (Victims of Domestic Violence) will have the opportunity to apply for this subsidy.

The second program is called the Portable Housing Benefit that allows residents who are eligible for subsidy to choose where they would like to live. The Portable Housing Benefit Program is similar to the Commercial Rent Supplement Program that is currently in place with the exception that the landlord is not receiving the subsidy. The tenant receives the subsidy directly and pays the landlord their monthly rental charges. By utilizing the Portable Housing Benefit, Housing Services can decrease the wait time on the centralized wait list especially for one bedroom units. At present, the social housing stock does not meet the demographic need reflected from the wait list.

Portable Housing Benefit – Special Priority Policy

On April 1, 2018 the Ministry of Housing launched the Portable Housing Benefit – Special Priority Policy (PHB-SPP) program to assist survivors of domestic violence and survivors of human trafficking find safe and affordable housing beyond traditional rent-geared-to-income social housing assistance.

This program is designed to provide rental assistance to households who qualify under the Special Priority Policy under Ontario Regulation 367/11 of the Housing Services Act, 2011 through the local Service Manager.

Special Priority Policy (SPP) is designed to ensure that housing is not an inhibiting factor for a household to leave an abusive situation in circumstances where they cannot afford private market rental accommodation.

In November 2017, the Ministry of Housing announced regulatory enhancements to the Special Priority Policy. Amendments have been made to expand the policy to include survivors of human trafficking, improve the application process for survivor households, and ensure the policy is culturally inclusive, relevant and reflective of the pattern of abuse experienced by some survivor households.

The three objectives of the PHB-SPP are to provide survivors of domestic violence and survivors of human trafficking with housing support; to decrease wait times for housing assistance, and expand housing choice for households that are eligible for SPP.

The PHB-SPP program will deliver outcomes to recipients over the immediate, short, and long term including receiving housing assistance faster than households in the SPP category who are waiting for Rent-Geared-to-Income (RGI) assistance; having more choice of suitable rental housing (types, quality, locations, etc.); having a reduced rent burden (lower percentage of income spent on shelter costs); being less likely to return

to an emergency shelter; improved household financial well-being, and improved quality of life.

The Ministry of Housing will develop and use an evaluation framework to assess the effectiveness of the program. Monthly payments to households are calculated based on household income as reported through the Canada Revenue Agency (CRA) annual notice of assessment, or as verified by Service Managers in certain circumstances. The Ministry of Finance (MOF) will pay monthly benefit to households and verify continued eligibility on an annual basis.

The monthly Portable Housing Benefit is fully portable within Ontario meaning that households will keep receiving a benefit if they move to a new rental unit outside of the original Service Manager area where they were approved.

To align with the roll out of the PHB-SPP, all Service Managers are required to comply with SPP regulatory amendments that came into effect on April 1, 2018.

Funding in each year is subject to MHO obtaining the necessary funding appropriations from the Legislature. There are no municipal funds assigned to the Portable Housing Benefit for victims of domestic violence / victims of human trafficking.

To receive funding towards administrative costs, Service Managers must enter into Transfer Payment Agreements with Ministry of Housing and Ministry of Finance, and must submit the required quarterly and annual reports.

Portable Housing Benefit (PHB)

The Portable Housing Benefit will provide a more flexible and modern form of housing assistance. The Portable Housing Benefit will offer:

Increased Choice and Flexibility: A Portable Housing Benefit provides people with greater flexibility and choices about where to live.

Consistency and Certainty: A Portable Housing Benefit would assist in establishing a simpler, more consistent form of housing benefit right across Ontario, while ensuring local needs are addressed.

The Portable Housing Benefit is a monthly subsidy provided to a low-income household to assist with housing costs. Unlike other forms of housing assistance, the benefit is tied to the household and not a physical housing unit allowing the benefit to move with the household.

This benefit provides an alternative tool for Service Managers to use to provide housing assistance alongside rent-geared-to-income assistance. Use of the Portable Housing Benefit is not mandated by the province.

A household would be selected from the waitlist using the selection system rules of the Housing Services Act, 2011, including provincial and local priority rules. The difference would be that the household could remain where they are currently residing or have the opportunity to move into another market rent unit of their choice in the community that better suits their needs. Priority would be given to eligible households seeking a one bedroom unit who have been on the centralized Registry wait list for the longest period of time and have the deepest core need. Households paying in excess of 30% of their total monthly household income are considered in core need of subsidized housing.

The Portable Housing Benefit would create the foundation for an equitable, portable system of financial assistance that encourages social and economic inclusion. A client centered approach allows the benefit to move with the household within the community, giving households the freedom to choose where they want to live. The benefit enables households to retain in year increases in income, and encourages households to live in areas that are best suited to their household needs (education, child care, employment, community, etc.).

The Portable Housing Benefit aligns with the population health target of housing as it has the capacity to bridge the funding of households to meet the needs of vulnerable and underserved populations.

Next Steps

Housing Services completes the Transfer Payment Agreement and submits to the Ministry of Housing in order to receive payment regarding administrative costs to support the PHB-SPP program.

With City Council approval, a two (2) year pilot project will be launched to provide a Portable Housing Benefit to fifteen (15) households who qualify for rent-geared-to-income subsidy and are in core housing need. The vulnerable households who are at risk of homelessness will be selected from the City's waitlist in order to provide portable funding while they wait for RGI units. Housing Services has program funding from the Ministry of Housing that can be utilized for this pilot; therefore there would be no impact on existing municipal budgets.

If the pilot project proves to be successful, a portion of municipal funds that are currently utilized for the Commercial Rent Supplement program may be transferred to the Portable Housing Benefit program to provide sustainable funding with no impact on the municipal tax levy.

A report will be prepared for Committee's review at the conclusion of the project regarding the outcome of the Portable Housing Benefit pilot program.

References

Housing Services Act, 2011, <https://www.ontario.ca/laws/statute/11h06>

Ministry of Housing – Introducing a Framework for a Portable Housing Benefit and Simplified Assistance System - <http://www.mah.gov.on.ca/Page13791.aspx>

MHO - Portable Housing Benefit Report, Community Services Committee, August 21, 2017,
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigateor&lang=en&id=1153>

Request for Decision

2016 Social Infrastructure Fund (SIF) - Year 3 Notional Allocation Update

Presented To: Community Services
Committee

Presented: Monday, Jun 18, 2018

Report Date Thursday, May 31, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the request to transfer the Year 3 notional allocation from the rental housing component to the Ontario Renovates component of the 2016 Social Infrastructure Fund Agreement under the Investment in Affordable Housing program, as outlined in the report entitled "2016 Social Infrastructure Fund (SIF) - Year 3 Notional Funding Allocation Update", from the General Manager of Community Development, presented at the Community Services Committee meeting on June 18, 2018.

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 Priority of Families and Housing. The funding provided will allow low income home owners the opportunity to make their home more energy efficient or improve accessibility.

Report Summary

Housing Services received notification from the Ministry of Housing of the Year 3 notional funding allocation of \$865,100 for 2018-2019. A Program Delivery and Fiscal Plan (PDFP) will need to be revised and submitted to the Ministry of Housing for final approval.

Financial Implications

Senior government program funding will be utilized to offset all program and administrative costs associated with the implementation of the program. There will be no impact or increase to the municipal tax levy.

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Health Impact Review

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Financial Implications

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Recommended by the Department

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Recommended by the C.A.O.

Ed Archer
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BACKGROUND

On June 21, 2016, the province provided the City of Greater Sudbury (City) with a notional allocation for years 1 and 2 under the 2016 SIF Social Infrastructure Fund Agreement under the Agreement for Investment in Affordable Housing (2016 SIF IAH). On August 9, 2016, City Council endorsed the municipality's participation in the 2016 Social Infrastructure Fund (SIF) program initiatives, and authorized the Manager of Housing Services to forward the Program Delivery and Fiscal Plan (PDFP) to the Ministry of Housing (Ministry) for funding approval. The City received \$3,493,800 of SIF funding for the construction of affordable housing and \$3,248,600 of Social Housing Improvement Program (SHIP) for the renovation of existing social housing stock.

