



COMMUNITY SERVICES COMMITTEE AGENDA

Community Services Committee Meeting
Monday, November 6, 2017
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

CONSENT AGENDA

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

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

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

CORRESPONDENCE FOR INFORMATION ONLY

- C-1. Report dated October 23, 2017 from the General Manager of Community Development regarding James Jerome Sports Complex Fence Panel Advertising Update. **4 - 6**
(FOR INFORMATION ONLY)
(This report provides an update on the James Jerome Sports Complex fence panel advertising program.)
- C-2. Report dated October 16, 2017 from the General Manager of Community Development regarding Child Care and Early Years System. **7 - 15**
(FOR INFORMATION ONLY)
(This report outlines the child care and early years system mandated by the Ministry of Education and managed through the City of Greater Sudbury.)
- C-3. Report dated October 20, 2017 from the General Manager of Community Development regarding Social Services Operational Review. **16 - 19**
(FOR INFORMATION ONLY)
(This report outlines Provincial changes associated with the administration of Social Assistance in Ontario, and outlines an operational review that was undertaken, along with recommendations.)
- C-4. Report dated October 19, 2017 from the Chief Administrative Officer regarding Primary Healthcare Provider Recruitment and Retention Program. **20 - 33**
(FOR INFORMATION ONLY)
(This report provides a summary of the Primary Healthcare Provider Recruitment and Retention Program including marketing activities and incentives offered.)
- C-5. Report dated October 18, 2017 from the General Manager of Community Development regarding Public Transit Infrastructure Funding Status Report. **34 - 40**
(FOR INFORMATION ONLY)
(This report provides an update on the status of all projects related to the Public Transit Infrastructure Fund (PTIF).)

ADDENDUM

CIVIC PETITIONS

QUESTION PERIOD AND ANNOUNCEMENTS

NOTICES OF MOTION

ADJOURNMENT

For Information Only

James Jerome Sports Complex Fence Panel Advertising Update

Presented To: Community Services Committee

Presented: Monday, Nov 06, 2017

Report Date: Monday, Oct 23, 2017

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

Commercial advertising at City of Greater Sudbury facilities does not directly align with Council's strategic priorities. It is recommended that Leisure Services resources would be best utilized working towards Quality of Life and Place priorities, including creating programs and services designed to improve the well-being of youth, families and seniors as well as maintaining great public spaces and facilities for everyone to enjoy.

Report Summary

This report provides an update on the James Jerome Sports Complex fence panel advertising program. This report indicates that the City of Greater Sudbury will no longer directly manage the fence panel advertising program and that fence panel advertising will be managed through the private sector through an existing agreement.

Financial Implications

There are no financial implications associated with this report.

Signed By

Report Prepared By

Jeff Pafford
Director of Leisure Services
Digitally Signed Oct 23, 17

Health Impact Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Oct 23, 17

Division Review

Jeff Pafford
Director of Leisure Services
Digitally Signed Oct 23, 17

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Oct 23, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Oct 23, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Oct 24, 17

Background

At the April 3, 2017 Community Services Committee meeting, Council received a report titled "Leisure Advertising Review and Bell Park Digital Board Advertising Policy". The report included information about the James Jerome Sport Complex fence panel advertising program. The report noted moderate success with the pilot project. The report resolution passed included the following:

"THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury Leisure Services division continues with fence panel advertising at the James Jerome Sports Complex and other high profile playfields where financially viable for an additional six month trial period;

AND THAT a report and business case be prepared for the Community Services Committee regarding fence panel advertising on a permanent basis by November 2017;"

Analysis

As directed by Council, a business case has been prepared and submitted as part of the 2018 Budget process. The business case notes that revenue generated from the program have not met expectations and only slightly cover costs associated with the advertisements.

Since the introduction of the program in the fall of 2015, revenue generated has been modest (\$4,000 in 2015, \$6,700 in 2016 and \$9,300 so far in 2017). Costs associated with the advertising program in 2015 and 2016 totaled approximately \$5,000. Costs associated with fence panel advertising in 2017 are projected to be approximately \$4,000. These costs do not include staff time associated with soliciting, responding to and booking advertising requests.

The business case recommends that the City of Greater Sudbury (City) not continue with the pilot fence panel advertising program.

In general, City resources are not dedicated to commercial advertising initiatives. The City typically doesn't solicit for paid advertising nor does the City have the ability to negotiate or package items, as is done in the private advertising sector.

The City previously issued a Request for Proposal (RFP) for Advertising at Citizen and Leisure Services Facilities (Contract CDD15-20). The RFP provided proponents an opportunity to bid on established advertising packages and identified a minimum remuneration (minimum reserve bid) that the City would receive in exchange for advertising rights. The RFP included advertising opportunities at sports complexes and playfields including fence panel advertising. No bids were received from the Request for Proposal.

The City has an existing agreement with 1930178 Ontario Limited, O/A as BK Marketing for advertising services at Greater Sudbury Transit and municipal arenas. The City approached BK Marketing to see if there was interest in advertising at the James Jerome Sports Complex. BK Marketing has confirmed interest and would contribute a fixed annual fee to the City in lieu of advertising rights at James Jerome Sports Complex.

The City's Purchasing By-Law allows for a non-competitive acquisition of services where the total value is less than \$50,000.

Summary

The James Jerome Sports Complex fence panel advertising program only achieved moderate success. City resources would be best focused on other priorities. The private sector is best suited to manage commercial advertising at James Jerome Sports Complex.

Next Steps

Legal Services at the City of Greater Sudbury will be contacted to develop an agreement with BK Corporate Marketing for James Jerome Sports Complex fence panel advertising.

References

Leisure Advertising Review and Bell Park Digital Board Advertising Policy, Community Services Committee, April 3, 2017

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=5&id=1151>

Results, Contract CDD15-20, RFP for Advertising at Citizen and Leisure Services Facilities

https://www.greatersudbury.ca/business/tenderspurchasing/tenders/index.cfm?tender_id=2765&pg=results

Advertising Contract Option to Extend, City Council, August 12, 2014

<https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=785&itemid=8915&lang=en>

For Information Only

Child Care and Early Years System

Presented To: Community Services Committee

Presented: Monday, Nov 06, 2017

Report Date: Monday, Oct 16, 2017

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 the Quality of Life and Place pillar, within the priority: Create programs and services designed to improve the health and well-being of our youth, families and seniors.

This report will have a positive impact on the Social Determinants of Health in the area of Human Health/Well-being because it supports the Ministry of Education's vision for the early years in that "Ontario's children and families are supported by a system of responsive, high-quality, accessible, and increasingly integrated early years programs and services that contribute to healthy child development today and a stronger future tomorrow."

Report Summary

Under the Child Care and Early Years Act, 2014, Consolidated Municipal Service Managers (CMSMs) are appointed by the Province to be the designated child care Service System Managers responsible for planning and managing licensed child care services in their communities.

As one of 47 CMSM in the Province, the City of Greater Sudbury's Children Services Section has the authority to determine funding priorities within the local early years and child care system, and to manage child care services through a local service planning process that reflects current child care legislation, regulations, policies/directives and engagement with local licensees.

Signed By

Report Prepared By

Monique Poirier
Manager of Children Services
Digitally Signed Oct 16, 17

Health Impact Review

Monique Poirier
Manager of Children Services
Digitally Signed Oct 16, 17

Division Review

Luisa Valle
Director of Children and Citizen Services
Digitally Signed Oct 16, 17

Financial Implications

Jim Lister
Manager of Financial Planning and Budgeting
Digitally Signed Oct 18, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Oct 20, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Additionally, CMSMs are also responsible for the local management of all Ministry of Education (MEDU) funded child and family programs currently known as Best Start Hubs (Ontario Early Years Child and Family Centres (OEYCFC) – effective January 2018).

