



**Committee of the Whole Meeting
Additional Information**

**Monday, December 11, 2023, 6:30 p.m.
S.H. Blake Memorial Auditorium**

Pages

***1. Committee of the Whole - Special Session**

***1.1 Amendment - Establishment of Closed Session - December 11, 2023**

The following resolution will be presented to amend the purpose of the December 11, 2023 Committee of the Whole - Closed Session meeting:

WITH RESPECT to the resolution to establish the Monday, December 11, 2023 Committee of the Whole – Closed Session, we recommend that the following reasons be added:

- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them.

8. Reports of Municipal Officers

8.1 Youth Inclusion Program - Final Report

***8.1.1 Youth Inclusion Program – Final Report**

3 - 17

Report 354-2023-Community Services-Recreation & Culture relative to the above noted, for information. **(Distributed separately on Thursday, December 7, 2023)**

Memorandum from Director - Recreation & Culture Leah Prentice, dated November 14, 2023 requesting to provide a presentation relative to the above noted. **(Distributed separately on Thursday, December 7, 2023)**

8.2 Youth Gang Prevention Strategy: Youth & Family Support Program

***8.2.1 Building Safer Communities Fund – Youth Gang Prevention Strategy: Youth & Family Support Program**

18 - 29

Report 377-2023-Community Services-Recreation & Culture relative to the above noted, for information. **(Distributed separately on Thursday, December 7, 2023)**

Memorandum from Director - Recreation & Culture Leah Prentice, dated November 14, 2023 requesting to provide a presentation relative to the above noted. **(Distributed separately on Thursday, December 7, 2023)**

10. Petitions and Communications

10.1 Outstanding Item: Consultation Results on Proposed Sign By-law Amendments

- | | | |
|----------------|--|----------------|
| *10.1.1 | Deputation Request - Consultation Results on Proposed Sign By-law Amendments | 30 - 31 |
| | Correspondence received from Rob Kowalchuk - Hi-Impact Signs, received Thursday, December 7, 2023 requesting to provide a deputation relative to the above noted. (Distributed separately on Friday, December 8, 2023) | |
| *10.1.2 | Deputation Request - Consultation Results on Proposed Sign By-law Amendments | 32 |
| | Correspondence received from Claudio Monteleone - The Sign Guys, received Monday, December 11, 2023 requesting to provide a deputation relative to the above noted. (Distributed separately on Monday, December 11, 2023) | |

12. New Business

***12.1 Establishment of Committee of the Whole - Closed Session - December 18, 2023**

The following resolution will be presented to Committee of the Whole for consideration:

THAT a Committee of the Whole – Closed Session meeting be scheduled for Monday, December 18, 2023 at 5:30 p.m. in order to receive information pursuant to the Municipal Act (Section 239 (2)) relative to:

- (b) personal matters about an identifiable individual, including municipal or local board employees;
- (d) labour relations or employee negotiations;
- (j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value.

Corporate Report

REPORT NUMBER 354-2023-Community Services-Recreation & Culture

DATE

PREPARED

November 8, 2023

FILE

MEETING DATE

December 11, 2023

SUBJECT

Youth Inclusion Program – Final Report

RECOMMENDATION

For information.

LINK TO STRATEGIC PLAN

The Youth Inclusion Program was completed under the prior strategic plan. The program aligned with the following pillars:

Lead: The Youth Inclusion Program sought out partnerships with organizations across all sectors of the community, including Indigenous organizations and knowledge keepers. The focus was on community development and collaborating to provide a range of supports and to contribute to a variety of initiatives, all intended to connect youth with opportunities and services that help them overcome challenges and optimize their well-being.

Grow: The Youth Inclusion Program (YIP) was a neighbourhood-based initiative that aimed to prevent crime and promote well-being through proactive engagement, programming, public education, and individualized support. The program worked to build capacity and support improvements through consultation and relationship building at both the neighbourhood and community level.