Year 1 & 2 SIF Notional Allocation

An allocation of \$3,248,600 was received for the Social Housing Improvement Program (SHIP). The Social Housing Improvement Program is a capital program that aims to improve and preserve the quality of social housing in the province and ensure its long term physical sustainability. Ten (10) social housing providers took advantage of the funding to assist in repairs and improve energy efficiency to their respective social housing projects.

An additional allocation of \$3,493,800 was received and divided into two capital components. A Request for Proposal (RFP) in the amount of \$1,750,000 was awarded to the March of Dimes Canada Non Profit Housing Corporation for rental housing. Construction will begin early spring 2018 to develop a twelve (12) unit supportive housing structure at 2915 Bancroft Drive in Sudbury, ON. The target population for this project is individuals with Acquired Brain Injuries (ABI) who require affordable, fully accessible housing as well as personal attendant care. This new build will improve access to affordable, safe and suitable housing in a model that has proven to be sustainable at the existing Bancroft Street site. This build assists in addressing the lack of affordable supportive housing for Individuals with disabilities in a residential community that has proximity to local amenities. Construction is due to begin before end of July 2018.

The remainder of the additional allocation (\$1,743,800) was utilized under the Ontario Renovates Program. 93 low to moderate income households were assisted to repair their homes in order to improve the energy efficiency of the building envelope as well as increase accessibility through modifications and adaptations. The uptake on this program was immediate. The number of applications received outnumbered the amount of funding available.

YEAR 3 Notional Allocation

The City of Greater Sudbury received \$865,100 for the 2018-2019 funding allocation.

Through resolution CC2017-376 at the December 12, 2017 Council meeting, direction was received to advise the Ministry of Housing that the capital component had been selected for the year 3 funding allocation. An RFP was issued February 27, 2018 (CDD18-29). The RFP closed on March 29, 2018 and no bid packages were received.

Within the capital component of the 2016 SIF-IAH Program, Council has the option to transfer the year 3 notional allocation of \$865,100 to another program without penalty or

loss of funds. The Ontario Renovates Program has assisted 93 households to date and as the demand for additional funding in this area is significant, it is proposed that the funds be transferred to the Ontario Renovates Program.

The funding provided would be in the form of a forgivable 10 year loan up to \$20,000. The loan would be repayable should the home be sold prior to the 10 year term. The household income would have to be at or below \$85,200. The actual amount of the loan would be dependent on the cost of the eligible repairs (up to the maximum of \$20,000).

Eligible homes for the Program can be detached, semi-detached or a freehold townhouse. Households must be 18 years of age and a Canadian Citizen or Landed Immigrant, have a combined annual gross household income of \$85,200 or less, have a home in the City of Greater Sudbury that is their sole and principal residence that is valued at \$253,068 or less as per the 2016 MPAC Notice of Property Assessment, is not encumbered by a second mortgage or liens, unless there is sufficient equity in the home, and cannot use the home as a rental unit.

The deadline to hand in complete applications will be July 31, 2018. Applications will be reviewed by Housing and Building Services based on the greatest need taking into account household income levels, necessity and urgency of repairs, and any required accessibility modifications.

Eligible repairs must be structural, electrical, plumbing, heating and energy conservation, and accessibility. Cosmetic repairs are not eligible. Trailers and mobile homes on leased land are not eligible under this program.

Projects that are not eligible for Ontario Renovates Program funding are: Retirement homes; long term care homes; units not subject to the Residential Tenancies Act, 2006; projects that received funding under AHP (2005); AHP Extension (2009) – Rental and Supportive and IAH – Rental Housing; units for which the homeowner received Homeownership component funding under AHP or IAH; social housing units as defined under the Housing Services Act, 2011, and creation of new rental units (except secondary suites in a single family home and garden suites on the property lot or a primary residence).

DIRECTION REQUIRED

As the City of Greater Sudbury did not receive any bid packages on the SIF Year 3 Notional Allocation (RFP CDD18-29), it is recommended the Ontario Renovates program be enhanced with the allocation of \$865,100.

NEXT STEPS

Housing Services is required to revise the Program Delivery and Fiscal Plan (PDFP) that was submitted to the Ministry of Housing in February 2018 regarding the revision to the option selected.

Upon receipt of confirmation of approval by the Minister of Housing, Housing Services will enter into the necessary program agreements with the proponents and oversee the development of the approved renovations through the Ontario Renovates program. Applications will be accepted until July 31, 2018 and eligibility will be assessed by Housing Services and Building Services based on Ministry of Housing criteria.

REFERENCES

City Council Meeting, August 9, 2016, 2016 Social Infrastructure Fund (SIF),
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&lang=en&id=950&itemid=11839>

City Council Meeting, May 9, 2017, RFP for 2016 Social Infrastructure Fund – Investment in Affordable Housing,
<https://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=1127&itemid=12739>

City Council Meeting, December 12, 2017, 2016 Social Infrastructure Fund (SIF) – Year 3 Notional Allocation,
<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1138&itemid=13919&lang=en>

Request for Decision

Employment Programs

| | |
|---------------|------------------------------|
| Presented To: | Community Services Committee |
| Presented: | Monday, Jun 18, 2018 |
| Report Date | Thursday, May 31, 2018 |
| Type: | Managers' Reports |

Resolution

THAT the City of Greater Sudbury approves the development of Culinary Arts Fundamentals and Carpentry Fundamentals Programs for clients of the Social Services Division as outlined in the report entitled "Employment Programs" from the General Manager of Community Development, presented at the Community Services Committee meeting on June 18, 2018.

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 Priority of Resiliency.

This report will have a positive impact on the Social Determinants of Health in the area of Human Health/Well-being by providing job specific skills training to Ontario Works recipients which will lead to increased employability.

Report Summary

This report provides an overview of employment programs offered by the Social Services Division and seeks approval to fund two employment programs for Social Service clients. The report provides some historical information on past employment programs and outlines the rational for offering two new programs in the areas of Culinary Arts Fundamentals and Carpentry Fundamentals.

Financial Implications

This report seeks approval for Employment Program costs totaling \$180,000 that will be paid for from the

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Health Impact Review

Tyler Campbell
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Manager Review

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Division Review

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Financial Implications

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Recommended by the Department

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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Employment Related Expense budget in Social Services. The total budget for Employment Related Expenses is \$805,000, which is 100% funded by the Ministry of Community and Social Services.

Background

The Ontario Works Program requires participation in employment activities. Activities include returning to school, community placements, literacy, employment placements, and job specific skills training. The Social Services Division (Division) has worked to identify and develop job specific skills training for Ontario Works recipients based on local labour market needs. The Division consults with employers, local unions, and various other labour market partners to determine where opportunities for sustainable employment exists and who can provide experiential training opportunities for entry level skills.

The job specific skills training varies based on the current needs of the local economy. In 2014 the opportunities for AZ truck drivers were identified as a need and the Division sent 19 participants to obtain their licensing from various trainers and linked those graduates to competitive employment. A review of these cases show that on average 15 participants have been off Ontario Works since 2014; while the remaining 4 participants were declaring earnings; either between employment, or, due to circumstances outside of their control, on Ontario Disability Support Program (ODSP).

Another example was the development of the Welding Fundamentals Program with Collège Boréal. When the local economic need identified welding as a priority, the Division created a working table with representatives from City Welding, B & D Manufacturing, Baycar Steel Fabricating, Bristol Machine Works, and service delivery brokers, to create a program that taught welding fundamentals based on a curriculum designed by industry with guidance from the Ministry of Advanced Education and Skills Development (MAESD). This partnership included St Albert's Adult Education providing opportunities for participants to complete the Ontario Secondary School Diploma. Furthermore, the partnership extended to the United Association Local 800 where several graduates were offered entry into an apprenticeship stream for welding.

Analysis - Client Outcomes

The Social Services Division monitors client outcomes from all of the job specific training provided. Data shows that in the spring of 2017, 251 (46%) clients who had received job specific skills training had exited to employment and 70 (13%) clients were declaring earnings on an ongoing basis. These outcomes ensure that the program targets are being achieved and the Division is demonstrating that it is meeting the goals of the Ontario Works Program to move people toward self-sufficiency.

Building on the Personal Support Worker training, and in conjunction with the pending work around early childhood educators the Division continues to identify and seek out job specific skills training opportunities that support clients in achieving employment.