Financial Implications

The 2017 budget for the Children Services Section is \$21.3 million. The municipal tax levy of approximately \$2.0 million represents the mandatory cost-sharing obligation with the Province.

Background

The provincial government sets overall policy, legislation, and regulation for the child care and early years sector (ages 0 – 12). Funding for all approved programs and services is either cost-shared with, or wholly funded by the Ministry of Education (MEDU). Cost-shared programs reflect historical agreements with the province, prior to 2011. All new programs announced since 2011 have been funded with 100% provincial dollars. The 2017 Children Services budget, including all MEDU and CGS contributions, is \$21,353,149.

Through their Child Care and Quality Assurance program, the MEDU licenses child care centres and home child care agencies that contract with home child care providers. They also conduct inspections and investigate complaints about licensed and unlicensed child care. While licensing remains a provincial responsibility, there is a well-established system of information-sharing and support with the CGS' Children Services Section, thereby enhancing the quality of our local child care and early years programs.

As the local Service System Manager, the Children Services Section provides the following services, in collaboration with licensed child care providers, family support programs and other early years partners:

Lead community planning and engagement

The Children Services Section provides leadership and support to the Planning Network for Sudbury Families (PNSF) and other planning committees and initiatives. The PNSF is instrumental in ensuring that the City of Greater Sudbury (City) meets its community engagement and consultation mandate in service system planning for child care and early years programs. All required MEDU program and planning proposals are endorsed at this table, ensuring transparency and demonstrating collective leadership in supporting all families with children up to 12 years.

In 2013, the Children Services Section led a local child care system review, in response to the introduction of a new funding model from the MEDU. The resulting provincial funding for the City of Greater Sudbury was reduced at that time, with the potential for a further reduction in future years. In response to this, City Council approved policy changes as well as the closure of the municipally-operated child care centre (Centre des jeunes citoyens/Junior Citizens Day Care) to mitigate the impact of a reduction in provincial funding.

To date, the additional budget reduction has not occurred, and in June 2017, the MEDU announced new provincial funding for increasing access to licensed child care for 100,000 new children, over a five year period. The Children Services Section has committed to plan for this access expansion in consultation with the PNSF and more specifically with local licensed child care providers, families and partners. This work will be carried out as part of a broader service system planning exercise, in response to a

MEDU requirement to submit a 5-year Child Care and Early Years Service System Plan by June 2019.

Planning Network for Sudbury Families

The Planning Network for Sudbury Families (PNSF) has a shared vision of promoting healthy child development by supporting families and children through a progressively responsive, flexible, comprehensive and seamless system.

The PNSF meets monthly and consists of 36 individual senior employees, representing 26 member agencies:

Licensed child care	Family Support/OEYCFC
School Boards	Public Health
Libraries	Preschool Speech & Language
Hospital - Infant Development	Hospital - Children Treatment Centre
Children's Mental Health	Child Protection
Central Access	Ministry of Education
Ministry of Children and Youth	District Social Services Administration Board
City of Greater Sudbury	

Network Priorities:

The current PNSF priorities reflect:

- system and local level planning for child care and early years programs
- development of targets and accountability measures for OEYCFC
- improved communication and access to information for families through community website (sudburyfamilies.ca)
- ongoing professional growth and capacity building for early years professionals

Manage and provide funding for the Licensed Child Care System

Licensed child care is provided as a support to families for employment, education and early learning for children from 0 to 12 years.

Licensed child care centres and licensed home child care providers are operated by community agencies and independent providers. They are funded mostly through parental fees (paid by families, or through child care subsidies) with support from General Operating Grants from the City.

The Children Services Section works with the licensed child care providers to ensure that adequate levels of service are available to meet the needs of the community. The Children Services Section provides funding for approved spaces through a General Operating Grant; promotes program quality improvement; and provides a centralized waiting list and registry service for parents requiring care.

In 2017, the total projected General Operating Grant to be paid out to licensed child care providers is approximately \$6 million.

The licensed child care system currently includes:

- 19 Agencies (17 not-for-profit, 2 commercial)
- 74 individual sites (80% located in schools)
- 1 Home child care agency (licensed for up to 25 homes)
- 1775 spaces for children 0 – 4 years
- 3435 spaces for children 4 – 12 years
- 64 sites offer school age programs (before/after school and school holidays) – including programs offered directly through the French public school board
- 541 Full-time equivalents (FTEs) working in Licensed Child Care (2016)
- 285 FTE Registered Early Childhood Educators (RECE) working in Licensed Child Care (2016)

Deliver Child Care Subsidy

Child Care Subsidy is a program of the City of Greater Sudbury that helps families reduce their child care costs in licensed child care programs and authorized recreation programs. Subsidy is administered by the Children Services Section, and may cover all, or part, of eligible families' child care costs. The amount of subsidy provided is determined by a provincial income test. Families are eligible to apply if they require child care to support their employment or education activities, or where the child or parent has an identified need (medical, social or special needs).

Using the provincial income test, the Children Services Section determines a family's eligibility for child care subsidy based on the following sample table:

Annual family income \$20,000: monthly parental contribution	\$ 0.00
Annual family income \$30,000: monthly parental contribution	\$ 83.33
Annual family income \$40,000: monthly parental contribution	\$ 166.67
Annual family income \$50,000: monthly parental contribution	\$ 416.67
Annual family income \$60,000: monthly parental contribution	\$ 666.67
Annual family income \$70,000: monthly parental contribution	\$ 916.67
Annual family income \$80,000: monthly parental contribution	\$1,166.67
Annual family income \$90,000: monthly parental contribution	\$1,416.67
Annual family income \$100,000: monthly parental contribution	\$1,666.67
Annual family income \$110,000: monthly parental contribution	\$1,916.67
Annual family income \$120,000: monthly parental contribution	\$2,116.67

There is no cut-off income level for eligibility for subsidy, as long as actual child care costs exceed the monthly parental contribution as determined by the income test. The child care subsidy program pays the child care centre directly for any approved child care costs above the "monthly parental contribution".

For example, a family with three children (6 months, 3 years and 5 years) would have licensed child care costs of approximately \$2,400 per month. If their combined family income was \$100,000, the child care subsidy program would pay \$734 of their costs per month.

Examples of factors impacting child care subsidy eligibility include legal custody of children, hours/days of work, type of work (employed vs self-employed), citizenship and residency.

The Children Services Section administers the subsidies, pays the subsidies to the licensed child care providers, and maintains ongoing case management for child care subsidy. This includes an annual and mid-year review of eligibility with parents.

In 2017, the total projected Child Care Subsidy to be paid out to licensed child care providers on behalf of eligible families is \$8.6m.

Child Care Subsidy Program Statistics 2016

- 1724 families served (77% single parent families)
- 2448 children served
- 68% clients working full/part time
- 18% clients attending school
- 14% children are attending based on a special needs, medical or social referral

Manage and provide funding for the Ontario Early Years Child and Family Centres – OEYCFC (current Family Support/ Best Start Hubs)

As of January 2018, through the MEDU, the Children Services Section will provide approximately \$3.0m in family support funding and assume full responsibility for the system management of the 15 Ontario Early Years Child and Family Centres (current Best Start Hubs) in the City of Greater Sudbury.

The Children Services Section works with the 5 existing local service providers to ensure adequate levels of responsive core services are available for families in each neighbourhood catchment. Core services include supporting early learning, engaging parents and caregivers, and making connections for families to other resources.

Best Start Hubs statistics

Five not-for-profit agencies provide 15 school-based Best Start Hubs (OEYCFCs in 2018) with additional programming offered in other school and community locations.