EXECUTIVE SUMMARY

This report provides a final overview of the Youth Inclusion Program, a five-year upstream crime prevention initiative, that operated from August 2018 to June 30, 2023.

DISCUSSION

Project Description

The Youth Inclusion Program (YIP), funded by the Government of Canada through the National Crime Prevention Centre (NCPC), was a five-year upstream crime prevention initiative. The program engaged and provided a variety of supports to youth aged 12-24 to enhance protective factors, reduce risks, and promote well-being, with the goal of preventing youth from entering the criminal justice system or becoming victims of crime.

Governance & Partnerships

YIP was undertaken through collaboration between the Recreation & Culture Division and Strategic Initiatives & Engagement. It was overseen by an internal working group* comprised of:

General Manager- Community Services
Director- Recreation and Culture
Supervisor- Aquatics Wellness Children and Youth
YIP Program Manager
YIP Program Supervisors
CSWB Specialist, Community and Safety Well-Being
Coordinator of Budgets and Operational Planning
Manager- Central Support Services

*Project evaluation team members also attended working group meetings.

During the project, advice and sustainability planning input was sought from a Youth Advisory Committee (YAC) comprised of 5 youth that were participants of YIP. Meetings were held bi-monthly with YIP supervisory staff. Transportation, meals and honoraria was provided to youth attending these meetings. The YAC developed and distributed a survey to the community to gain important information about current youth programming and priorities. This survey had an overwhelming response and provided relevant information for future programs and projects.

A Steering Committee was also developed to assist with sustainability planning. The Steering Committee included:

Dennis Franklin Cromarty (DFC) Highschool
Matawa Education Centre
Thunder Bay Catholic District School Board- Graduation Coach
Lakehead District School Board- Graduation Coach
Thunder Bay Children's Centre
Thunder Bay Children's Aid Society
Thunder Bay Public Library
Ontario Ministry of Children, Community & Social Services
City of Thunder Bay Recreation & Culture Division.

Partnerships were integral to the success of YIP. YIP partnered with 31 community partners representing 10 sectors including health, education, employment, community services, social services, housing services, police, corrections services and Indigenous organizations. See Attachment A for list of YIP partners.

Approach

The Youth Inclusion Program created a program community where youth felt safe, included and a sense of belonging; a community where youth had equitable access to opportunities and supports to reveal their capacities and optimize their well-being.

Over its 5 years YIP made significant strides in addressing youth crime prevention, safety, and well-being through proactive engagement, programming, public education, and individualized supports. The following three elements were focused on throughout the duration of the program as strategies known to be effective in crime-prevention programming:

- Programming
- Youth Navigators
- Public Education Campaign.

Project Outcomes

Programming

The programming element focused on many areas, including pro-social development, recreation, life skills, culture, arts, employment, education, and health, to engage youth and identify needs.

Staff were able to promote youth well-being by creating safe spaces where youth could connect with caring adult allies, take part in programming and pro-social activities, be exposed to new experiences and opportunities, learn new skills, and be connected to a range of holistic supports as required.

Many different types of programming were successfully delivered directly in identified neighbourhoods as well as virtually during pandemic closures in 2020-2021. These programs were consciously developed to meet diverse needs of youth. The identified neighbourhoods were Limbrick/Vale, Windsor/Picton/Blucher, and Simpson/Ogden.

YIP also focused on school-based programming by delivering Lunch & Learn sessions in collaboration with Indigenous Graduation Coaches at local high schools. Contribution agreements with two First Nations schools, Dennis Franklin Cromarty High School and Matawa Education & Care Centre, funded school-identified priorities.

YIP also worked together with community organizations to offer collaborative programming to address gaps by bringing programs directly to youth in the neighbourhoods. The program supported and organized excursions for youth to attend events by breaking down barriers of cost and/or transportation. Examples included visiting a provincial park, going to the movies, and attending a baseball or hockey game.

YIP hosted 508 special events and offered 1,228 hours of programming at the neighbourhood sites with more than 3,419 youth attending. See Attachment B: YIP Infographic – Programming.

