

**For Information**

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DATE: October 17, 2019

REPORT TITLE: **THE REGION OF PEEL'S ROLE IN COMMUNITY HUBS**

FROM: Janice Sheehy, Commissioner of Human Services

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**OBJECTIVE**

To provide an update on the Region's role in the development of community hubs.

**REPORT HIGHLIGHTS**

- Regional Council endorsed a Community Hub Planning Framework (the Framework) that provides standards for the development of strong and sustainable community hubs, and outlines Peel's role in supporting community agencies with the strategic design and planning of integrated service models.
- The Province promoted the development of hubs by offering several supports including a framework and action plan, hub resource portal, learning conference and some funding to support surplus property transition and facilitate hub planning, however, there was no commitment of operational funding to ensure ongoing sustainability.
- A jurisdictional scan of municipalities validated the importance of hubs to the community as well as the complexity in developing and sustaining hubs.
- The Region will continue to use the development standards as outlined in the Framework to guide its role, namely that hubs should: be based on needs of the community and evidence-informed; utilize strong partnerships with a shared vision, priorities and outcomes; encompass strong business planning, and result in an integrated service delivery model.
- Through Council direction, there is an opportunity to provide one-time capital grants to fund the development of community hubs, when supported by a solid business case, evidence of operational sustainability, and alignment with the outcomes of the Region's Strategic Plan. In accordance with the Framework, an operational or ownership role for the Region in community hubs is not recommended when considering future opportunities.

**DISCUSSION**

**1. Background**

On October 12, 2017 (Resolution 2017-809), Regional Council endorsed the Community Hubs Planning Framework report and directed staff to report back with an enhanced and more active role in the development of community hubs. On April 5, 2018, Regional Council endorsed the report titled, Community Hubs Development Update (Resolution 2018-251) which included an enhanced Framework, and standards and actions that support evidence

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informed business planning, strong partnerships with shared vision, and tailored integrated service models.

Through the January 31, 2019 Regional Council 2019 Budget meeting, Council approved the following Resolution (RBC-2019-36):

*That Council supports the conversion of the abandoned Lincoln Alexander Secondary School Pool to a youth hub;*

*And further, that the \$6 million currently in a placeholder in the 2019 Budget be removed and deferred such that \$3 million be placed in the 2020 Regional Budget proposal and \$3 million into the 2021 Regional Budget proposal;*

*And further, that the Region and City of Mississauga staff jointly report at a future meeting of Regional Council, on the Malton Community Hub, including a full business plan, the services that will be offered and who the tenants will be;*

*And further, that the staff report back to a future meeting of Regional Council on community hubs and the Region's role in the development of hubs, from the perspective of ownership, capital development and operations.*

This report outlines the Region's role in community hubs as requested in the January 31, 2019 resolution.

Further, a companion report provides an overview of the actions taken to date and the current project status for the Malton Community Hub as requested in the January 31, 2019 resolution.

## **2. Community Hub Jurisdictional Scan**

To further inform the Region's role in the development of community hubs, a jurisdictional scan, which included outreach to the Province of Ontario and four municipalities, was undertaken.

### **a) Provincial Hub Position**

In 2015, the former Provincial government released a report titled: *Community Hubs in Ontario: A Strategic Framework and Action Plan*, aimed at supporting the development of service models that are aligned with local needs and increase service access through community hub development. The Province offered an online resource portal, learning conference, and funding to support surplus property transition and facilitate hub planning, though, no long-term funding commitment was made for on-going operations.

The current Provincial Government supports the physical integration of services however, to date, has not committed to funding community hubs. The future Ontario Health Teams continuum of care model reinforces the Province's position on integrated services as outlined in the Health department report titled: *The Region of Peel's Role in Local Ontario Health Teams (Resolution 2019-375)*.

**b) Jurisdictional Scan**

A jurisdictional scan was completed with the Regional Municipalities of Waterloo and York, and the Cities of Markham and Toronto. The scan confirmed the value of hubs as a model to facilitate integrated service delivery and improve residents' access to health, community and social services. The scan also identified the complexity of community hubs and the need for ongoing resources and investment to ensure continued effectiveness and sustainability.

To better address the complexity of integrated service models, some jurisdictions apply a case-by-case approach to determine support of potential new hubs. Success factors include utilizing existing, owned or surplus infrastructure when feasible; direct alignment to municipal service priorities; securing funding from other levels of government, foundations, etc. and establishing partnerships.