- 1,274 parents served, 2016
- 11,531 adult visits, 2016
- 1,585 unique children served, 2016
- 16,989 child visits, 2016

Types of Best Start Hubs:

- 1 Aboriginal
- 4 Francophone
- 10 Anglophone

Manage and fund Special Needs/ Inclusion Services in Child Care

The Children Services Section provides funding to two different agencies to provide inclusion services for children with special needs who require licensed child care.

Child and Community Resources' Inclusion Program (CCR) provides training to employees, accommodation and support to assist children with social, behavioural and physical needs in licensed child care. CCR's funding also allows them to support child care agencies in building their capacity to provide inclusive care for all children, as well as supporting enhanced staffing, when required, for child care centres to successfully include children with special needs in their programs.

The Children's Treatment Centre, Health Sciences North's SPOT program provides specialized onsite rehabilitation services in child care for identified children with physical disabilities.

In 2017, the total projected Special Needs Resourcing expenditure is \$1.6 million.

Deliver and coordinate Quality Assurance/Improvement and Professional Learning

The Children Services Section ensures quality programming in licensed child care and OEYCFCs using a Collaborative Quality Improvement (CQI) Model, which aligns professional learning to quality improvement and engages community partners as facilitators and participants.

Quality Assurance/Improvement

The Children Services Section CQI Program is a strength-based, agency-lead model which builds leadership skills and improves program quality. Children Services Program Quality Coordinators conduct regular site visits to all licensed child care programs and Best Start Hub/OEYCFCs. In consultation with the child care and early years programs, they establish measurable goals and offer support and professional learning opportunities to help the agencies realize those goals.

Professional Learning

The Children Services Section funds, coordinates, promotes and delivers a range of professional learning opportunities for employees in all licensed child care and family support programs, and for other community partners.

Training and professional development is provided by Children Services Program Quality Coordinators and through community and provincial organizations, including Collège Boréal, Cambrian College and CCR. Registered Early Childhood Educators (RECEs) are further supported in their mandatory continuous professional learning requirement.

The Children Services Section produces a community-wide calendar of professional learning opportunities to promote participation and a Learning Management System (hosted through the City's Human Resources and Organizational Development) to collect data on participation. Professional development is available to all child care, early learning and specialized services professionals. Funding is provided through the MEDU for Capacity Building within the early learning field.

In 2017, the total projected Capacity Building (professional development) expenditure is \$100,000.

Professional Learning Statistics (2016)

- 663 participants

Promote early learning services and provide access to high quality early learning resources for families and professionals

The Children Services Section hosts and manages www.sudburyfamilies.ca (including website and social media platforms) which connects families and professionals in the City of Greater Sudbury to information, services and events for children - prenatal to age 12. Most of the information contained on this website is directly provided by the member agencies of the PNSF.

Website

Content for families:

- 57,660 users in 2016 on sudburyfamilies.ca
- 223,110 page views in 2016 on sudburyfamilies.ca

Content for child care professionals:

- 5,676 users in 2014 on sudburyfamilies.ca
- 32,832 of page views in 2016 on sudburyfamilies.ca

Facebook Site (www.facebook.com/sudburybeststart.ca)

- 1662 individuals following (December 2016)
- 1449 people reached per day (on average) Sept. 1st to December 31 2016

Lead provincial initiatives at the local level

The Children Services Section manages provincial initiatives granted to the City of Greater Sudbury, for projects impacting the health and well-being of children.

The Healthy Kids Community Challenge (2015 – 2018) is aimed at reducing childhood obesity through a variety of initiatives: increased physical activity; increased water consumption instead of sugary drinks; increased consumption of fruits and vegetables; and reduced screen time.

The Local Poverty Reduction Fund (2017 – 2020) is aimed at improving the academic success of children living in poverty, by providing access to free extra-curricular activities to Grade 4 students in 8 local schools.

These two projects will help inform policy development at a community, municipal and provincial level.

Next Steps

The Children Services Section will continue to engage and consult with the PNSF, its member agencies and parents/guardians, as it develops the 2019 Child Care and Early Years Service System Plan. This work will support child care policy review and revisions, and will incorporate the OEYCFC transition of 2018.

The 2019 Child Care and Early Years Service System Plan will be brought to the Community Services Committee in the spring of 2019 for approval, before submission to the MEDU. In the interim, the Children Services Section will seek approval from the Community Services Committee on any recommended policy changes impacting families and children in our community.

For Information Only

Social Services Operational Review

Presented To: Community Services Committee

Presented: Monday, Nov 06, 2017

Report Date: Friday, Oct 20, 2017

Type: Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

This report refers to operational matters along with a Provincial update in strategy for Social Services' delivery.

The proposed recommendations of the operational review for the Social Services Division will enhance existing programs and the quality of services provided.

Report Summary

This report outlines Provincial changes associated with the administration of Social Assistance in Ontario. Based on these changes, an operational review was undertaken by the Social Services Division. The report outlines the process by which the review was undertaken and reports on recommendations based on key themes. The recommendations will be implemented by the Social Services Division over the next 18 to 24 months.

Financial Implications

The cost of implementing the recommendations and changes within this report will be funded within the existing Social Services Division operating budget.

Signed By

Report Prepared By

Tyler Campbell
Director of Social Services
Digitally Signed Oct 20, 17

Health Impact Review

Tyler Campbell
Director of Social Services
Digitally Signed Oct 20, 17

Manager Review

Tyler Campbell
Director of Social Services
Digitally Signed Oct 20, 17

Division Review

Tyler Campbell
Director of Social Services
Digitally Signed Oct 20, 17

Financial Implications

Liisa Brule
Coordinator of Budgets
Digitally Signed Oct 23, 17

Recommended by the Department

Catherine Matheson
General Manager of Community Development
Digitally Signed Oct 23, 17

Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
Digitally Signed Oct 24, 17

Background

The Ministry of Community and Social Services (Ministry) has been working on a Social Assistance Modernization strategy which officially launched in 2017. The modernization strategy recognizes current realities that exist in the Social Assistance system, as defined by the Ministry, including:

- Complex caseloads
- Too much time spent on paper processes
- Too many calls and voicemails
- Lengthy intake process
- Limited resources
- Changing client needs

The Ministry, over the next 3 years, is planning to make several enhancements and modifications to the Social Assistance system to achieve the following goals:

- Improving experience and outcomes by making services better, easier, and more convenient for clients to access; and
- Realizing administrative efficiencies through automation and modernizing processes and changing the way work is done to allow staff to focus on high impact interactions with clients.

The Ministry is also shifting from an enforcement focus to a risk-based paradigm; meaning that enforcement based processes and functions will be changing. As part of the modernization process provincially, the Social Services Division embarked upon an operational review over the past summer to determine ways in which improvements could be made locally and in line with the Ministry's goals and objectives.

The operational review was also initiated as part of a Provincial change to child support exemption. A previous report was presented to the Community Services Committee in January 2017 and the report indicated that an "operational review will be conducted in early 2017 to determine the impact on the administration of the Family Support Unit." <https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1150&itemid=12298&lang=en>

Process

Over the summer months, four different focus groups consisting of 31 staff were formed to review processes and make recommendations in line with the Ministry's vision in the following four areas:

- 1) Vulnerable Population
- 2) Service Delivery
- 3) Workload
- 4) Policy and Procedures

The focus groups met several times throughout the summer and reviewed data that was related to the Ministry objectives such as visit summaries for clients, geographic information system (GIS) data on where clients live, along with a review of current service standards.

As part of the process, a group of both front line staff and management from the focus groups conducted site visits of other Ontario Works offices to review best practices in the Province. Several of the best practices that were reviewed in other offices ultimately led to recommendations in the areas of service delivery and workload.

