



Community Services Committee Agenda

Monday, October 18, 2021

Tom Davies Square

Councillor McCausland, Chair

4:30 p.m. Open Session Council Chamber / Electronic Participation

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|------|--|----|
| 1. | Call to Order | |
| 2. | Roll Call | |
| 3. | Declarations of Pecuniary Interest and the General Nature Thereof | |
| 4. | Members' Motions | |
| 5. | Correspondence for Information Only | |
| 5.1. | Community Housing Renewal Strategy Update | 3 |
| | This report provides information regarding the Community Housing Renewal Strategy funding allocation received from the Ministry of Municipal Affairs and Housing (MMAH). The report also provides an update as to how the initial three (3) year tranche of funding was allocated. | |
| 5.2. | Potential Alternate Service Delivery Models for Municipal Youth Centres | 7 |
| | This report provides information regarding potential alternate services delivery models for municipal youth centres. | |
| 5.3. | Transitional Housing – Operational Budget | 11 |
| | This report provides an update on securing provincial funding for the permanent operating budget for the transitional housing business case passed by Council in the 2021 budget process. The report also provides an update on the startup of the program. | |
| 6. | Addendum | |
| 7. | Civic Petitions | |
| 8. | Question Period | |
| 9. | Adjournment | |

Community Housing Renewal Strategy Update

| | |
|-----------------|--|
| Presented To: | Community Services Committee |
| Meeting Date: | October 18, 2021 |
| Type: | Correspondence for Information Only |
| Prepared by: | Cindi Briscoe Housing Services |
| Recommended by: | General Manager of Community Development |

Report Summary

This report provides information regarding the Community Housing Renewal Strategy funding allocation received from the Ministry of Municipal Affairs and Housing (MMAH). The report also provides an update as to how the initial three (3) year tranche of funding was allocated.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to Housing and Create a Healthier Community as identified in the Strategic Plan and the priorities of Families, Resiliency and Housing as identified in the Health Impact Assessment Tool. This report has no connection to the Community Energy & Emissions Plan.

Financial Implications

There are no financial implications associated with this report.

Background

On April 17, 2019, the Ministry of Municipal Affairs and Housing (MMAH) announced the launch of the Community Housing Renewal Strategy, a multi-year plan to sustain and grow the community housing system. Greater Sudbury was provided with a three (3) year allocation to support the strategy, leveraging federal investments under the bilateral agreement between MMAH and Canada Mortgage and Housing Corporation (CMHC).

The Investment Plan approved by Council in June 2019, utilized the Capital Expenditures Stream of both the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) to address the shortfalls in capital needs for the existing Urban Native Housing Program as well as the balance of the City of Greater Sudbury's community housing portfolio. On October 11, 2019 Housing Services received approval of the Investment Plan from the Minister of Municipal Affairs & Housing.

Community Housing Renewal Strategy - Funding Allocations

The first tranche of three (3) year funding for Greater Sudbury was as follows:

| Program | 2019-2020 Allocation | 2020-2021 Allocation | 2021-2022 Allocation |
|--|---------------------------------|---------------------------------|---------------------------------|
| Canada-Ontario Community Housing Initiative (COCHI) | \$607,628 | \$1,457,726 | \$2,486,554 |
| Ontario Priorities Housing Initiative (OPHI) | \$1,381,900 | \$715,900 | \$1,114,600 |
| Canada-Ontario Housing Benefit (COHB) | n/a | \$345,045 | \$452,112 |

Update

With the work that was completed through the Social Housing Revitalization Plan and the data mined from Amaresco Asset Planner software regarding community housing building envelopes, Housing Services provided funding to nineteen (19) community housing providers, as well as, Greater Sudbury Housing Corporation and the Native People of Sudbury Development Corporation to address the shortfalls in their capital needs. A list of capital work is attached (Appendix A – Community Housing Renewal Strategy – funding provided to Non Profits).

The Canada-Ontario Housing Benefit (COHB) is a portable housing benefit available to eligible applicant households currently on the City's centralized wait list. The portable benefit is paid directly to the applicant to offset rent costs and provides the ability to live in their preferred area of the community. Once an applicant household has been approved to receive the portable housing benefit by the Ministry of Finance, they are removed from the centralized wait list to be housed.

In 2020, Housing Services assisted 110 households. In 2021, an additional 30 households will be approved.