Client Stories

Finding the right job specific skills training at the right time with the right supports has an impact on the success of the client to find and keep sustainable employment. Successful clients are able to leverage opportunities that have affected where they live, what they can buy, how they feel about the future. The following two snapshots illustrate the impact of timing for job specific skills training.

A single male on assistance for many years and having many instances of not following through with various employment assistance activities as part of Ontario Works, was given a chance in the Welding Fundamentals Program. He graduated at the top of his class and has been working and off Ontario Works since 2007.

A sole support indigenous female with small children completed the Welding Fundamentals Program and became the first graduate to be selected for the plumbing and pipefitting apprentice stream with the United Association Local 800. Completing the Level 1 and being selected to become a Union Member has moved this client off Ontario works since 2013/14.

Selection Process

There are many aspects to selecting the program for development along with the selection of clients for the program. The following information provides a brief overview of the Local Labour Market Competency Development Framework:

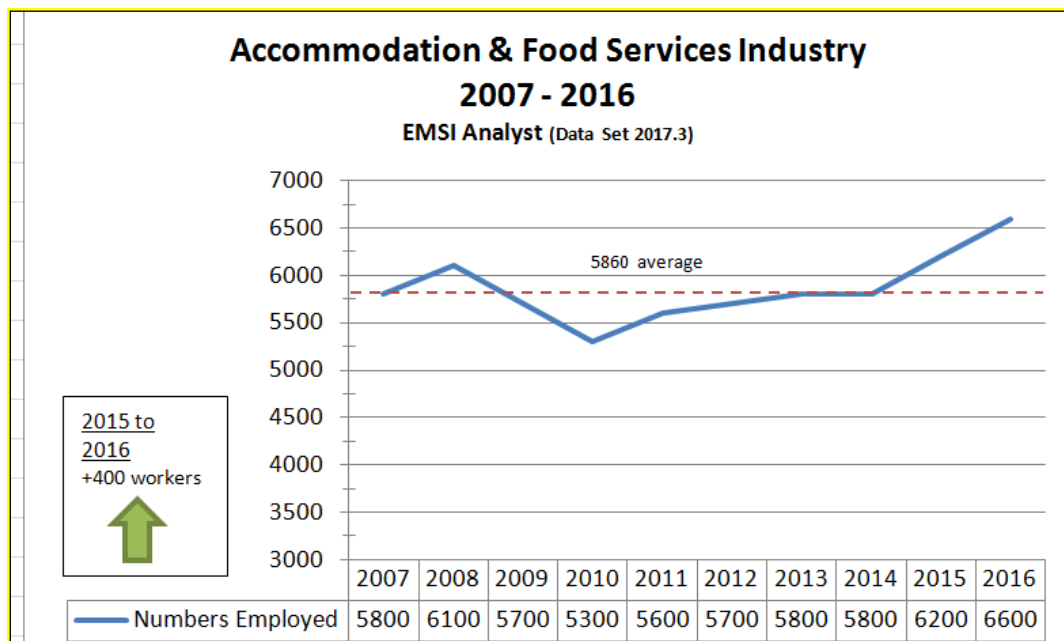
- Identify local labour market need through monitoring of trends, chamber of commerce events, economic development, reports, meetings with key informants
- Design and develop competency framework for the training program with employers, unions, training providers, and Ministry of Advanced Education and Skills Development
- Identify and secure experiential learning opportunities for hands on training with a local delivery partner
- Develop and deliver information sessions for clients allowing them to determine if they are interested in next steps
- Monitor and support from first day of training through to employment on to exit from Ontario Works using an intensive case management approach

In 2018, a review of the current local labour market and industries was performed to identify industries that could provide entry-level opportunities for participants.

The Accommodation and Food Services industry grew by 14.5% over a ten-year period (2007 to 2016).

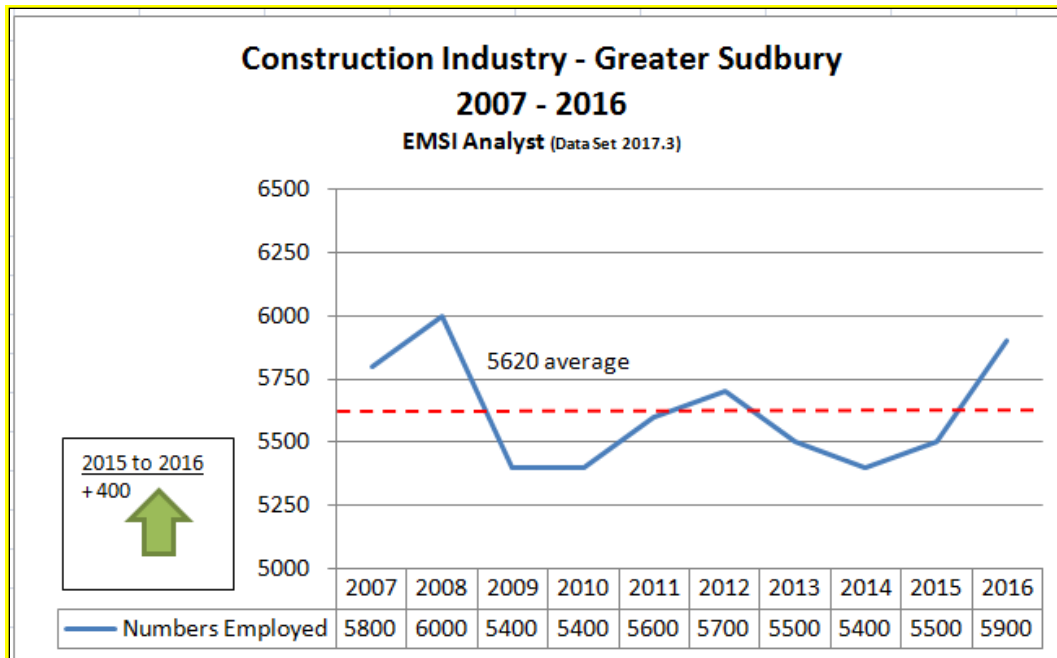
Food counter attendants, kitchen helpers, and related support occupations (1727) are the top occupations in this industry based on numbers employed. This occupation increased by 26% over the above period.

The second most populous occupation in this industry being cooks (935) also increased by 14% over this period.



The construction industry in the city grew by 400 jobs during 2015 to 2016, and is above the 10-year average of 5620. The total number of workers in this industry totals 5900.

The top occupation in this industry based on numbers employed is construction trades helpers and labourers. Out of the 824 construction trades helpers and labourers in the city, 626 reported to be working in the construction industry. It is anticipated the need for this occupation will increase in the coming years particularly due to the amount of ICI (Industrial Commercial Institutional) construction activity in the area.



The above statistical information is derived from EMSI Analyst Dataset Version 2017.3, which harmonizes data from five reputable sources including Canadian Business Patterns, 2016 Census and National Household Survey, Survey of Employment, Payrolls and Hours, Labour Force Survey and the Canadian Socio-Economic Information Management System (CANSIM). ¹

Based on the research, the Division has identified that the Culinary Arts Fundamentals and Carpentry Fundamentals Training Programs provide the greatest opportunity for improving the outcomes for participants in preparing for jobs.

The Division has contacted both post secondary institutions and has been advised that only Collège Boréal is in the position to provide both training programs at this time.

Current Labour Market Lead Opportunities for Job Specific Skills Training

Culinary Arts Fundamentals Training

There has been an identified need in trained staff in the culinary arts area. As the largest city in the north, the City of Greater Sudbury is a food hub to the estimated 1.2 million visitors to the city where 1/3 of their spending is spent on food options.

Local restaurateurs in the food service industry have reported great difficulty in recruiting qualified staff. The cessation of post secondary culinary programs at Cambrian College and Collège Boréal has created a gap in professional training. Additionally, an occupational overview of chefs, cooks, and food counter attendants

reported an increase of 19% between 2012 and 2016 resulting in a total of 3338 workers in these occupations.

The Culinary Arts Fundamentals Program will support training for entry level positions in the local industry helping to alleviate the challenge experienced by local employers in finding food service workers.