Recommendations

The recommendations that have come forward from the four focus groups can be organized into key themes, which will be implemented over the next 18 to 24 months. The key themes that came from the review are as follows:

- Developing consistent service standards for clients and hold staff accountable for achievement. Examples of service standards would be dealing with unscheduled clients, client communication protocols, caseload ratios and client coverage for staff absences;
- Reducing the number of client visits in the Social Services office. This theme relates to making forms and services easier to access for clients outside of the Social Service office. Given that there is only one service delivery location for Social Services at this time, clients should only need to access the office for high impact appointments and movement towards outcomes. The Social Services Division will also be engaging with other Divisions in Community Development to look at the possibility of delivering services in a decentralized model in outlying areas;
- Increasing training for staff in the areas of mental health, addictions, and other community resources. The Social Services Division is seeing a large number of clients that present with addictions and mental health issues, and the recommendation would be to give staff more tools and time to deal with these complex cases; and
- Reviewing of local policy and procedures to align with Ministry principles:
 - a. Less Paper Work/Administration/Reduction of Redundant Processes; and
 - b. Client Focused.

Overall, the next eighteen months will bring a shift in culture which will empower front line staff to make decisions that will be in the best interest of clients with proper supports in place.

Organizational and Office Structure

The final change that will be made in the Social Services Division will be to change the organizational structure for Social Services. The final theme that was brought out from the focus groups was to move towards more of a team based approach that would incorporate teams of different staff disciplines to focus and deliver on client outcomes.

Intensive case management would also be a focus of one team in particular to work with the most vulnerable case loads which include homelessness clients. A process is currently underway and administrative changes to the structure, including the Family Support Unit, will take place by the end of 2017.

Next Steps

While the overall operational review process has come to a close, the implementation of the recommendations will now be the focus of the Social Services Division over the next 18-24 months. Clients will be surveyed on an ongoing basis to gain insight and feedback on the changes. Relevant data will also be tracked to ensure achievement of intended goals of the review. Frontline staff, along with management, will continue to work with the Ministry on an ongoing basis to provide input and feedback on the modernization process as it continues to rollout across the Province.

For Information Only

Primary Healthcare Provider Recruitment and Retention Program

Presented To:	Community Services Committee
Presented:	Monday, Nov 06, 2017
Report Date	Thursday, Oct 19, 2017
Type:	Correspondence for Information Only

Resolution

For Information Only

Relationship to the Strategic Plan / Health Impact Assessment

The Primary Healthcare Provider Recruitment and Retention Program continues to address longstanding shortages of primary healthcare providers within the City of Greater Sudbury and is intended to enhance recruitment efforts locally. Staff continues to monitor primary healthcare service levels by analyzing demographics of current providers in comparison to the number of citizens looking for providers.

Report Summary

The purpose of this report is to provide an overview of the Primary Healthcare Provider Recruitment and Retention Program as requested by City Council at the August 22nd Council meeting. The report includes an update to Council on the activities and results of the Primary Healthcare Provider Recruitment and Retention Program including the number of incentives provided in addition to capital investments made by the City of Greater Sudbury in relation to family physician offices.

Financial Implications

There are no direct financial implications. As per direction received by City Council at the August 22nd Council meeting, a business case option for one time funding for the Primary Healthcare Provider Recruitment Incentives, in the amount of \$150,000, has been prepared for consideration during the 2018 Budget Process.

Signed By

Report Prepared By

Ryan Humeniuk
Physician Recruitment Coordinator
Digitally Signed Oct 19, 17

Health Impact Review

Ian Wood
Director of Economic Development
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Financial Implications

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Recommended by the Department

Ian Wood
Director of Economic Development
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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Background

A major focus of the previous *Strategic Physician Recruitment and Retention Program 2007-2011* and the current *Primary Healthcare Provider Recruitment and Retention Program* is to enhance the City of Greater Sudbury's efforts at recruiting family physicians to ensure that citizens have regular access to a primary health care provider.

Significant success has been achieved since 2008, resulting in the recruitment of 78 future family physicians and three nurse practitioners using the various initiatives found within the program. Two family physicians have recently left the community following completion of their return of service period and an additional two family physicians have recently announced their future plans to relocate this Fall due to various reasons. The remaining 74 family physician recruits represent 64% of Greater Sudbury's designated complement of 115 family physicians and will provide access to primary health care to an estimated 102,000 citizens of Greater Sudbury.

By the end of 2017, 63 of these family physicians will have begun practicing, with the remaining 11 scheduled to begin practice over the next three years. Based on their primary practice location address, these physicians have located in CGS neighbourhoods as follows:

Chelmsford – 5	Copper Cliff – 2	Donovan – 1	Flour Mill – 5
Kingsmount – 2	Lively – 4	Minnow Lake – 4	New Sudbury – 12
South End – 23	Valley East – 3		

Despite the successes in recruitment, there are still citizens of Greater Sudbury who remain without a primary healthcare provider. Even with the successes we have experienced in recruitment,

- Each year we are losing approximately three to four family physicians, mostly due to retirement.
- Currently 25% of our family physicians have over 30 years in practice, and it can be assumed that attrition due to retirement will continue for several years to come.
- By contrast, once all new recruits begin to practice, just over half of working family physicians will have been in practice less than 10 years – a positive indication that recruitment efforts are achieving results.

The Role of the City of Greater Sudbury and Staff

The City of Greater Sudbury remains actively involved in the recruitment and retention of healthcare providers by showcasing the excellent lifestyle opportunities which exist here, while offering an incentive program that allows the city to remain competitive when compared with other communities. Year-round staff support includes:

- Customized city tours
- Assistance with finding employment opportunities for spouses
- Linking new family physicians with practice opportunities available across the CGS
- Assistance with housing searches
- Occasional special requests and settlement assistance

Building a strong relationship with NOSM learners and staff

Upon the official opening of the Northern Ontario School of Medicine (NOSM) in September of 2005, the City of Greater Sudbury gained a resource for the future of healthcare in our community. Research has shown that a significant number of new physicians end up practicing in the communities in which they were trained. Furthermore, NOSM is mandated to train medical professionals for future practice in rural, remote and northern communities. As such, the learners who graduate from NOSM are better acquainted with practice models and opportunities in Greater Sudbury.

NOSM is the ideal solution to the specific physician shortages faced by our community. Many NOSM learners are local to Greater Sudbury and the region, and are interested in practicing in our community following residency training. However, without the proper programs and incentives in place, they may not stay. As a municipal government, the City has continued to strengthen its relationship with current and future medical learners and works to foster the development of these learners by providing adequate opportunities for social and professional relationships to be established within our community.

Staff have also built strong relationships with the staff at NOSM. For instance, CGS staff have participated in numerous committees comprised mainly of NOSM staff and tasked with the planning of conferences and other NOSM-hosted events. CGS staff also provide services such as city tours when NOSM has visiting candidates or guests.

INCENTIVES

A. Overview

In Ontario, the business of physician recruitment remains competitive, with neighbouring communities vying for a limited number of medical graduates each year. Many municipalities have developed lucrative recruitment packages to help attract physicians to their respective communities. Some examples include:

- Interest-free loans
- Guaranteed salaries
- Housing subsidies
- Tuition reimbursement
- Rent subsidies
- Turnkey offices including office staff, furniture and equipment

To remain progressive and sustainable in primary healthcare recruitment and retention, the City of Greater Sudbury offers financial incentives to attract these professionals to our community.

From 2008 to 2017, with the exception of 2016, funding for incentives has been provided through one-time funding commitments from City Council. Each year, a one-time funding request has been proposed based on the projections for the upcoming year.