Through the support of the federal and provincial governments, these funds help to support Council's goal to improve access for all citizens, to safe, affordable, attainable and suitable housing options; existing housing stock is being improved in the community; and affordable housing options are being implemented.

Next Steps

Housing Services will update Council upon the announcement of the second tranche of Community Housing Renewal funding.

Resources Cited

Ministry of Municipal Affairs & Housing, Community Housing Renewal Strategy,
<https://www.ontario.ca/page/community-housing-renewal-strategy>

Community Housing Renewal Strategy Report, Community Services Committee meeting, June 3, 2019
<https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=dc17a184-06a4-47ae-bf2a-e406ae7e3e8a&Agenda=Agenda&lang=English>

Community Housing Renewal Strategy Update, Community Services Committee meeting, November 18, 2019
<https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=fea64489-e46a-46e8-b78c-3055f03f752a&Agenda=Agenda&lang=English>

Community Housing Renewal Strategy Update 2, City Council meeting, March 24, 2020

<https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=614f40de-df59-4388-bf40-927a39288e4b&Agenda=Agenda&lang=English>

Appendix A – Community Housing Renewal Strategy – funding provided to Non Profits

| Community Housing Project | Work Completed |
|-------------------------------------|---|
| Year 1 | |
| Balfour Cooperative Homes | Repair Roofs and replace Shingles |
| Maisons St. Jacques Cooperative | Conversion of heating system |
| Maisons St. Jacques Cooperative | Replace exterior doors |
| Shamrock Non Profit Homes | Replace hot water boiler |
| Ukrainian Senior Citizens Complex | Replace windows |
| Walden Non Profit | Elevator modernization |
| Place Nolin | Replace windows and doors |
| All Nations Family Housing Corp. | Foundation work |
| Lighthouse Non Profit Homes | Replace patio doors |
| Lighthouse Non Profit Homes | Retrofit bathroom in modified unit |
| Native People of Sudbury Dev Corp | Replace windows and doors |
| Silo Cooperative | Elevator modernization |
| Silo Cooperative | Emergency generator system |
| GSHC – Burton | Emergency generator system |
| Year 2 | |
| Shamrock Non Profit Homes | Emergency generator system |
| Springhill Cooperative Homes | Replace walkway and modified unit entrance |
| Springhill Cooperative Homes | Replace vinyl siding |
| Maisons St. Jacques Cooperative | Replace decks due to building code infractions |
| Ukrainian Senior Citizens Complex | Replace front entrance door and window |
| Ukrainian Senior Citizens Complex | Elevator Cab Purifier Replacement |
| Ashwood Cooperative | Mortar work/patio door replacement |
| Bon Amis de la Vallee Non Profit | Replace windows and doors |
| Casa Bella Senior Citizens Complex | Replace balcony railings |
| Casa Bella Senior Citizens Complex | Replace windows and balcony doors |
| Place Nolin | Elevator repairs |
| Silo Cooperative | Replace concrete steps to main entrance |
| All Nations Family Housing Corp | Balcony deck sealing |
| All Nations Family Housing Corp | Air conditioner for common room |
| Val Caron Cooperative | Replace windows |
| Val Caron Cooperative | Replace heating system in various units |
| Habitat Boreal Non Profit | Repair/replace accessible walkways |
| Habitat Boreal Non Profit | Repair metal exterior stairs |
| Lighthouse Non Profit Homes | Replace exterior doors |
| Isles of Innisfree Non Profit Homes | Repairs to sewage line |
| Isles of Innisfree Non Profit Homes | Replace patio doors |
| Native People of Sudbury Dev Corp | Complete replacement of windows, doors |
| Native People of Sudbury Dev Corp | Rent Supplement agreement for units with expired operating agreements |
| Year 3 | |
| Capreol Non Profit Housing Corp | Repair Bathtub enclosures |
| Capreol Non Profit Housing Corp | Replace outdoor parking plugs |
| Capreol Non Profit Housing Corp | Replace intercom system at front entrance |
| Walden Non Profit | Replace windows and doors |
| Casa Bella Senior Citizens | Replace roof and HVAC |
| Horizon Cooperative Homes | Replace windows and doors |
| Raiffeisen Cooperative Homes | Replace windows and doors |
| Habitat Boreal Non Profit | Replace security cameras |
| Lighthouse Non Profit Homes | Conversion of heating system |
| Val Caron Cooperative | Replace patio doors |
| GSHC – Louis/Belfry | Replace air make up units |
| HOPE Cooperative | Replace windows and doors |
| HOPE Cooperative | Repair exterior building components |
| HOPE Cooperative | Re-slope property re poor drainage |
| Native People of Sudbury Dev Corp | Various capital projects |
| Native People of Sudbury Dev Corp | Rent Supplement agreement for units with expired operating agreements |