Carpentry Fundamentals Training

This program is designed to support individuals in understanding basic entry level skills such as: safety standards, trade mathematics and estimating skills, carpentry foundation and cement pouring, framing, interior and exterior applications (doors, windows, etc.,) and exterior finishes.

These skills are transferable between the various types of construction labourer opportunities in the community. Industrial, commercial, and institutional construction will see a number of projects that will require construction labourers, from mining shut down activities to building and refurbishing projects. Local road projects and road construction also requires labourers.

Next Steps

Pending approval by City Council, a Purchase of Service Agreement would be extended to Collège Boréal for two programs – Culinary Arts Fundamentals Training and Carpentry Fundamentals Training, with regular reporting to the Social Services Division and an update to be provided to the Community Service Committee in the 2nd quarter of 2019.

References:

¹Economic Modeling Specialists International 2017.3 data set

Request for Decision

Violence Threat Risk Assessment (VTRA) Community Protocol

Presented To: Community Services
Committee

Presented: Monday, Jun 18, 2018

Report Date Thursday, May 31, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves of the participation in the Violence Threat Risk Assessment (VTRA) Community Protocol as outlined in the report entitled "Violence Threat Risk Assessment (VTRA) Community Protocol" from the General Manager of Community Development, presented at the Community Services Committee meeting on June 18, 2018.

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 Priority of Resiliency and Mental Health.

This report will have a positive impact on the Social Determinants of Health in the area of Human Health/Well-being, as the proposed participation on the VTRA Community Protocol supports existing programs/initiatives that affect socially excluded, vulnerable or disadvantaged members of the community.

Report Summary

This report provides an overview of the Violence Threat Risk Assessment (VTRA) process in the City of Greater Sudbury (City), which aims to build a safer community where multiple community partners collaborate to assist youth at risk within the City. Partners in this initiative include School Boards, Health Sciences North, Children's Aid Society, and Post Secondary institutions.

Financial Implications

Signed By

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Digitally Signed May 31, 18

Health Impact Review

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Manager Review

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Recommended by the C.A.O.

Ed Archer
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The financial impact to participants in VTRA includes staff time and training at a cost of \$400 per person. The training can be carried out within existing Council approved budgets in the Community Development Department.

Background

The Violence Threat Risk Assessment (VTRA) process was initiated through a community based VTRA Steering Committee in 2009 in response to the implementation of the Ministry of Education's Safe Schools Act. It is part of a Community Threat Assessment Community Protocol, which is defined as:

*"The fundamental intent of the Community Threat Assessment Protocol is to support the child/youth and their families to go beyond the eradication of threat and risk of violence to help children/youth make better life choices for a safer community."*¹

The first Community Protocol (Protocol) was signed in 2012 and included 12 community partners in the City of Greater Sudbury (City). In 2015, the Protocol was expanded to include 18 community partners in the City and surrounding areas of Sudbury/Manitoulin.

The City formerly had staff trained in the VTRA process; however, those trained have since left the corporation or have been assigned to other roles.

Community Participation

Protocol partners are expected to respond to all youth behaviours that pose a potential risk to other youth, staff, themselves, and members of the community, by a change in baseline behaviour with an escalation towards violence. The Protocol acknowledges that support for early intervention measures by the school boards and community partners can prevent community violence.

The effective ongoing application of this Protocol supports collaborative planning to prevent traumatic events. In addition, the timely sharing of appropriate information about youth at risk for violence towards self and others ensures that risk management plans and support plans are put in place.

The Protocol is designed to ensure that once awareness of threatening behaviour occurs appropriate community partners communicate information that activates immediate risk reduction, a systematic risk/threat evaluation process, and the development of a risk management and support plan.

Partners work together for the benefit of children, youth, and their families by:

- Building working relationships based on mutual respect and trust;
- Involving children, youth, and their families in planning for services and support;
- Recognizing that each child and youth has unique strengths and needs that require consideration when developing a service plan;
- Realizing that working successfully together is a process of learning, listening, and understanding one another; and

- Being patient, trusting, and working cooperatively can help children and youth become happy, healthy, active, involved, and caring members of the community.

As part of the program design, school board and agency representatives commit to ongoing participation, staff development, and program review. The VTRA Steering Committee has asked the City to sign onto the Protocol and thus renew training in areas that have regular interactions with youth up to 18 years of age. The Leisure Services Division and Social Services Division are two areas identified as priorities for this specific training opportunity. A review of areas that interact with youth will identify the number of individuals that will be trained and participate in the VTRA process.

Next Steps

Pending approval by City Council, the City will commit to being part of the VTRA Protocol and determine training needs.

References

¹ Youth Strategy Board Presentation

<http://www.gsps.ca/en/yourpolice/resources/YouthStrategyBarsantiBoardPresentation.pdf>

Request for Decision

Health Impact Assessment Tool

Presented To: Community Services Committee

Presented: Monday, Jun 18, 2018

Report Date Thursday, May 31, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury approves the inclusion of Health Impact Assessment Statements, on all City Council and Committee reports as outlined in the report entitled "Health Impact Assessment Tool", from the General Manager of Community Development, presented at the Community Services Committee meeting on June 18, 2018.

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 all Population Health Priorities which are to be taken into consideration for Health Impact Assessments.

Report Summary

This report provides a reference tool for report writers to review the impact of report recommendations on Population Health Priorities and identifies potential positive or negative impacts on each of the ten identified priorities.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Jordan Nixon
Coordinator of Community Initiatives
and Quality Assurance
Digitally Signed May 31, 18

Health Impact Review

Barbara Dubois
Manager of Community Initiatives,
Performance Support and Quality
Improvement
Digitally Signed May 31, 18

Manager Review

Barbara Dubois
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Financial Implications

Jim Lister
Manager of Financial Planning and
Budgeting
Digitally Signed May 31, 18

Recommended by the Department

Catherine Matheson
General Manager of Community
Development
Digitally Signed Jun 1, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 4, 18

Background

A Health Impact Assessment (HIA) Tool is an evaluation method that can be used to identify and address effects of a policy, program, or initiative on specific population groups. A HIA Tool recognizes social, economic, and cultural determinants of health of a community with an upstream thinking approach aiming to maximize positive health effects and minimize negative health effects on a population.

The purpose of a Health Impact Assessment includes:

- Providing opportunities to develop a healthy and sustainable community
- Promoting inclusive strategies and policies
- Developing a participatory approach that values the views of the community

The process of conducting a HIA consists of reviewing policies, programs or initiatives with a Population Health lens to ensure the implications of decisions and recommendations related to the City of Greater Sudbury (City) Population Health Priorities have been considered.

To align with the City's Population Health Initiative, a Health Impact Assessment Tool will be applied for City Council and all Committee reports. The HIA statement will be used to highlight health effects in relation to the ten City of Greater Sudbury Population Health Priorities that were identified in the November 22nd, 2017 City Council Report, Population Health – Community Priorities.

Population Health Priorities:

1. **Indigenous Youth** - Flexible learning opportunities within the community and schools.
2. **Resiliency** - Community resiliency, support youth transitioning to adulthood in schools, campuses, workplaces and community, safe communities, skill-based learning for all ages.
3. **Families** - Developing a family well-being strategy, support family units with changing family needs, promote positive life choices.
4. **Mental Health** - Elimination of social stigma, sensitivity for mental illness & addictions, inclusion & belonging, creating mindful environments for schools, work & play and neighbourhoods with greater connectivity and cohesion.

5. **Compassionate City Design** - Promote an inclusive society and neighbourhoods, programs and services that are welcoming/supportive and neighbourhoods that are safe, connected, accessible, green and playful.
6. **“Play” Opportunities** - Promote equal & accessible play opportunities, crime prevention through environmental design for safe play, utilize play further within educational system.
7. **Housing** - Increased affordable & suitable housing, encourage creative approaches to homelessness.
8. **Holistic Health** - Promote quality personal time, healthy work environments, progressive health policies, supportive families, health equity, poverty reduction, accessible local food, healthy weights, community based models of care.
9. **Age-Friendly Strategy** - Promotes suitable outdoor spaces & buildings, housing, transportation, social participation, civic participation & employment, community support & health services, communication & information, and respect & social inclusion.
10. **Healthy Streets** - Promote active transportation opportunities, natural resources as incorporated into the landscape for trails & neighbourhood development, public spaces where people feel safe, relaxed, and welcome, urban spaces socially and economically vibrant and environmentally sustainable, streets are inviting to walk, cycle or use, pedestrian friendly.