Funding commitments have declined over time since the inception of the program as follows:

2008 - \$220,000
2009 - \$380,000
2010 - \$500,000
2011 - \$440,000
2012 - \$400,000
2013 - \$200,000
2014 - \$150,000
2015 - \$150,000
2016 – 0
2017 - \$150,000

In 2016, funding for the incentive component was provided entirely by funds collected from previously returned incentive payments.

In some years, surplus funds remained in the physician recruitment marketing budget at year end. This surplus was utilized to complement the one-time funding commitments from Council resulting in additional family physicians being recruited.

For 2018, a business case option for one time funding for the Primary Healthcare Provider Recruitment Incentives, in the amount of \$150,000, has been prepared for consideration during the 2018 Budget Process.

The financial incentives offered by the City of Greater Sudbury are issued on a first come, first served basis. It is difficult for staff to predict which opportunities will arise over the course of a year, which heavily depend on the stage of training that potential recruits are in along with their practice interests. To date, the current policy has allowed the City of Greater Sudbury to remain flexible and secure recruits as opportunities present themselves.

B. Current Incentives

The following incentives are offered to primary healthcare providers:

- **Family Medicine Resident Return of Service Incentive**
 - \$20,000 per Family Medicine Resident (two year return of service) who commits to practice family medicine within the City of Greater Sudbury upon successful completion of residency training.

- This incentive is paid out in two annual instalments of \$10,000.
- Note that those who have received the City of Greater Sudbury Medical Student Bursary are not eligible to receive the Family Medicine Resident Return of Service Incentive.
- Under the former Strategic Physician Recruitment and Retention Program, this incentive was a \$40,000 incentive for a 4 year return of service commitment.
- Under the former Strategic Physician Recruitment and Retention Program, those who received the City of Greater Sudbury Medical Student Bursary (\$20,000 for a two year return of service) were given the option of receiving a reduced (\$20,000 incentive for a two year return of service) Family Medicine Resident Return of Service Incentive to equal a total of \$40,000 for a 4 year return of service.

The following table is a breakdown of the number of Family Medicine Resident Return of Service Incentives issued annually through the former Strategic Physician Recruitment and Retention Program and the current City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Issued	5	8	6	8	6	7	6	4	6	1
Total	\$200,000	\$240,000	\$160,000	\$220,000	\$180,000	\$160,000	\$120,000	\$80,000	\$120,000	\$20,000

- **City of Greater Sudbury Medical Student Bursary**

- \$20,000 per student (two year return of service) who commits to practice family medicine within the City of Greater Sudbury upon successful completion of residency training.
- This \$20,000 incentive is paid out in one lump sum instalment.
- Note that those who receive this bursary are not eligible to receive the Family Medicine Resident Return of Service Incentive.
- Under the former Strategic Physician Recruitment and Retention Program, those who received the City of Greater Sudbury Medical Student Bursary (\$20,000 for a two year return of service) were given the option of receiving a reduced (\$20,000 incentive for two year return of service) Family Medicine Resident Return of Service Incentive to equal a total of \$40,000 for a 4 year return of service.

The following table is a breakdown of the number of City of Greater Sudbury Medical Student Bursaries issued annually through the former Strategic Physician Recruitment and Retention Program and the current City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Issued	1	5	4	6	4	2	5	3	-	3
Total	\$20,000	\$100,000	\$80,000	\$120,000	\$80,000	\$40,000	\$100,000	\$60,000	-	\$60,000

- **City of Lakes Family Health Team Incentive**

As a partner in the development of the City of Lakes Family Health Team, the City of Greater Sudbury holds a responsibility to ensure that these teams are adequately staffed.

- New physicians (must not have practiced medicine in the City of Greater Sudbury for at least four years) who agree to practice with the City of Lakes Family Health Team are eligible to receive a \$10,000 incentive paid out in one lump sum instalment.
- Note that those who join the City of Lake Family Health Team at one of their outlying community locations, are not eligible to receive the Outlying Community Incentive.

The following table is a breakdown of the number of City of Lakes Family Health Team Incentives issued annually through the former Strategic Physician Recruitment and Retention Program and the current City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Issued	-	1	4	-	-	-	1	-	1	2
Total	-	\$10,000	\$40,000	-	-	-	\$10,000	-	\$10,000	\$20,000

- **Outlying Community Incentive**

Considering that the City of Greater Sudbury covers a large geographical area with 45% of the population living in outlying communities, it is important to ensure that primary healthcare services are accessible across the city. To encourage family physicians to set up practices in our outlying communities, we offer the following incentive:

- New physicians who open family practices within any outlying community located within the City of Greater Sudbury are eligible for a one-time \$15,000 incentive which is paid out as a single lump sum payment.
- Note that those who set up practice with the City of Lakes Family Health Team in an outlying community are only eligible to receive the City of Lakes Family Health Team Incentive.

The following table is a breakdown of the number of Outlying Community Incentives issued annually through the former Strategic Physician Recruitment and Retention Program and the current City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Issued	-	1	1	-	1	-	-	-	3	-
Total	-	\$15,838	\$15,000	-	\$15,000	-	-	-	\$45,000	-

- **Nurse Practitioner Incentive**

Several Nurse Practitioner Led Clinics which include the Sudbury District Nurse Practitioner Clinic and the Capreol Nurse Practitioner Led Clinic have been created within our community since the start of the Strategic Physician Recruitment and Retention Program. In 2011, Council directed staff to begin offering financial incentives to new nurse practitioners working within these clinics. The Nurse Practitioner Led Clinics provide access to primary healthcare providers to those citizens who may not otherwise have access. In response to this development, an incentive was created to assist with the recruitment of nurse practitioners in the amount of \$4,000. Newly recruited nurse practitioners must meet the following criteria to be eligible to receive the incentive:

- Agrees to a minimum of four years return of service within a Nurse Practitioner Led Clinic.
- Provide service in a clinic located within the City of Greater Sudbury but outside the former City of Sudbury.
- Has not worked as a Nurse Practitioner in any other capacity in Greater Sudbury within the last four years.

The following table is a breakdown of the number of Nurse Practitioner Incentives issued annually through the current City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program.

	2013	2014	2015	2016	2017
Issued	1	1	-	1	-
Total	\$4,000	\$4,000	-	\$4,000	-

- **Community Ambassadors Medical Students Bursary Fund**

Sudbury-born or Sudbury-based medical students are scattered throughout Ontario and across Canada. These Sudbury-based medical students are often very good ambassadors for our city, speaking very highly of our community to their peers in medical school. In turn, medical students who have never before experienced our community travel to Greater Sudbury on elective rotations to find out what opportunities exist here.

By extending and formalizing our relationship with Sudbury-based medical students, the City of Greater Sudbury has actively participated in the promotion of our community and the opportunities which exist here.

A bursary in the amount of \$1,000 per student is offered to Sudbury-born medical students studying at any of the five (5) medical schools in Southern Ontario. Students with strong ties to Greater Sudbury and who demonstrate an interest in practicing family medicine upon graduation will act as Community Ambassadors for Greater Sudbury.

Under the former Strategic Physician Recruitment and Retention Program, a bursary in the amount of \$5,000 per student was offered. In 2010 this incentive was reduced to \$1,000 per student.

Four former community ambassadors have begun practicing in Greater Sudbury upon completion of their medical training.

The following table is a breakdown of the number of Community Ambassadors Medical Students Bursaries issued annually through the former Strategic Physician Recruitment and Retention Program and the current City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Issued	3	4*	2	1	-	-	-	-	2	-
Total	\$15,000	\$17,500	\$2,000	\$1,000	-	-	-	-	\$2,000	-

*one student issued \$2,500 due to enrolling half way through academic year.

