

## For Information Only

### Community Hubs Strategy Update

Presented To: Community Services  
Committee

Presented: Monday, Jan 15, 2018

Report Date Friday, Dec 22, 2017

Type: Correspondence for  
Information Only

### Resolution

For Information Only

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

Community Hubs align with the Strategic Plan under the priority of Quality of Life and Place where the City of Greater Sudbury is improving access to services that benefit the health and well-being of individuals.

The Community Hubs initiative is intended to provide a positive health and human service impact for citizens by providing easier access to streamlined services within their neighborhoods. The long term goal of the initiative is to provide integrated service delivery for citizens based on the relevant needs of the area.

In addition, this initiative aims to improve the quality of life and place for citizens of Greater Sudbury as it will promote Population Health in areas of Investing in Families, Enabling and Promoting Mental Health, and Creating Play Opportunities, Improving Access to Housing.

### Report Summary

The report serves as an update regarding the progress of the Community Hubs Strategy with an expected final report to Council in April 2018.

### Financial Implications

There are no financial implications.

#### Signed By

**Report Prepared By**

Tyler Campbell  
Director of Social Services  
*Digitally Signed Dec 22, 17*

**Health Impact Review**

Tyler Campbell  
Director of Social Services  
*Digitally Signed Dec 22, 17*

**Manager Review**

Tyler Campbell  
Director of Social Services  
*Digitally Signed Dec 22, 17*

**Division Review**

Tyler Campbell  
Director of Social Services  
*Digitally Signed Dec 22, 17*

**Financial Implications**

Jim Lister  
Manager of Financial Planning and  
Budgeting  
*Digitally Signed Dec 22, 17*

**Recommended by the Department**

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed Dec 22, 17*

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

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Dec 27, 17*

## **Background**

A report was brought forward to the Community Services Committee on June 19, 2017 seeking Council endorsement for a series of steps that would be taken to arrive at a Community Hubs Strategy.

<https://agendasonline.greatersudbury.ca//index.cfm?pg=agenda&action=navigator&id=1152&itemid=12860&lang=en>

## **Community Hubs Data**

As indicated in the June 19, 2017 report, the Geographic Information System (GIS) team within the City of Greater Sudbury (City) has reviewed various socio economic data factors along with deprivation index data and Emergency Medical Service (EMS) call information. This data has been aggregated and has produced a weighted priority ranking for neighborhoods in Greater Sudbury. The ranking of priority neighborhoods includes various factors such as the different population demographics ranging from children to seniors and includes factors such as aboriginal population. The information also looks at factors such as access to Transit Services. Now that this data has been finalized, staff would like to review this information along with other key strategy points with an external group of stakeholders having expertise in the field. This group of stakeholders would provide feedback on the data along with input on the final strategy that will be brought to Council for approval in April of 2018.

The Steering Committee would be made up of community representatives from different sections of the community and would be as follows:

Jeff Perry, Architect and Developer – Perry + Perry

Jim Eshkawkogan, Program Manager – Better Beginnings Better Futures

Adam Day, Sub Region Officer - North East Local Health Integration Network

Joseph Leblanc, Executive Director - Social Planning Council of Sudbury

William Bray, Vice President, Commercial Financial Services – RBC Royal Bank of Canada

Sherry Fournier, Executive Director – Child and Community Resources

Marion Quigley, Chief Executive Officer – Canadian Mental Health Association, Sudbury/Manitoulin

Michael Cullen, Executive Director – United Way North East Ontario

Lois Mahon – Premier's Community Hub Framework Advisory Group

Denis Constantineau, Executive Director – Centre de santé communautaire du Grand Sudbury

Maureen McLelland, Associate Vice President, Clinical Transformation and Transitions, - Health Sciences North

Dave Courtemanche, Executive Director – Family Health Team

Mark Scarfone, Chief Executive Officer – Greater Sudbury Housing Corporation

Kris Longston, Manager of Community and Strategic Planning, City of Greater Sudbury

Jeff Pafford, Director of Leisure Services - City of Greater Sudbury

Luisa Valle, Director of Children and Citizen Services - City of Greater Sudbury

Cindi Briscoe, Manager of Housing Services - City of Greater Sudbury

Sherri Moroso, Community Development Coordinator – City of Greater Sudbury

At the time of writing this report, representatives from Greater Sudbury Police Services, Sudbury District Health Unit, and local School Boards, had not yet confirmed their participation. Other staff members from the Real Estate Section and Emergency Medical Services of the City of Greater Sudbury will also be assisting with the development of the strategy.

## **Social Planning Council of Sudbury Consultations**

While the Social Services Division has been working on the hub strategy and data internally, the Social Planning Council of Sudbury (SPC) and NOAH Community Hub (NCB) has hosted two community feedback sessions on the establishment of Grass Roots Community Hubs. The sessions were hosted at 1960 Paris Street on September 27, 2017 and November 6, 2017. Community priorities were brought forward through this process and the feedback from the community will be further explored with the steering committee.