Recommended Usage

Currently, HIA statements are utilized on reports that are presented to the Community Services Committee under the heading, Relationship to Strategic Plan/Health Impact Assessment. Including HIA statements on all City Council and Committee reports will ensure new policies, programs, and/or initiatives will provide informed decision making in terms of the City's Population Health.

Health Impact Assessments will be completed for each City Council and Committee report by the report's author using a standardized HIA Tool (see Appendix A-Health Impact Assessment Tool). The HIA Tool is a one-page document that contains the ten Population Health Priorities and specific checkboxes to indicate if the policy, program

or initiative has positive impact, negative impact or no impact on Population Health Priorities. The HIA Tool includes a comment section for each Population Health priority to provide additional information. Significant impacts to any of the Population Health Priorities will be identified on City Council or Committee reports under the Relationship to Strategic Plan/Health Impact Assessment heading.

Health Impact Assessment Statements

The following responses are guidelines for current Health Impact Assessments included in Community Services Committee reports that are recommended to be included in all City Council and Committee reports:

If the response to any or all of the Population Health Priorities indicates a **positive** impact, a HIA statement will need to be included in the body of the report that reflects the consideration taken regarding the topic of the report.

If the response to any of the Population Health Priorities and services indicates a **negative** impact, the report writer should follow-up with supporting information including an HIA statement as to why the decision has a negative impact and the rationale for the recommendation to be approved. Information will also need to be provided to determine if a further investigation will need to be conducted dependent upon the degree of negative impact on the community.

If the response to any or all of the Population Health Priorities is **not applicable** or has **no impact**, then no follow-up is required.

Next Steps

Upon Council approval, the HIA Tool will be distributed to all City and Committee report writers and begin to appear in Agendas Online by the fourth quarter of 2018. Training for report writers who will use the HIA Tool will occur in the third quarter of 2018.

Sources

National Collaborating Centre for Healthy Public Policy

http://www.ncchpp.ca/54/health_impact_assessment.ccnpps

National Collaborating Centre for Methods and Tools

<http://www.nccmt.ca/knowledge-repositories/search/146>.

Wellesley Institute <http://www.wellesleyinstitute.com/topics/health-equity/heath-equity-impact-assessment/>

November 22nd, 2017 City Council Report: Population Health - Community Priorities

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1137&itemid=14036&lang=en>

Appendix A – Health Impact Assessment Tool

| Population Health Priorities | Positive Impact | Negative Impact | No Impact /Not applicable | Comments -The size and significance of the potential impacts (positive/negative) -The potential for cumulative or long-term impacts |
|--|--------------------------|--------------------------|---------------------------|---|
| Indigenous Youth Flexible learning opportunities within the community and schools | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Resiliency Community resiliency, support youth transitioning to adulthood in schools, campuses, workplaces and community, safe communities, skill-based learning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Families Family well-being strategy, family units support changing family needs, positive life choices | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Mental Health Elimination of social stigma, sensitivity for mental illness & addictions, inclusion & belonging, mindful environments for schools, work & play, neighbourhoods with greater connectivity and cohesion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Compassionate City Design Inclusive society & neighbourhoods, programs, services & infrastructure that are welcoming/supportive, neighbourhoods that are safe, connected, accessible, green & playful | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| “Play” Opportunities Equal & accessible play opportunities, crime prevention through environmental design for safe play, utilize play further within educational system | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Housing Affordable & suitable housing, creative approaches to homelessness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Holistic Health Quality personal time, healthy work environments, progressive health policies, supportive families, healthy equity, poverty reduction, accessibility of local food, healthy weights, community based models of care | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Age-Friendly Strategy Promotes suitable outdoor spaces & buildings, housing, transportation, social participation, civic participation & employment, community support & health services, communication & information, and respect & social inclusion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Healthy Streets Active transportation opportunities, natural resources as incorporated into the landscape for trails & neighbourhood developments, public spaces where people feel safe, relaxed, and welcome, urban spaces socially and economically vibrant and environmentally sustainable, streets are inviting to walk, cycle or use, pedestrian friendly | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Request for Decision

Community Health, Safety and Well-Being Concept

Presented To: Community Services Committee

Presented: Monday, Jun 18, 2018

Report Date: Friday, Jun 01, 2018

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury supports the concept of implementing a Community Health, Safety and Well-Being Plan, as outlined in the report entitled "Community Health, Safety and Well-Being Concept", from the General Manager of Community Development, presented at the Community Services Committee meeting on June 18, 2018;

AND THAT any necessary by-laws be prepared.

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 all the Population Health Priorities by promoting the health, safety and overall well-being of citizens.

The implementation of a Community Health, Safety and Well-Being Plan will have a positive impact on all the Social Determinants of Health as it will serve to address locally identified priority risk areas.

Report Summary

This report highlights requirements under the new Safer Ontario Act, 2018, mandating municipalities to develop and implement a Community Safety and Well-Being (CSWB) Plan within the next two years. The report provides information regarding CSWB planning that has already been undertaken, a Population Health approach currently being implemented in Greater Sudbury and a proposed concept to develop an all-encompassing Community Health, Safety and Well-Being Plan.

Signed By

Report Prepared By

Lyne Côté Veilleux
Co-ordinator of Community Initiatives & Quality Assurance
Digitally Signed Jun 1, 18

Health Impact Review

Lyne Côté Veilleux
Co-ordinator of Community Initiatives & Quality Assurance
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Manager Review

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Financial Implications

Jim Lister
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Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Jun 1, 18

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 4, 18

Financial Implications

There are no direct financial implications associated with this report. Indirectly, the establishment of the Community Safety and Well-Being Plan introduces a new service level that may create new financing requirements in future periods.

Background

Since 2009, the Ontario government has been working on developing the Provincial Approach to Community Safety and Well-Being. The overarching goal of the Provincial Approach is to build safer communities by re-focusing efforts and resources from reactionary incident responses to proactive, sustainable and long-term strategies addressing locally identified risks.

Recognizing the need for local-based planning, the Province developed the Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario. The framework guides communities in developing a Community Safety and Well-Being (CSWB) Plan using a collaborative, multi-sector approach.

New Legislation

In March, the Ontario government passed the Safer Ontario Act, 2018, mandating local municipalities to develop and implement a Community Safety and Well-Being Plans within the next two years with the aim of ensuring that individuals in need receive the most appropriate and timely response by the right service provider. Five key highlights of the legislation include, but are not limited to the following:

1. Advisory Committee

Council must establish a multi-sector advisory committee consisting of representatives that consider the diversity of the population in the municipality and that includes, at a minimum:

- A representative of the North East Local Health Integration Network (NELHN) or entity that provides services to improve the physical or mental health of individuals in the community
- Educational services representative
- Community or social services provider representative
- Community or social services provider to children or youth representative
- An entity that provides custodial services to children or youth
- Municipal employee or member of Council
- Police service board representative

2. Priorities

The CSWB Plan should focus on addressing key priority risk factors including systemic discrimination and other social factors that contribute to crime, victimization, addiction, drug overdose, suicide and other prescribed risk factors.

3. Community Consultation

In preparing a CSWB Plan, Council must consult with:

- The advisory committee
- Members of the public, including:
 - Youth
 - Members of racialized groups
 - Members of First Nation, Inuit and Métis communities

- Community organizations that represent:
 - Youth
 - Racialized groups
 - First Nation, Inuit and Métis communities

4. Evidence-based Planning

In developing a CSWB Plan, Council shall consider available information related to:

- Crime
- Victimization
- Addiction
- Drug overdose
- Suicide
- Statistical information (Statistics Canada or other sources)
- Information obtained through consultations

5. Plan Requirements

The CSWB Plan shall:

- Identify risk factors including systemic discrimination and other social factors that contribute to crime, victimization, addition, drug overdose and suicide and other prescribed risk factors
- Identify which risk factors will be treated as a priority to reduce
- Identify strategies to reduce the prioritized risk factors
- Set out measurable outcomes that the strategies are intended to produce

Council shall:

- Adopt a CSWB plan by resolution
- Publish the CSWB plan
- Take actions, encourage and assist others to take actions the plan requires
- Monitor, evaluate and report on the effect the plan is having on reducing the prioritized risk factors

CSWB Planning in Greater Sudbury

In 2014, the City of Greater Sudbury (City) was selected by the Ministry of Community Safety and Correctional Services as one of eight pilot communities to develop a CSWB Plan. On June 10, 2014, City Council identified CSWB as a priority for the community by way of resolution CC2014-200.