Potential Alternate Service Delivery Models for Municipal Youth Centres

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|-----------------|--|
| Presented To: | Community Services Committee |
| Meeting Date: | October 18, 2021 |
| Type: | Correspondence for Information Only |
| Prepared by: | Jeff Pafford Leisure Services |
| Recommended by: | General Manager of Community Development |

Report Summary

This report provides information regarding potential alternate services delivery models for municipal youth centres.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report supports Council's Strategic Plan in the areas of Creating a Healthy Community and aligns with the Population Health Priority of Play Opportunities. Youth centres are safe, welcoming spaces providing a wide range of leisure and support opportunities.

This report has no direct connection to the Community Energy & Emissions Plan (CEEP).

Financial Implications

There are no financial implications associated with this report.

Costs associated with the youth engagement process will be incorporated into approved 2022 operational budgets.

Executive Summary

This report provides Council with information about the City's six municipally operated youth centres. The report includes a summary of recommendations on the future operation of youth centres from recent studies and program reviews. The report notes recent interest received from local non-profit organizations in operating traditional municipal youth centre sites. A targeted youth engagement strategy regarding future operations will be conducted by the City. Information received through the engagement process will inform a future Request for Proposal for the delivery of youth centre services.

Background

The City provides recreation programming and directly operates six youth drop-in centers. These programs and centres are run by municipal employees on a part time basis. Youth Centres provide a safe and supervised facility for youth to engage in educational programs and leisure activities which encourage the growth of positive self-esteem. Youth who attend our centres are able to freely express their opinions without fear of judgement and are encouraged to participate in the development of programming. Participants' ages range from 10 to 18 years.

Youth Centres allow young people to drop in and participate in a variety of supervised activities. Participants are able to come and go to the program freely and are unsupervised once they leave the program. There are no barriers to entry and centres do not charge a registration fee. Centres offer a wide range of activities including: sports, billiards, video games, movie nights, chat time, and guest presentations on current issues. Centres offer internet access, homework assistance, peer mentoring, and educational workshops that encourage making healthy life choices. The sites connect youth with the local community, encouraging volunteerism to make a difference. Locations are as follows:

- Capreol
- Flour Mill
- Dowling
- Onaping
- Ryan Heights (Ministry funded After School program)
- Walden

There are 4,095 annual operating hours allocated across the six facilities. In 2018 there were total of 8,248 visits recorded across all municipally run youth centre locations. Centres are open during the school year (September through June).

The City of Greater Sudbury also provides an annual community grant to the Rayside Balfour Youth Action Network (\$60,000) and the Sudbury Action Centre for Youth (\$89,120) for the operation of their youth centres. These sites are operated by not-for-profit organizations. The Rayside Balfour Youth Action Network operates out of a municipally owned building located in Cote Park in Chelmsford.

Parks, Open Space and Leisure Master Plan Implications

The City's Parks, Open Space and Leisure Master Plan Review (2014) states that youth are traditionally a very challenging market for municipal recreation departments to serve due to the wide range of needs (e.g., recreational, social support, leisure hang-out, etc.), segmentation, peer pressure, changing "trendiness" of certain activities, competing interests, and lack of transportation options.

The Plan suggests that youth centres should provide a place for youth who don't participate in traditional sporting activities to occupy their time in a constructive and positive social setting. The Master Plan's online survey and open houses found considerable interest in expanded program opportunities for teens, including keeping youth centres open during the summer.

The Parks, Open Space and Leisure Master Plan does not recommend a provision target for youth centres, instead relying on needs to be identified on a case-by-case basis and in partnership with community organizations (where appropriate). The Plan states that the City should continue to facilitate opportunities and offer spaces that respond to the needs of youth. The Plan notes that the City's youth centres are generally well distributed; however, there is currently no such opportunity in Nickel Centre (an area that has a declining youth population). The Valley East area is also currently without a traditional youth centre facility. The condition and aging infrastructure of existing youth centres are also concerns noted in the Parks, Open Space and Leisure Master Plan. The Plan recommends that youth centres be located near schools, in parks or community centres, and on transit and active transportation routes.