C. Incentives No Longer Offered by the CGS

Under the former Strategic Physician Recruitment and Retention Program 2007-2011 there were two additional incentives in place which have since been discontinued. They are as follows:

- Community Ambassadors Medical Students Bursary Fund

- Specialists recruited by the former Sudbury Regional Hospital were eligible to receive a one-time \$5,000 incentive from the City of Greater Sudbury.
- In order to receive this incentive, specialists had to maintain privileges and on-call expectations at the former Sudbury Regional Hospital.

The following table is a breakdown of the number of Specialist Incentives issued annually through the former Strategic Physician Recruitment and Retention Program.

	2008	2009	2010	2011	2012
Issued	10	7	12	14	14
Total	\$50,000	\$35,000	\$60,000	\$70,000	\$70,000

Hospital Privileges Incentive

- Family physicians were eligible to receive a one-time \$5,000 incentive from the City of Greater Sudbury if they committed to maintain privileges and on-call expectations at the former Sudbury Regional Hospital.

The following table is a breakdown of the number of the Hospital Privileges Incentive issued annually through the former Strategic Physician Recruitment and Retention Program.

	2008	2009	2010	2011	2012
Issued	-	-	8	2	5
Total	-	-	\$40,000	\$10,000	\$25,000

With the creation of the current Primary Healthcare Provider Recruitment and Retention Program, both the specialist incentive and the hospital privileges incentive were removed and discontinued after 2012.

D. Incentives Offered by Other Agencies

Incentives from the Province of Ontario

HealthForce Ontario Northern and Rural Recruitment & Retention Initiative (NRRRI):

At this time, eligible physicians who establish a practice within the City of Greater Sudbury may receive \$80,000 through the NRRRI. It is important to note that this incentive applies to many communities throughout the province, and incentives range from \$80,000 to \$117,600, depending on the community's *Rurality Index for Ontario* (RIO) score, which is derived from three factors: population (count and density), travel time to a basic referral centre, and travel time to an advanced referral centre.

Currently Greater Sudbury scores a RIO of 3, which is well below the eligibility cut off point for the NRRRI, as the initiative only issues incentives to physicians who set up in communities who scored a 40 or higher. As Greater Sudbury, along with the other four Northern Urban Referral Centres (Thunder Bay, Sault Ste. Marie, Timmins and North Bay), has been grandfathered into the program, the city's eligibility for this program could be in jeopardy in the future.

Incentives from Health Sciences North

Health Sciences North provides new physicians with:

- \$2,500 incentive to assist with covering moving expenses incurred by the physician.
- 12 month \$20,000 interest free loan.

In order for new physicians to be eligible for these incentives they must have active hospital privileges, assume a full-time workload, and participate in department call expectations.

Incentives from the Greater Sudbury Chamber of Commerce

Through various donations of goods and services from their members, the Greater Sudbury Chamber of Commerce has put together an award winning Physician Recruitment Incentive package that is valued at approximately \$10,000. Goods and services range from a gift certificate for a free pizza to free accounting services for one year. This package has been very well received by those who have utilized it.

Marketing Initiatives

While financial incentives are offered by the City of Greater Sudbury, Health Sciences North, Greater Sudbury Chamber of Commerce, and the Province of Ontario, they only make up part of the initiatives within the recruitment program. Marketing our community to medical learners and visiting physicians is a key component of the overall strategy.

Marketing initiatives as part of the Primary Healthcare Provider Recruitment and Retention Program are funded through the annual physician recruitment and retention marketing budget which was \$35,000 in 2017. As indicated previously in this report, the marketing budget has been reduced by 56% from \$80,356 in 2010. The following is a breakdown of the annual budget allocation for the physician recruitment and retention marketing:

2008 - \$78,000
2009 - \$79,560
2010 - \$80,356
2011 - \$80,356
2012 - \$75,356
2013 - \$75,356
2014 - \$75,356
2015 - \$36,356
2016 - \$35,000
2017 - \$35,000

The City of Greater Sudbury Primary Healthcare Provider Recruitment Program continues to be actively involved in attracting new family physicians and nurse practitioners to our community. Showcasing our city to both medical learners and visiting physicians is done through the following initiatives:

i) Northern Ontario School of Medicine Medical Learner Orientation/Social events

Every year the City of Greater Sudbury sponsors and hosts numerous events for the new and continuing medical learners at the Northern Ontario School of Medicine (NOSM) which highlight the lifestyle opportunities which exist in Greater Sudbury while affording us the opportunity to strengthen relationships with these future physicians. By strengthening relationships with these learners, staff are able to identify those who plan to remain in the community to practice and remain in contact with those who have not yet made practice decisions.

Examples of events are as follows:

- Afternoon skate on Ramsey Lake Skate Path
- Sleigh ride & Dinner
- William Ramsey Cruise Welcome Event for new NOSM medical students
- Sudbury Yacht Club Welcome Event for new NOSM medical residents
- Science North/Dynamic Earth Tours (year-round/as requested)

ii) Guided City Tours

The City of Greater Sudbury regularly provides guided city tours to prospective medical learners and visiting physicians. Coordinated and hosted by CGS staff, these tours include visiting various points of interest throughout the city while answering any questions that candidates may have.

- Personalized to focus on an individual's interests.
- Coordinated for events such as the Canadian Residency Matching Service interview weekend, as fourth year medical students from across the country and around the World are in Sudbury, being interviewed for available spots in the NOSM residency program.
- Perfect opportunity to showcase our community first-hand to a very broad audience.

iii) “Welcome to Greater Sudbury” Packages

The City of Greater Sudbury provides the Northern Ontario School of Medicine with welcome packages for all students and residents who come to our community for their training. Learners are provided with an opportunity to experience our community through a selection of complimentary passes to attractions throughout the city, generously provided by some of our community partners. Partners include:

- Science North/Dynamic Earth
- Sudbury Theatre Centre
- Sudbury Yacht Club
- Sudbury Wolves

Other information in the packages may include visitor guides, leisure guides, maps, trail maps, real estate information and other brochures on attractions and amenities available to our guests.

iv) Events to Reduce Professional and Social Isolation

Coordinating physician-resident-student events helps foster professional relationships between medical learners at NOSM and established physicians in the City of Greater Sudbury. Trained to practice in rural locations, NOSM students are ideal candidates to practice in the smaller outlying communities of Greater Sudbury. By encouraging professional relationships between our medical learners and established medical professionals, the City of Greater Sudbury can promote ties between learners and practitioners that could lead to recruitment.

v) Other Events

Northern Ontario School of Medicine Family Medicine Residents Holiday Gathering

Annually, the CGS sponsors a holiday gathering for the family residents during their December Academic Rounds. Academic Rounds take place monthly where NOSM Residents who are located across Northeastern Ontario come to Sudbury for various group training sessions taking place over a two day period. This December dinner event is an opportunity to foster healthy relationships with future family medicine practitioners and to share information with the group.

Northern Ontario School of Medicine Graduation Celebration

The City of Greater Sudbury sponsors the annual NOSM Graduation Celebration which takes place each spring. This student-organized formal provides those graduating from the undergraduate program at NOSM an opportunity to celebrate their achievements with family and friends. It also provides staff with an opportunity to:

- Congratulate the graduating class
- Showcase our community to a group of bright, driven and determined future physicians, many of whom will be coming back to Sudbury to practice after completing residency training.
- Build a strong relationship with those moving onto residency programs across the country.

Staff work with contacts at NOSM to provide resources and advice as appropriate to assist with the planning of events such as the graduation celebration event.