The Greater Sudbury CSWB Planning Committee (Committee) was established and undertook key initiatives to support community-based planning (Appendix A – Agenda Report: Greater Sudbury Community Safety & Well-being Planning). Through community consultation, the Committee established a framework for CSWB in Greater Sudbury based on three priority risk areas and their specific domains of focus:

| Priority Area | Basic Human Needs | Safe Environments | Mental Well-Being |
|---------------|---|--|---|
| Domains | <ul style="list-style-type: none"> • Adequate income • Safe housing • Food security • Employment • Education • Health services/medical care | <ul style="list-style-type: none"> • Safe neighbourhoods, schools & workplaces • Injury & harm prevention • Healthy relationships • Opportunities for active living & mobility | <ul style="list-style-type: none"> • Socio-emotional skills to support mental health • Diagnosis, treatment and support for mental illness and addictions |

Other key initiatives undertaken by the Committee included a review of best practices, a Social Network Analysis, work on establishing baseline measurements of CSWB and a template to collect a CSWB asset inventory.

The Committee last met in October, 2016. Revised Terms of Reference were discussed, however; were not established pending the outcomes of City and community leadership discussions surrounding population health, safety, and well-being that could alter the role and structure of the Planning Committee.

Population Health

The Public Health Agency of Canada website defines Population Health as *“an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. In order to reach these objectives, it looks at and acts upon the broad range of factors and conditions that have a strong influence on our health.”*

Similar to the CSWB Planning Framework, the Population Health approach also advocates for multi-sector, collaborative, and upstream approaches that aim to achieve positive outcomes and improve the priority risk indicators of health and well-being of all citizens.

Since 2016, City-led discussions and priority-setting sessions have been undertaken with community partners and stakeholders to establish local priorities for population health. At the November 22, 2017 City Council meeting, the following ten Population Health community priorities were endorsed by way of Resolution CC2017-353 (Appendix B – Agenda Report: Population Health – Community Priorities):

1. Indigenous Youth (Flexible learning opportunities)
 - Flexible learning opportunities within the community and schools
2. Resiliency (Skill building)
 - Community resiliency
 - Support youth transitioning to adulthood in schools, campuses, workplaces and community
 - Safe communities
 - Skill based learning opportunities
3. Families (Support well-being)
 - Family well-being strategy
 - Family units support changing family needs
 - Positive life choices
4. Mental Health_(Sensitivity & inclusion)
 - Elimination of social stigma
 - Sensitivity for mental illness and addictions
 - Inclusion and belonging
 - Mindful environments for schools, work and play
 - Neighborhoods with greater connectivity and cohesion
 - Culturally appropriate services
 - Safe places for youth to connect with peers and mentors

5. Compassionate City (Welcoming & supportive)
 - Inclusive society and neighborhoods
 - Programs, services and infrastructure that are welcoming, and supportive
 - Neighborhoods that are safe, connected, accessible, green and playful
6. Play Opportunities (Accessible opportunities)
 - Equal and accessible play opportunities
 - Crime prevention through environmental design for safe play
 - Utilize play further within education system
7. Housing (Affordable & available)
 - Affordable and suitable housing
 - Creative approaches to homelessness
8. Holistic Health (Progressive alternatives)
 - Quality personal time
 - Healthy work environments
 - Progressive health policies
 - Supportive families
 - Health equity
 - Poverty reduction
 - Accessibility of local food
 - Healthy weights
 - Community based models of care
9. Age Friendly Strategy (Safe & accessible community)
 - The World Health Organization has identified eight (8) pillars for Age Friendliness:
 - Outdoor spaces and buildings
 - Housing
 - Transportation
 - Social participation
 - Civic participation
 - Health services
 - Communication
 - Social inclusion
10. Healthy Streets (Active & sustainable outdoor spaces)
 - Active transportation opportunities
 - Natural resources as incorporated into the landscape for trails, neighborhood developments
 - Public spaces where people feel safe, relaxed and welcome
 - Urban spaces socially and economically vibrant and environmentally sustainable
 - Streets are inviting to walk, cycle or use
 - Pedestrian friendly

Community Health, Safety and Well-Being Concept

When comparing the CSWB priorities with those established for Population Health, several linkages can be drawn, for example in the areas of mental health, housing, and active living. Both approaches aim to achieve common outcomes for individual health and well-being through collaboration and improved coordination of services and resources.

While the Safer Ontario Act, 2018, mandates the implementation of a CSWB Plan, it is proposed that the concept of a Community Health, Safety and Well-Being (CHSWB) Plan that combines CSWB and Population Health be adopted. An Advisory Committee composed of mandated and selected representatives would be tasked to develop the Plan that will inform the coordination and alignment of collective efforts of planning partners and stakeholders towards addressing priority risk areas affecting CHSWB.

Next Steps

On June 20, 2018, the City will lead a Population Health community forum and engage over 150 partners and stakeholders in action planning on the identified Population Health priorities. Community Safety and Well-Being will be among one of the key areas of discussion to inform on how best to advance the development and implementation of a Community Health, Safety and Well-Being Plan. Participants will engage in validating the existing CSWB priorities, and identifying any current gaps for consideration in the CHSWB Plan. Feedback on outcome measures for the CHSWB Plan will also be solicited.

A report will be presented to City Council in the fall of 2018, to provide an update on the Population Health community forum discussions regarding the development of a CHSWB Plan.

Sources

Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario

<https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPlanningFramework.html>

Safer Ontario Act, 2018

http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&BillID=5295&detailPage=bills_detail_the_bill

Council Meeting – Motion (June 10, 2014)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=723&itemid=8749&>



For Information Only

Greater Sudbury Community Safety & Well-being Planning

Presented To: Community Services Committee

Presented: Monday, Jul 11, 2016

Report Date: Wednesday, Jun 22, 2016

Type: Correspondence for Information Only

Resolution

For Information Only

Health Impact Assessment

Within motion CC2014-200, City Council identified community safety and well-being (CSWb) as a priority for the City of Greater Sudbury. The Greater Sudbury Community Safety and Well-being Planning Committee is working to bring together a wide variety of sector partners and stakeholders to collectively support proactive interventions and social development to address identified priority risks within the community. Baseline measures of CSWb are being established to monitor the impact of these collective efforts as well as inform continuous evidence-based planning.

Background

As part of a provincial initiative, the City of Greater Sudbury through the Greater Sudbury Police Service was selected in 2014, as one of eight pilot communities by the Ministry of Community Safety and Correctional Services (MCSCS) to develop and implement a local CSWb planning process that proactively addresses risk factors and promotes protective interventions. Such initiative was formally endorsed by City Council by way of motion CC2014-200 in June, 2014.

With Proceeds of Crime funding secured by the Greater Sudbury Police Service, the Greater Sudbury Community Safety and Well-being Planning Committee was established to develop a local plan to address key priority risk areas identified by the community. The Committee's multi-sectoral membership reflects a shared commitment towards meaningful outcomes of safety and well-being with representatives from the following organizations:

Signed By

Report Prepared By

Lyne Côté Veilleux
Co-ordinator of Community Initiatives & Quality Assurance
Digitally Signed Jun 22, 16

Health Impact Review

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Digitally Signed Jun 22, 16

Division Review

Luisa Valle
Director of Social Services
Digitally Signed Jun 22, 16

Recommended by the Department

Rob Blackwell
General Manager of Health and Social Services
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Jun 22, 16

- Greater Sudbury Police Service
- City of Greater Sudbury
- Sudbury & District Health Unit
- Canadian Mental Health Association
- Community Mobilization Sudbury
- North East LHIN
- Social Planning Council of Sudbury
- Health Sciences North
- Partners for Children & Youth

Greater Sudbury CSWb Planning Committee Initiatives

• A Framework for CSWb Planning

In early 2015, the Committee consulted with community leaders and stakeholders from more than 55 local organizations, firstly to build awareness and seek commitment, and secondly, to engage them in a facilitated exercise to determine priority areas of risk within Greater Sudbury.