Children and Youth Programming Review

In July 2018, staff presented the above noted report to the Community Services Committee. The report provided an overview of current status of children and youth programs and considerations for how programs could be delivered in the future. A review of youth centre support was included as per the previous direction of Council. The report included the following recommendations related to youth centres:

- There were many benefits to the Rayside Balfour Youth Centre and Sudbury Action Centre for Youth operating models. Since they are driven by volunteer-based, non-profit community organizations it creates a heightened sense of ownership and commitment. They have an ability to access other revenue sources, are open all year round and offer extended operating hours.
- Redesign youth drop-in centre programs around civic engagement, leadership development and community development activities and engage youth directly in the process.
- Consider other City owned facilities as destinations for youth centres such as libraries, community halls located in arenas and playground facilities. As the City pursues the development of new community hubs, youth centres should be considered as a possible tenant.
- Design mobile pop-up youth drop-in centres that can be setup and dismantled at various locations such as festival sites, parks and shopping mall parking lots to facilitate civic engagement.
- Review operating hours with a view of making youth drop-in centres more accessible during summer months and holidays.

The Children and Youth Programming Review also recommends further engagement with youth communities. The Review states that youth engagement is necessary to ensure that programs and spaces are responsive to the needs of local youth and to provide opportunities for youth to gain confidence and skills in decision-making and public participation.

The Review noted the Youthful Cities initiative which seeks to make cities more youthful, globally. Youthful Cities recommends that insights be used from about the real needs in and of their cities and uses an index to determine the performance of a city's youthful infrastructure.

Core Services Review

The City of Greater Sudbury Core Services Review (January 2020) stated that the City should assess whether services should still be provided or if there is an opportunity to monetize or privatize those "non-essential" services. The Review stated that should the City continue with the delivery of youth centers it should assess whether space can be utilized in existing community centers (arenas and halls) for these activities (and other recreational services where appropriate) rather than having their own dedicated facilities.

COVID-19 Impacts

The COVID-19 pandemic has dramatically changed how youth learn, play, move and connect. The pandemic has also resulted in the closure of youth centre facilities operated by the City due to restrictions imposed on indoor recreational spaces.

The City has developed a directory of online resources for youth and their families including information on support services, physical activity and play opportunities.

The City is currently assessing the implications of Provincial regulations relating to proof of vaccination to

determine reopening of traditional youth centre facilities this Fall.

Recent Developments

Within the last year, the City has been approached by two non-profit organizations who have indicated their interest in providing youth centre services on behalf of the City of Greater Sudbury. Seeking a third-party operator for traditional municipally operated youth centres is consistent with the findings of the City's Children & Youth Programming Review and Core Services Review.

As the two non-profit organizations would appear to be viable operators, a procurement process would be required to adhere to the City's purchasing policies.

Next Steps

Prior to issuing a procurement, a comprehensive, youth focused engagement process will be undertaken by the City to ensure that their needs and desires for the future operation of centres are understood and planned for. The engagement process will be completed by the end of Q2 of 2022.

Information collected through the engagement process will inform a procurement for youth centre operations in Q3 of 2022.

In the interim, the City of Greater Sudbury will continue to operate the six traditional youth centre locations as COVID-19 regulations and legislation allow.

Resources Cited

City of Greater Sudbury Parks, Open Space and Leisure Master Plan Review (2014)

<https://www.greatersudbury.ca/play/parks-and-playgrounds1/parks-open-space-and-leisure-master-plan-review-2014/>

Children & Youth Programming Review, Community Services Committee (July 9, 2018)

<https://pub-greatersudbury.escribemeetings.com/filestream.ashx?documentid=5140>

City of Greater Sudbury Core Services Review Final Report (January 2020)

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/pdfs/kpmg-final-report-of-core-service-review/>

Transitional Housing – Operational Budget

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|-----------------|--|
| Presented To: | Community Services Committee |
| Meeting Date: | October 18, 2021 |
| Type: | Correspondence for Information Only |
| Prepared by: | Tyler Campbell Children and Social Services |
| Recommended by: | General Manager of Community Development |

Report Summary

This report provides an update on securing provincial funding for the permanent operating budget for the transitional housing business case passed by Council in the 2021 budget process. The report also provides an update on the startup of the program.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

The 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, Mental Health, Housing and Healthy Streets by providing transition housing and clinical treatment services to individuals that are chronically homeless in the community. This report has no relationship to the Community Energy and Emissions Plan.