RETENTION INITIATIVES

While recruiting primary healthcare professionals is of paramount importance to improving overall healthcare in our community, equally important is retaining them for the long term. The City of Greater Sudbury continues to host and/or support the following retention events to show appreciation for current providers, the services that they provide to our community and their continued dedication towards their profession:

- **Physician and Family Appreciation Day Brunch**
- **Docs on Greens Golf Tournament**
- **Sudbury and District Medical Society (SDMS) Christmas Party**

COMMUNITY PARTNERSHIPS AND OTHER SUPPORT

Physician Recruitment Community Partnership

The City of Greater Sudbury has created strong community partnerships with local businesses to support recruitment and retention. Through in-kind donations and private sector funding, the CGS secures additional resources to support various initiatives to help market our community.

Through these affiliations, staff have been able to provide medical students and residents with complimentary passes to local attractions.

In some cases, businesses located in some of our outlying communities have contributed goods and services to be put towards a “recruitment package” for physicians who are considering setting up in their areas. These incentive packages further assist in encouraging new family physicians to practice in outlying communities.

Affiliations with local businesses provide access to a multitude of support services and programs that are invaluable to new physicians and their families. As well, community partners may provide an important source of employment opportunities for spouses of physicians.

Additional Support Services

Despite offering a relatively lower level of incentives when compared to some municipalities, Greater Sudbury has experienced much success with its recruitment efforts. The strategy has remained effective due to the complementary support and resources provided by staff, as well as the promotion of the general advantages associated with living in the City of Greater Sudbury. These support services and resources include the following:

- Finding locums for existing physicians to cover for leaves of absence/maternity leaves
- Set up meetings with property owners regarding available practice space
- Provide overview of current practice opportunities including site tours
- Facilitating meetings with groups such as the Health Care Connect Program
- Answering city related questions
- Providing support to the recruits family ie. Assistance with finding schools for children, spousal employment opportunities etc.

CAPITAL INVESTMENTS BY THE CITY OF GREATER SUDBURY

While not part of the initiatives included in both the former Strategic Physician Recruitment and Retention Program or the current Primary Healthcare Provider Recruitment and Retention Program, as a partner in the development of the City of Lakes Family Health Team, the City of Greater Sudbury has made capital investments to make the City of Lakes Family Health Team's proposed four sites a reality. Since the idea was first presented to Council, four sites have been opened including the Sudbury Clinic (Pioneer Manor Site), Val Caron Clinic, Walden Clinic and recently the Chelmsford Clinic. By the end of 2017, a total 17 family physicians will be practising within the City of Lakes Family Health Team's four sites with one vacancy remaining in Chelmsford.

The following table is a breakdown of capital investments made by the City of Greater Sudbury at each of the City of Lakes Family Health Team's four sites.

Completion Date	Site	CGS portion of capital
2008	City of Lakes Family Health Team – Pioneer Manor Site (6 family physicians)	\$554,598
	City of Lakes Family Health Team – Val Caron Site (4 family physicians)	\$121,260
2011	City of Lakes Family Health Team – Walden Site (4 family physicians)	\$364,896
2017	City of Lakes Family Health Team – Chelmsford Site (3 family physicians/one vacancy remaining)	\$1,101,662 (estimated)
TOTAL		\$2,142,416

SUMMARY

The current *City of Greater Sudbury Primary Healthcare Provider Recruitment and Retention Program* and the former *City of Greater Sudbury Strategic Physician Recruitment and Retention Program 2007 – 2011* have proven to be effective at recruiting family physicians and nurse practitioners to Greater Sudbury. The results of the program have had a significant impact within the community, allowing many citizens to gain regular access to a primary healthcare provider who otherwise would not have had one.

For Information Only

Public Transit Infrastructure Funding Status Report

Presented To: Community Services Committee

Presented: Monday, Nov 06, 2017

Report Date: Wednesday, Oct 18, 2017

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 and undertaking studies to improve customer experience.

Health Impact Assessment

This report will have a positive impact on the Social Determinants of Health in the areas of Human Health/Well-Being and Civic Engagement/Social Capital, as the increased transit related investments through the Public Transit Infrastructure Fund are aimed at delivering a positive impact on transit ridership and improved customer experience.

Report Summary

On November 22, 2016, a report was presented to Council providing information on the Public Transit Infrastructure Fund program criteria, and projects submitted by the City of Greater Sudbury. This report serves to provide information regarding the current status of all projects, and changes which have occurred.

Financial Implications

The cost of all projects approved under the Public Transit Infrastructure Fund program have been approved under the

Signed By

Report Prepared By

Brent Fleury
Co-Ordinator of Finance - Transit & Fleet
Digitally Signed Oct 18, 17

Health Impact Review

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Manager Review

Michelle Ferrigan
Director of Transit Services
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Division Review

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Financial Implications

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Recommended by the Department

Catherine Matheson
General Manager of Community Development
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Recommended by the C.A.O.

Ed Archer
Chief Administrative Officer
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2017 Capital Budget.

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.

Phase I of the program provides funding of \$3.4 billion to municipalities across Canada to help accelerate short term investments to support the rehabilitation of transit systems and fund studies to support longer term transit expansion plans.

Phase 2 of the program will provide funding of \$20.3 billion and is expected to be delivered over 11 years. Details on Phase 2 will be released once bilateral agreements have been reached between the Government of Canada and its provinces. Details related to Phase 3 of the program have yet to be released.

Under Phase 1, the City of Greater Sudbury (City) was approved up to \$14.6 million of eligible costs to be invested in sixteen (16) projects, of which up to 50% would be funded by the INFC. This report provides a summary and status update on each project.

Current Status of Greater Sudbury Projects Under PTIF

The City has received approval for sixteen (16) projects to be completed by March 31, 2018. However, it is important to note the following:

1. In response to the tight deadlines and volume of projects undertaken Province wide, the INFC has increased the amount of federal funding that can be claimed beyond March 31, 2018 from 25% to 40% of gross project costs. The completion date for projects listed under the extension is March 31, 2019.
2. Expected project surpluses can be transferred to another project based on need or changes to organizational priorities through approval from the INFC. An application for project modifications is being finalized by Greater Sudbury Transit and sent to the Ministry of Transportation (MTO) by the end of October 2017.

Appendix A – Public Transit Infrastructure Fund Project List Update provides the list of projects, scope of work, relating costs to date and current status. Three projects are expected to be completed after March 31, 2018 and therefore an extension approval is required from INFC. The projects requiring the extension consist of the route optimization study and infrastructure enhancement, the purchase of buses and the Westmount Avenue Active Transportation Improvements.

Next Steps

City of Greater Sudbury employees will continue toward completing each project on time and within budget. Furthermore, Greater Sudbury Transit will work congruently with the MTO and INFC toward confirming approval of the project modification application, project extension list and lastly, completing the interim claim for project costs incurred to date.

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>)