From these consultations, the Committee developed a framework for community safety and well-being planning in Greater Sudbury that includes three priority risk areas, each with specific domains of focus.

| <i>Priority Area</i> | Basic Human Needs | Safe Environments | Mental Well-being |
|----------------------|---|--|---|
| <i>Domains</i> | <ul style="list-style-type: none"> ▪ Adequate income ▪ Safe housing ▪ Food security ▪ Employment ▪ Education ▪ Health services/medical care | <ul style="list-style-type: none"> ▪ Safe neighbourhoods, schools & workplaces ▪ Injury & harm prevention ▪ Healthy relationships ▪ Opportunities for active living & mobility | <ul style="list-style-type: none"> ▪ Socio-emotional skills to support mental health ▪ Diagnosis, treatment and support for mental illness and addictions |

The framework aims to guide coordinated planning that promotes a connected, accessible and responsive system of services and service providers who work collaboratively towards common goals to address the priority risk areas.

• Best Practices

The Committee researched and compared best practices and models for CSWb planning from other communities provincially and internationally, including Australia, New Zealand, the UK, and the United States. Committee members connected with project coordinators from the City of Guelph and other pilot communities including Bancroft and Brantford. What was predominantly found was:

- CSWb planning is governed by the municipality.
- Priority risk areas were identified based on outcomes of community consultations and available data.
- No single agency or organization is tasked to address risk areas – CSWb is a community effort with outcomes achieved through partnerships and collaborative approaches

• Social Network Analysis

Working with the Social Planning Council of Sudbury, the Sudbury & District Health Unit and with support from the City of Greater Sudbury, the Committee completed a Social Network Analysis (SNA) to establish a baseline measure of the inter-connectedness of local organizations with regards to the priority risk areas and related domains within the planning framework.

Based on their mandate and areas of activity, participants were asked to specify the priority areas and domains their services aim to address and identify organizations within each of them with whom they coordinate services and/or to whom they refer clients. Overall, close to 85 organizations responded and over 170 surveys were completed. Nearly 8,000 connections were identified with service coordination and referring combined.

The Committee hosted a community sounding event on June 13, 2016, to validate and contextualize with participants the resulting network maps. A final report prepared by the Social Planning Council of Sudbury is expected to be shared in fall, 2016.

- **Baseline Measurement of CSWb**

In order to evaluate the impact of activities addressing the priority areas, the Committee has been working on developing baseline measures of safety and well-being (which includes the SNA). Various options for baseline measurement and data warehousing were considered by the Committee.

It was decided to build a repository of existing data from various sources (e.g. Census, Data Consortium) and with Proceeds of Crime funding dollars, assigned the Baseline Measurement project to the City's Planning Department as an experienced, skilled and trusted partner. Data collected may be GIS compatible to create maps that can provide a visual representation to better assist in planning CSWb initiatives.

The anticipated outcome of the project will be a source of meaningful data and analysis that will assist in informing the Committee as well as other local planning bodies in setting evidence-based priorities for CSWb, as well as measuring the collective impact of local strategies, projects and programs.

- **CSWb Asset Inventory**

The Committee is also working on developing an asset inventory of existing work, resources and strengths within the community that are aligned with the priority risk areas. Using a matrix, the Committee will inventory local strategies and programs to help identify gaps and further enhance coordination efforts between services. The Matrix will plot community assets in accordance with the priority risk domains they aim to address, the targeted populations they serve, as well as identify the level of intervention they fall under according to the planning model established by the MCSCS.

- **Sustainability for CSWb Planning in Greater Sudbury**

Last October, the City committed to sustain CSWb planning post-funding phase within the Social Services Division. The Committee's workplan includes the completion of the above-noted activities over the next several months. A reassessment of the Committee's role and terms of reference will begin in September along with the development of a proposed, formalized CSWb Plan for the City of Greater Sudbury.



Request for Decision

Population Health - Community Priorities

Presented To: City Council

Presented: Wednesday, Nov 22, 2017

Report Date: Friday, Nov 03, 2017

Type: Managers' Reports

Resolution

THAT the City of Greater Sudbury endorses the community priorities to improve individual health and well-being;

AND THAT staff be directed to bring a follow up report to City Council in September, 2018 as outlined in the report entitled "Population Health - Community Priorities", from the General Manager of Community Development presented at the City Council meeting of November 22, 2017.

Relationship to the Strategic Plan / Health Impact Assessment

This report directly supports the quality of life and place priority of the City of Greater Sudbury's Corporate Strategic Plan.

The identification of community priorities in this report will have a positive impact on the community as multiple partners are willing to take action to improve overall individual health outcomes for citizens of the City of Greater Sudbury.

Report Summary

Consultations were held with community partners to establish priorities for population health. Three community forums hosted by the City of Greater Sudbury were held where community priorities were identified as Indigenous Youth, Build Resiliency, Investing in Families, Enable and Promote Mental Health, Seek Compassionate City Characteristics and Designation, Create Play Opportunities, Improve Access to Housing, Encourage Holistic Health, Promote Age Friendly Strategy, and Support Healthy Streets. A report will be brought back to Council in 10 months with an update on the action taken in this regard.

Financial Implications

The City of Greater Sudbury was successful in a grant application for \$250,000 in funding from INAC to support the global research initiative for indigenous youth. Shkagamik-Kwe-Health Centre will take the lead

Signed By

Report Prepared By

Catherine Matheson
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Digitally Signed Nov 3, 17

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Nov 3, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Nov 3, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Nov 8, 17

for this research in conjunction with Laurentian University.

In addition, as approved by the Finance and Administration Committee in January 2017, the in year savings resulting from the Annual Grant Value for Money Review of \$56,000 has been set aside to support population health initiatives. These funds will be contributed to reserve for use in 2018.

Background

Since 2005, City of Greater Sudbury Councils have taken on the strategic priority of quality of life. Each term of Council appointed a Healthy Community Cabinet which provided direction and advice on the 11 identified community challenges.

The 11 Healthy Community Challenges from 2005-2014 were:

- Health Status
- Health and Safety
- Homelessness
- Poverty
- Educational Attainment
- Arts and Culture
- Out Migration
- Infrastructure Deficit
- Unemployment
- Lake Water Quality
- Impaired Ecosystem

Strategic Direction

The current City Council, in its Corporate Strategic Plan, Greater Together, identified four key areas of focus for the organization:

- Growth and Economic Development;
- Responsive, Fiscally Prudent, Open Governance;
- Quality of Life and Place; and
- Sustainable Infrastructure.

The Quality of Life and Place priority continues to align with the Healthy Community Strategy and United Nations University's Regional Centre of Expertise designation received by CGS in 2007. This Council continues to prioritize individual and community health and well-being. This makes strategic sense as the concept of a healthy community and sustainable development has been well entrenched and celebrated for many years. Here are excellent examples of healthy community initiatives which have been celebrated publically as Healthy Community Champions:

- Sustainable Mobility Plan
- Biodiversity Action Plan
- Community Action Networks
- Community Gardens
- Children's Water Festival
- Feel Free to Feel Fit
- Eat Local Sudbury

- Diversity Advisory Panel
- Accessibility Advisory Panel
- Nickel District Conservation Authority Climate Change Consortium
- Connecting the Creek
- Dearness Environmental Program
- Ridgecrest Playground
- Skate Exchange Program
- Drinking Water Source Protection Program
- Vale Living with Lakes Centre at Laurentian University
- Volunteer Sudbury
- Healthy Kids Community Challenge
- Seniors Advisory Panel to Mayor and Council

Population Health Moving Upstream

Over the past twelve months at the request of community partners, community discussions were led by the City regarding individual health and well-being and in general, population health.