Financial Implications

Staff are currently awaiting the outcome of a Provincial RFP process for the funding of transitional treatment beds. If the RFP funding is not approved, staff will be able to draw on limited one-time provincial grants for 2022 from the Social Services Relief Funding Phase 4 which will partially offset operating costs. Under this scenario staff anticipate a funding shortfall of approximately \$800,000. Once confirmed, staff will seek direction on available funding sources.

Background

During the 2021 budget deliberations, Council unanimously approved the transitional housing business case which funded a dedicated Assertive Community Treatment Team (ACTT) in a community housing setting along with associated operating costs totaling approximately \$2.2 Million. The program is intended to stabilize chronically homeless individuals with clinical supports and provide a pathway to community housing or other forms of support that lead to long term housing and recovery.

The business case for 2021 was fully funded with a combination of funding sources that included a draw from capital and other one-time grants that were available in 2021. Council further directed staff to work with the Mayor's office to bring a funding request to the Province to fund the operating costs on an annualized basis.

This report provides an overview of work that has been undertaken over the last six months to fund this program along with an update on program startup.

Funding

Immediately following the approval of the business case in March 2021, staff began to work with key partners to target possible provincial funding sources. Meetings took place with the Centre of Excellence for Addictions and Mental Health and Ontario Health North. The Mayor's Office also held meetings with the Ministry of Health and Long-Term Care.

The work that has been completed to date has led to the submission of an application for funding through a recent Request for Proposals (RFP) from the Mental Health and Addictions Centre for Excellence. The RFP process closed on September 15 and no formal timeline was given for decision making after the closure date. Staff are aware of other agencies in Greater Sudbury, that already have clinical treatment programs in place, which have also applied for funding under this RFP process. Staff are undertaking further discussions with Ministry and Ontario Health North representatives to continue to implore the need for this program in the community.

Current Status

City staff have been meeting with Health Science North (HSN) staff on a biweekly basis since March and have made significant progress on startup of the program. In terms of staffing, HSN has completed the recruitment process and will have the initial members of the ACT team in place including completion of training and orientation by November. The program is intended to ramp up through 2022 in order to have a full staff complement in place to provide services when a permanent service site is constructed. City staff have been working with community partners to identify two pilot locations to initiate the program. These sites will house individuals from a startup perspective on a smaller scale while a fully functioning site is being constructed, upon approval of the proposal submitted to the Canada Mortgage and Housing Corporation Rapid Housing Initiative for funding that was earmarked for Greater Sudbury.

The pilot sites will house 15 individuals to start with some ability to expand to just over 20 individuals if COVID-19 remains under control locally within the homeless population. It has been confirmed that the ACT team will also have capacity to conduct outreach at shelters to provide some clinical consultation and treatment services for individuals that are on the Coordinated Access System's By-Name list.

Budget Status

Given the late startup of the program, less money than originally anticipated in 2021 was needed and as such it is anticipated that reserve funds will not be needed. However, the full cost of the ACT team will be realized in 2022. If Provincial funding does not materialize in time for the 2022 budget process, Council will need to provide direction on the funding shortfall. Staff are currently reviewing options to lower the impact for 2022 as there are new one-time provincial grants available to the end of March 2022, however they will not cover the full cost of the program. Staff are currently anticipating a funding shortfall of \$800,000 after these provincial grants are applied.

Next Steps

Staff will continue to work with HSN on program startup. In addition, a secondary agreement with the HSN Research Institute is being worked on to ensure that a robust research and program evaluation model is in place at the outset of the program. Initial outcome data is expected in mid-2022 and will be reported back to the Community Service Committee.

Staff will advise Council when a decision on the CMHC application is received to provide details on next steps with the permanent site location.

Resources Cited

Transitional Housing Business Case, Finance and Administration Committee Meeting, Thursday, March 11, 2021 <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=4017>