**3. Region of Peel's Role in Community Hubs**

The Region will continue to use the Community Hub Planning Framework to guide its leadership role in the development and support of hubs. This includes:

- Supporting the development of community agencies capacity to access and use evidence informed service planning tools (i.e.: Neighbourhood Information Tool) in order to create hubs that meet the needs of the community.
- Encouraging and facilitating coordinated, service integration through strong partnerships, a shared vision, priorities and outcomes.
- Providing funding through the Community Investment Program and the Human Services Revolving Capital loan program to the not-for-profit sector to facilitate strong business planning

There are two unique hubs being developed where the Region of Peel's role goes beyond capital development:

- a) The Region's Strategy to Address Human Sex Trafficking in Peel includes a service hub dedicated to serve individuals at-risk, engaged in and transitioning out of human sex trafficking. Regional Council approved the strategy and budget for a three-year pilot with the commitment that external funding sources be sought from other levels of government.
- b) The Seniors Health and Wellness Village at Peel Manor has a Council approved capital budget to support the redevelopment of 177 long-term care beds, with expanded Adult Day programming, overnight respite care as well as a service hub; all within this Regional asset. The service hub will feature health and social services available to residents of the centre and the surrounding community.

In addition, the proposed 2020 Regional capital budget will include a \$6 million investment to support the City of Mississauga's future Malton Community Hub. The City of Brampton has also recently requested a \$6 million capital grant to be included in the proposed 2020 budget. This grant will support two community youth hub locations as outlined in the resolution from the September 26, 2019 Regional Council meeting (Resolution 2019-855).

Should Regional Council approve the two capital grants (total \$12 million), for both the City of Mississauga and the City of Brampton, Council could direct that the allocation remains in

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the base budget as a source of capital funding to support the development of future community hubs. In accordance with the Framework, an operational or ownership role for the Region in community hubs is not recommended when considering future opportunities.

All future community hub investments will be considered on a case-by-case basis, and require Regional Council approval, and a solid business plan that demonstrates:

- A plan to secure multi-sources of funding and partnerships to achieve operational sustainability
- Utilize existing or surplus infrastructure, when feasible
- Alignment with the outcomes of the Region's Strategic Plan

**CONCLUSION**

Community Hubs play an important role in supporting residents through an integrated service delivery model. The Community Hub Planning Framework does not identify an operational or ownership role for the Region in community hubs. However, as outlined in the Framework, the Region will continue to demonstrate a leadership role by enabling agencies to strategically design and plan community hubs. Through Council direction, the Region may provide a one-time capital grant to fund the development of a community hub when supported by a solid business case, evidence of an operational sustainability plan, and alignment with the outcomes of the Region's Strategic Plan.



Janice Sheehy, Commissioner of Human Services

**Approved for Submission:**



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N. Polsinelli, Interim Chief Administrative Officer

**APPENDICIES**

Appendix I – Jurisdictional Scan Summary

*For further information regarding this report, please contact Sonia Pace, Director, Community Partnerships @ [sonia.pace@peelregion.ca](mailto:sonia.pace@peelregion.ca), or ext. 3807*

*Authored By: Sandra Solonik, Advisor, Community Engagement*

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JURISDICTIONAL SCAN SUMMARY**

| <b>Municipality</b> | <b>Framework or Standard Role</b> | <b>Dedicated Budget</b> | <b>Hub Opportunity</b>  | <b>Hub Challenges</b>  |
|---------------------|-----------------------------------|-------------------------|---|--|
| Region of Waterloo  | No                                | No                      | Community driven project; Region supported the design and planning  | Governance – complexity of partnerships  |
| York Region         | No                                | No                      | Region built transitional housing for youth, included hub   | Financial – securing long-term program funding   |
| City of Markham     | No                                | No                      | City built a recreation centre, included hub  | Financial – securing long-term program and staff coordinator funding                                 |
| City of Toronto     | No                                | No                      | City redeveloped surplus recreation centres to create 13 hubs<br><br>Partnered and invested with United Way Greater Toronto on an additional 8 hubs | Governance – complexity of the hub model and partnerships  |
| Town of Georgina    | No                                | No                      | Town purchased surplus school property to develop a hub   | Financial – operating with a deficit (first 5 years), securing tenants and staff coordinator funding |