Population health has been defined as: *“an approach to health that aims to improve the health of the entire population and to reduce health inequities among population groups. In order to reach these objectives, it looks at and acts upon the broad range of factors and conditions that have a strong influence on our health.”*

<http://www.phac-aspc.gc.ca/ph-sp/approach-approche/index-eng.php>

The discussions and priority setting sessions led by the City were held February 13th, February 14th, and May 24th, 2017. In each consultation a total of 60 – 80 participants and/or organizations were engaged. The objective of each discussion was to define the issue and the context of the priority, discuss actions and define conditions for success and identify appropriate community champions for these actions.

The identified community priorities for population health are an excellent example of quality of life and place.

1. Indigenous Youth
2. Build Resiliency
3. Investing in Families
4. Enable and Promote Mental Health
5. Seek Compassionate City Characteristics and Designation
6. Create Play Opportunities
7. Improve Access to Housing
8. Encourage Holistic Health
9. Promote Age Friendly Strategy
10. Support Healthy Streets

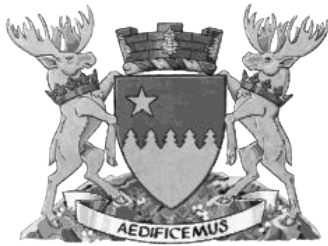
Next Steps

As with a Healthy Community Strategy, a Population Health Strategy is the responsibility of all. The City has been asked to lead these initiatives in an effort to coordinate action, lead by example, and foster success. The City will continue to collaborate with the community and organizations to assist in championing improved health of citizens and the sustainability of the City of Greater Sudbury community. Progress on the key priorities for population health will be tracked, supported and brought back to Council for their information in 10 months.

The City of Greater Sudbury as an organization will also continue to champion projects under each of these priority areas to assist with improving population health. A great example of this would be the “Global Research Initiative on Reorienting Education and Training Systems to Improve the Lives of Indigenous and Marginalized Youth” now being undertaken by Shkagamik-Kwe Health Centre. Indigenous youth was identified as a community priority for population health. The City of Greater Sudbury was successful in an application to join a global research project with UNESCO through the United Nations University focused upon improving educational outcomes for aboriginal youth. Funding was also successfully secured through INAC to support this research. Angela Recollet, CEO for Shkagamik-Kwe Health Centre will lead this research with Dr. Pamela Toulouse from Laurentian University. The research locally will contribute to the international research with the United Nations University.

The City of Greater Sudbury has been identified as the lead for North and Central America within the Regional Centre of Expertise. This will significantly position Sudbury as a lead within the Global Regional Centre of Expertise initiative through the United Nations University and further contribute to a healthy sustainable community, best practices in population health and collaborative indigenous research to improve educational outcomes.

While the City of Greater Sudbury has been leading the healthy community and population health initiatives for well over 10 years, it is expected that after 10 months, an organization such as the NE LHIN will be in position to continue supporting and leading the local population health initiatives.



City of Greater Sudbury Charter

WHEREAS Municipalities are governed by the Ontario Municipal Act, 2001;

AND WHEREAS the City of Greater Sudbury has established Vision, Mission and Values that give direction to staff and City Councillors;

AND WHEREAS City Council and its associated boards are guided by a Code of Ethics, as outlined in Appendix B of the City of Greater Sudbury's Procedure Bylaw, most recently updated in 2011;

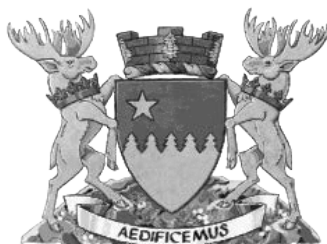
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

THEREFORE BE IT RESOLVED THAT Council for the City of Greater Sudbury approves, adopts and signs the following City of Greater Sudbury Charter to complement these guiding principles:

As Members of Council, we hereby acknowledge the privilege to be elected to the City of Greater Sudbury Council for the 2014-2018 term of office. During this time, we pledge to always represent the citizens and to work together always in the interest of the City of Greater Sudbury.

Accordingly, we commit to:

- Perform our roles, as defined in the Ontario Municipal Act (2001), the City's bylaws and City policies;
- Act with transparency, openness, accountability and dedication to our citizens, consistent with the City's Vision, Mission and Values and the City official motto;
- Follow the Code of Ethical Conduct for Members of Council, and all City policies that apply to Members of Council;
- Act today in the interest of tomorrow, by being responsible stewards of the City, including its finances, assets, services, public places, and the natural environment;
- Manage the resources in our trust efficiently, prudently, responsibly and to the best of our ability;
- Build a climate of trust, openness and transparency that sets a standard for all the City's goals and objectives;
- Always act with respect for all Council and for all persons who come before us;
- Ensure citizen engagement is encouraged and promoted;
- Advocate for economic development, encouraging innovation, productivity and job creation;
- Inspire cultural growth by promoting sports, film, the arts, music, theatre and architectural excellence;
- Respect our historical and natural heritage by protecting and preserving important buildings, landmarks, landscapes, lakes and water bodies;
- Promote unity through diversity as a characteristic of Greater Sudbury citizenship;
- Become civic and regional leaders by encouraging the sharing of ideas, knowledge and experience;
- Work towards achieving the best possible quality of life and standard of living for all Greater Sudbury residents;



Charte de la Ville du Grand Sudbury

ATTENDU QUE les municipalités sont régies par la Loi de 2001 sur les municipalités (Ontario);

ATTENDU QUE la Ville du Grand Sudbury a élaboré une vision, une mission et des valeurs qui guident le personnel et les conseillers municipaux;

ATTENDU QUE le Conseil municipal et ses conseils sont guidés par un code d'éthique, comme l'indique l'annexe B du Règlement de procédure de la Ville du Grand Sudbury dont la dernière version date de 2011;

ATTENDU QUE la devise officielle de la Ville du Grand Sudbury, « Ensemble, bâtissons notre avenir », a été choisie afin de célébrer la diversité de notre municipalité ainsi que d'inspirer un effort collectif et l'inclusion;

QU'IL SOIT RÉSOLU QUE le Conseil de la Ville du Grand Sudbury approuve et adopte la charte suivante de la Ville du Grand Sudbury, qui sert de complément à ces principes directeurs, et qu'il y appose sa signature:

À titre de membres du Conseil, nous reconnaissons par la présente le privilège d'être élus au Conseil du Grand Sudbury pour le mandat de 2014-2018. Durant cette période, nous promettons de toujours représenter les citoyens et de travailler ensemble, sans cesse dans l'intérêt de la Ville du Grand Sudbury.

Par conséquent, nous nous engageons à :

- assumer nos rôles tels qu'ils sont définis dans la Loi de 2001 sur les municipalités, les règlements et les politiques de la Ville;
- faire preuve de transparence, d'ouverture, de responsabilité et de dévouement envers les citoyens, conformément à la vision, à la mission et aux valeurs ainsi qu'à la devise officielle de la municipalité;
- suivre le Code d'éthique des membres du Conseil et toutes les politiques de la municipalité qui s'appliquent à eux;
- agir aujourd'hui pour demain en étant des intendants responsables de la municipalité, y compris de ses finances, biens, services, endroits publics et du milieu naturel;
- gérer les ressources qui nous sont confiées de façon efficiente, prudente, responsable et de notre mieux;
- créer un climat de confiance, d'ouverture et de transparence qui établit une norme pour tous les objectifs de la municipalité;
- agir sans cesse en respectant tous les membres du Conseil et les gens se présentant devant eux;
- veiller à ce qu'on encourage et favorise l'engagement des citoyens;
- plaider pour le développement économique, à encourager l'innovation, la productivité et la création d'emplois;
- être une source d'inspiration pour la croissance culturelle en faisant la promotion de l'excellence dans les domaines du sport, du cinéma, des arts, de la musique, du théâtre et de l'architecture;
- respecter notre patrimoine historique et naturel en protégeant et en préservant les édifices, les lieux d'intérêt, les paysages, les lacs et les plans d'eau d'importance;
- favoriser l'unité par la diversité en tant que caractéristique de la citoyenneté au Grand Sudbury;
- devenir des chefs de file municipaux et régionaux en favorisant les échanges d'idées, de connaissances et concernant l'expérience;
- viser l'atteinte de la meilleure qualité et du meilleur niveau de vie possible pour tous les résidents du Grand Sudbury.