Background

On April 8th, 2015 a Special Advisory Group on Community Hubs was appointed by the Province with a mandate "to review provincial policies, research best practices and develop a framework for adapting existing public properties to become community hubs." A report was brought to the Community Services Committee on January 18th, 2016 that outlined the release of the Provincial Framework and Action Plan that was developed by the Special Advisory Group and further indicated that a business case and operating plan would be a first step in creating a local hub.

This report is intended to build on the information that has been presented to the Community Services Committee and to outline a process for strategy development moving forward.

This process would then require a detailed business and operating plan to be brought forward for Council approval as outlined in the previous report: (https://agendasonline.greatersudbury.ca/index.cfm?pg=agenda&action=navigator&id=1009&itemid=10665&lang=en) - Community Services Committee Report dated January 18, 2016.

Current State

The City of Greater Sudbury has historical experience in the creation of Community Hubs. An excellent example would be the work that was done with the creation of the Best Start Hubs within the Children Services Section. Under the leadership of Children Services and with the help of local champions such as School Boards, the Social Planning Council, and Child and Community Resources, a total of 15 hubs were created in targeted neighbourhoods within the City. These Hubs operate a wide range of services from child care to special needs screening, along with access to services such as Triple P (Positive Parenting Program).

The development process for the Best Start Hubs in the City followed a strategy that built on asset mapping and reviewed factors such as scores on the Early Development Instrument (EDI), along with a review of Census data. These factors led to recommendations regarding the top areas for Hub locations. School Boards worked together with City leadership to find the best fit for schools in the identified neighbourhoods. The Hub locations were also selected based on cultural and language based needs; with an Aboriginal Hub located at the Jubilee Heritage Centre, and Francophone services being offered through the French language School Boards.

In reviewing the success of Hub creation in Greater Sudbury, one the largest factors that contributed to successful implementation was community engagement and leadership. Another hub concept is at the Northeast Centre of Excellence for Seniors Health (Pioneer Manor) where there is a co-location of services including the City of Lakes Family Health Team, the Alzheimer's Society, the Northeast Specialized Geriatric Centre and a primary care physician's office that works directly with Pioneer Manor

residents. As the Centre has been redeveloped over the years, new services were added and integrated into the campus.

One of the local leaders that was part of the development of the Best Start Hubs in Greater Sudbury was appointed to the Premiers Advisory Group for Community Hubs in 2015. Lois Mahon, was the Executive Director for the Child and Community Resources (formerly Child Care Resources) and will continue to act as a resource locally in this next phase of Hub development. Lois is on the agenda for the June 19th Community Services Committee presentation to expand upon the provincial initiatives that have been created thus far.

Both of these examples provide excellent learned experiences that will be included in the development of the Community Hubs strategy as the City moves forward.

Future State

The Community Development Department is engaged with the Planning Department and GIS mapping to identify priority neighbourhoods. Demographic Census data is scheduled to be released in September 2017 which will update the 2011 data on file. Other demographic factors and social detriments of health indicators, along with Ontario Work caseloads would be overlaid to create priority areas for Community Hub interventions.

Possible Locations

The City has an inventory of possible locations that could fit the Community Hub model, including underutilized community hall locations, Greater Sudbury Housing sites, and specialized sites such as Pioneer Manor and surplused schools. Many of these locations already have access to some services which provide an excellent starting point for Hub integration.

Hub Funding Sources

The Province has not announced any Hub funding support at this time and the Provincial approach has been to shape policy at a broader level to enable communities to move forward with local initiatives. The Community Development Department has budgeted $250,000 in the 2017 capital budget for Community Hubs. Other future sources include possible public/private partnerships and social finance initiatives such as social impact bonds.

Provincial Context

The Province released a one year progress update on the Community Hubs initiative in August 2016, a copy of which can be found here:

https://www.ontario.ca/page/one-year-progress-update-community-hubs-ontario-strategic-framework-and-action-plan

This Report outlines three key areas of focus from the provincial perspective:

1) Making Better Use of Public Properties;
2) Removing Barriers and Enabling Community Hub Development; and
3) Building Capacity and Strengthening Local Planning.

The Report also outlines next steps on these initiatives including issues around the sale of public properties for fair market value, issues regarding internal privacy policies and transfer payment modernization. All of these areas will lead to better service integration at the local level.

Next Steps

Work will be completed on community mapping with the assistance of the GIS section in order to come up with targeted locations for Community Hubs. This initiative will lead to discussions with service providers to identify service gaps and potential synergies for service integration.

A report will be brought back to the Community Services Committee within the first quarter of 2018 to provide an update on strategic development and progress. Any budget implications will be brought forward as a business case for the 2018 Budget.