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

Project Name	Estimated Project Cost	Costs to Date *	Original Project Description	Current Project Status
1. Route Optimization Study (Transit Action Plan) and Infrastructure Services Enhancements	\$1,000,000	\$225,000	Undertake a Route Optimization Study to analyse transit service delivery, recommend a new route network and identify infrastructure gaps and opportunities. Additional infrastructure improvements will be based on the recommendations of the study.	Transit Action Plan is underway, Phase 1 of 3 completed - infrastructure improvement recommendations being prioritized. Application for extension will be requested to remove any obligations of completing this important project within a short period of time. Any surplus from other projects may be transferred, subject to INFC approval. Expected completion date with extension March 2019 (pending Approval by INFC).
2. Purchase of new transit vehicle maintenance software	\$40,000	\$0	Vehicle Maintenance Software will enhance vehicle maintenance reporting, providing real time vehicle health such as diagnostic codes, including fuel consumption reports. Allows for efficient PM scheduling and improves vehicle availability to customer with less down time in the shop for vehicle repairs and deficiencies.	Existing software has capabilities to fulfill requirements, no need for new software. Project cancelled and funds to be transferred to another project.
3. Upgrade to Transit Automatic Vehicle Location (AVL) Units	\$200,000	\$100,000	Replacement of 60 AVL units to comply with service provider's updated technical requirements. Current AVL units run on the CDMA (Code Division Multiple Access) network, which is an older wireless network technology. CDMA network technology will be discontinued by Bell Mobility in April 2018.	Project underway and expected to be completed by December 2017. Any surplus to be transferred to another project.
4. Purchase of New Transit Staff Scheduling Software	\$200,000	\$0	Purchase of new scheduling software which will automate operational tasks, and ensure efficient labour utilization occurs.	RFP issued October 2017. Project expected to be completed by March 2018.
5. Restoration/ Rehabilitation Program of 110 Transit Shelters	\$120,000	\$0	Initiate a restoration program of existing shelters (inventory of 110) within the City of Greater Sudbury's limit. Rehabilitation will include paint and repairs to shelters and concrete pads	Project underway and scope of work modified. Through this restoration program, 45 shelters in high ridership priority areas are being retrofitted to be accessible for persons with mobility devices. Each shelter will be painted, concrete pads will be leveled to the ground where required and the front glass panel will be changed to a smaller size. Where a bench is located in the shelter, it will be moved to the side to accommodate persons with standard mobility devices. Project expected to be completed by December 2017.
6. Increase Specialized Transit Fleet	\$80,000	\$50,000	Increase of two additional vehicles in the Specialized Transit service to address unmet service needs and facilitate improvements in service responsiveness, through a contract amendment with the provider. Provider would charge back operating and capital cost of usage on a monthly basis. This expansion would support future eligibility changes from physical, to physical and cognitive and support with current capacity constraints.	Additional two buses being dispatched during peak hours to meet demand as of April 2017. Specialized Transit Service review underway and expected to be presented to Council for approval by end of Q2. Project expected to be completed by January 2018.

Project Name	Estimated Project Cost	Costs to Date *	Original Project Description	Current Project Status
7. Transit Garage Upgrades and Rehabilitation	\$3,700,000	\$3,200,000	Improve service reliability and minimize rolling stocks' lifecycle costs by undertaking retrofit and rehabilitation work on the City's only transit maintenance and storage building. Various upgrades, retrofits and rehabilitation projects which optimize and modernize public transit infrastructure (maintenance and storage facilities).	Construction currently under progress and scheduled to be completed by March 2018
8. Upgrade and Rehabilitation to Transit Terminal	\$1,025,000	\$680,000	Improve customer service and the customer experience with building upgrades that improve its efficiency (e.g. Heating, Ventilation and Air Conditioning (HVAC), paving and flooring) and also makes it a more comfortable environment for customers.	Project modified to include CPTED audit performed on property. Scope of work expanded to include changes based on audit recommendations. Surpluses from other projects expected to be transferred to cover additional scope of work, subject to INFC approval. Project expected to be completed by December 2017.
9. Purchase of Six (6) Buses	\$2,908,000	\$1,130,000	Purchase of two 40 foot buses as well as four 30 foot buses. The 30 foot buses will be used on low demand routes as well as on customized community bus routes.	An RFP for 30 foot buses was issued and there were no successful bidders as per specifications. Through the Transit Action Plan, recommendations will be made which will provide a better understanding of fleet requirements. Until these recommendations have been reviewed and approved by Council, Greater Sudbury Transit will continue to purchase 40 foot buses. A request was made to INFC to change the project scope to 5 fourty foot buses. Two of these have already been ordered and are expected to be delivered by end of December 2017. The remaining three buses will be ordered once approval has been received from INFC for the change of scope. Expected surplus to be transferred to other projects and project expected to be completed by March 2019 (pending INFC approval).
10. Accelerated Bus Fleet Rebuild Program	\$1,350,000	\$805,000	Provides an opportunity to accelerate the mid life rebuild of 25 buses within the fleet in order to achieve the City's bus replacement plan.	Project is underway, sixteen buses have received a mid life rebuild to date. Project expected to be completed by March 2018.
11. Lasalle Corridor Study	\$200,000	\$ 30,000.00	The LaSalle Corridor Design Study will provide recommendations to transform LaSalle Boulevard to better integrate active transportation, public transit and built form along an approximate 3 km stretch of LaSalle Boulevard - one of three major east-west corridors north of Ramsey Lake in the Sudbury community. LaSalle Boulevard is currently serviced by 12 transit routes which carry over 5,200 passengers on an average daily basis. Over 11,000 people live within a 500 m walking distance of LaSalle Boulevard. The study will include recommendations to convert LaSalle into a complete street and improve pedestrian connectivity between LaSalle Boulevard and the surrounding neighbourhoods as well as existing active transportation infrastructure such as the Junction Creek Waterway Park Trail System.	First public consultation completed in September, followed by the second public consultation expected to be completed in October 2017. Project expected to be completed by March 2018.

Project Name	Estimated Project Cost	Costs to Date *	Original Project Description	Current Project Status
12. Kingsway Active Transportation Improvements	\$2,700,000	\$ 560,000.00	Improve the pedestrian facilities along the Kingsway from Silver Hills Drive to Kitchner Avenue. The Kingsway is a fully developed major commercial corridor with few pedestrian facilities along the north side, making it difficult for pedestrians to travel from transit stops to their destination. These improvements will make transit a more attractive mode of transportation for these destinations.	Construction currently in progress. Project expected to be completed by March 2018.
13. Westmount Avenue Active Transportation Improvements	\$255,000	\$ 20,000.00	Connect the existing cycling facilities on Attlee Avenue to those proposed on Barry Downe Road. This will connect major transit routes with key destinations such as the New Sudbury Conservation Area, Junction Creek Waterway Park, Rotary Park and the Adanac Ski Hill.	Construction underway. Conflict with gas main requires an extension request to INFC. Expected Completion date with extension March 2019 (pending Approval by INFC).
14. Travel Demand Management Study	\$55,000	\$ 25,000.00	Undertake a Travel Demand Management Study to develop policies, recommend partnerships, define goals and objectives, detail monitoring and implementation plan. The successful TDM plan will integrate with transit services to create stronger TDM programs and create policies that will promote the use of transit and provide first mile/last mile connections to and from transit.	Project currently underway and is expected to be completed by March 2018.
15. Paris/Notre Dame Active Transportation Improvements	\$735,000	\$ 5,000.00	Provide improvements to the cycling facilities on the Paris/Notre Dame corridor by removing obstacles, providing depressed curbs, and installing new cycling facilities. The Paris/Notre Dame corridor is one of two north-south routes in the south end of the City linking many destinations to transit routes.	Construction currently in progress. Project expected to be completed by March 2018.
16. Intelligent Transportation System Study	\$55,000	\$0	Undertake an intelligent transportation system study to provide the tools to monitor and proactively facilitate the movement of people, vehicles, and goods throughout the transportation network. This will provide active accurate, up-to-date and timely information to transit to plan and schedule their operations based on travel time and provide the opportunity to install transit priority signals at key locations in the transportation network.	Request for Proposal issued and closes Nov 1, 2017. Project expected to be completed by March 2018.
Total Projects = 16	\$14,623,000	\$6,830,000		

*As of October 17, 2017. Amounts are rounded for simplicity. Includes known commitments to date.



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;

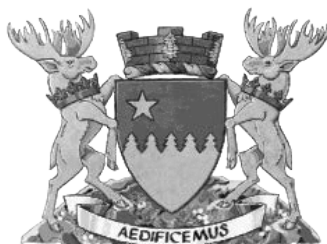
AND WHEREAS the City of Greater Sudbury official motto is "Come, Let Us Build Together," and was chosen to celebrate our city's diversity and inspire collective effort and inclusion;

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.