## **Next Steps**

The Social Services Division will engage stakeholders through the establishment of a steering committee in a series of meetings regarding the Community Hubs Strategy and will bring forward a final report to the Community Services Committee in April 2018.

Appendix 1 – Project Charter: Community Hubs

## Community Development Department Project Charter: Community Hubs

Background
<p>The Province of Ontario released a strategic framework for Community Hubs in Ontario in 2015. Since that time, the provincial government has identified three main priorities for action:</p> <ol style="list-style-type: none"> <li>1) Making better use of public properties</li> <li>2) Removing barriers and enabling community hub development</li> <li>3) Building community capacity and strengthening local planning</li> </ol> <p>The Provincial report also outlines that community hubs will look differently in different communities based on local needs.</p>
<p><b>Health Impact Assessment</b></p> <p>Recent community initiatives have focused on well-being and healthy communities (e.g., Community Safety and Well-Being Plan, Community Drug Strategy and Population Health). There is significant opportunity for collaboration and partnering with health, social services, education and community organizations, to improve outcomes.</p>
<p><b>Financial Implications and Options</b></p> <p>The Community Hub strategy will explore options for financial sustainability of the hub model. Community Hubs could include not-for-profit, private sector and other governmental agencies/organizations, sharing space to deliver services in health, social services, education, recreation and culture. Revenue generation options through lease agreements could assist with offsetting operating and capital costs. The project will also seek to develop the neighbourhood priorities for community hubs, including “basket of services”.</p>
Goals
<p>The goal of the project is to bring forward a strategy document for Council endorsement which will allow planning and prioritization of hub sites as opportunities present.</p>
Scope
<p>Scope would include options by neighbourhood for community hub project sites in Greater Sudbury. Input would include GIS mapping and a cost benefit analysis of vacant community schools. The project would then look at a series of meetings with stakeholders regarding opportunities and building a possible business case for the 2019 budget process.</p>
Key Deliverables
<p>The project outcome will include a detailed report and recommendation regarding the viability of developing a hub or enhancing existing hubs, and recommendations on location and “basket of services” to be included.</p>

## Community Development Department Project Charter: Community Hubs

Key Stakeholders	
Client – The client group will be established through a GIS mapping process.	
Project Sponsor – Catherine Matheson - General Manager, Community Development	
Project Manager – Tyler Campbell - Director of Social Services	
Project Team - Tyler Campbell, Social Services Division <ul style="list-style-type: none"> <li>- Kris Longston, Community &amp; Strategic Planning</li> <li>- Sherri Moroso, Community Initiatives and Performance Support</li> <li>- Cindi Briscoe, Housing Services</li> <li>- Luisa Valle, Citizen &amp; Children's Services</li> <li>- Jeff Pafford, Leisure Services</li> <li>- Representative from the Real Estate Division,</li> <li>- Representative from Emergency Medical Services,</li> <li>- Representative from Greater Sudbury Police Service.</li> <li>- Dave Courtemanche, Family Health Team,</li> <li>- Maureen McLelland, Health Sciences North,</li> <li>- Mark Scarfone, Greater Sudbury Housing Corporation</li> <li>- Jeff Perry, Architect and Developer, Perry + Perry</li> <li>- Jim Eshkawkogan, Better Beginnings Better Futures</li> <li>- Adam Day, North East Local Health Integration Network</li> <li>- Joseph Leblanc, Social Planning Council</li> <li>- William Bray, Commercial Financial Services, RBC Royal Bank of Canada</li> <li>- Sherry Fournier, Child and Community Resources</li> <li>- Marion Quigley, Canadian Mental Health Association</li> <li>- Michael Cullen, United Way North East Ontario</li> <li>- Lois Mahon, Premier's Community Hub Framework Advisory Group</li> <li>- Denis Constantineau, Centre de santé communautaire du Grand Sudbury</li> <li>- Representatives from the Sudbury District Health Unit</li> <li>- Representatives from local School Boards</li> </ul>	
Project Milestones	
First quarter of 2018, when the final strategy document is to be presented to Council.	
Project Budget	
No budget is required to review and build a Community Strategy document.	
Constraints, Assumptions, Risks and Dependencies	
Constraints	Financial, community hubs may require scarce municipal dollars, specifically if it involves the purchase of a community schools for hub purposes.
Assumptions	Assuming that the Provincial policy direction remains the same over the next 18 months regarding the hub initiative.
Communications & Governance	
Update and progress will be communicated through the Community Services Committee.	
Approval Signatures	
<div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;"> <hr style="width: 200px; border: 0.5px solid black;"/>             [Name], Project Sponsor         </div> <div style="text-align: center;"> <hr style="width: 200px; border: 0.5px solid black;"/>             [Name], Project Manager         </div> </div>	