Youth Navigators

Youth Navigators received referrals to assist youth ages 12-24 that were at risk of poor outcomes, i.e. mental health, substance misuse, criminal behaviour, and victimization. Referrals were from self, family, peers, educators, and service delivery organizations. These youth worked one-on-one with a Navigator to set goals and work to identify their strengths and promote their well-being and personal development, with emphasis on strengthening protective factors.

Navigators adopted a youth-driven approach to provide individualized supports to referred youth and their families as required. Navigators worked with youth to support to strengthen their skills, relationships, and connections, i.e. counselling, mentoring, employment services, recreation, arts programming, and graduation.

The Navigator position played a crucial role in this program and its success over the 5 years. This type of position was proven to be impactful in the lives of youth who were supported over the duration of the program. The navigator position was viewed as a unique and needed program that served a gap in youth services in Thunder Bay. The outcomes and learnings from this program will inform future approaches to staffing and programming within the City's Children & Youth section.

YIP Navigators completed 157 youth assessments with 131 personalized youth plans and assisted 80 youth with completion of their goals. See Attachment C: YIP Infographic – Navigators.

Transportation

The YIP assisted with the transportation gap that youth in Thunder Bay experience. Transportation offered through program vehicles, bus passes, and taxis was seen as a key program element that facilitated and sustained youth engagement. This addressed barriers to participation and helped connect youth with programming and supports required to meet their goals. Navigators used program vehicles as a key tool to being able to assist youth gaining confidence and building strengths to navigate systems on their own. Some examples include obtaining ID, Birth Certificates, completing employment applications, etc.

Public Education Campaign

The public education campaign supported Recommendation 116 of the Seven Youth Inquest, which calls for an educational campaign to support First Nations students' relocation to Thunder Bay for school. The goal of the campaign was to raise public awareness about the challenges faced by First Nations students from remote communities who are residing in Thunder Bay.

A working group of project partners was formed and developed the campaign from the voice of 102 Indigenous youth who wrote "Dear Thunder Bay" postcards. Filming of the video occurred in Kingfisher Lake First Nation where 15 youth welcomed the project team to their home community to share culture and context. These youth also participated in the filming of the video.

The full media campaign was live for 6 weeks, April 4, 2022 – May 13, 2022. The video was played at the Wake the Giant festival in September 2022 and was also screened at Movie Nights in the Park during the fall of 2022.

The YIP "Dear Thunder Bay" public campaign had a broad reach, being viewed over 70,000 times through Facebook, Instagram and YouTube. Elements of this campaign will be activated in years to come. See Attachment D: YIP Infographic - Rec 116.

Evaluation

A Third-Party Evaluation of YIP was completed by the Centre for Rural and Northern Health Research (CRaNHR), Lakehead University. Staff from CRaNHR were actively involved in an internal Evaluation Working Group as well as an Evaluation Advisory Committee that included evaluation specialists from Public Safety Canada and City staff. CRaNHR also attended the City's YIP planning meetings and reviewed documents throughout the program. Comprehensive annual Evaluation Reports were completed and submitted to Public Safety Canada as required by the funding agreement. Quarterly were submitted to the City.

Program evaluation included quantitative and qualitative data. Documentation that guided CRaNHR's evaluation work included: Group Program Tracking Sheets, Navigator Client Review Sheets, YIP Staff Outcome Diaries, Staff Interviews (2021), Staff and Stakeholder Interviews (2022), Youth Surveys (2022), Youth Exit Surveys (2023) and Staff Exit Surveys (2023). See Attachment E: Evaluation Summary.

Learnings & Next Steps

Overall, YIP made a difference in the lives of youth and families who were supported through this program. Staff developed trusting relationships with youth, engaged youth in programs, assisted in working towards personal goals and strengthened youth and

family networks of support. Through the navigators' one-on-one connections with vulnerable youth, YIP increased protective factors, improved safety and decreased risk factors for crime and victimization among youth in Thunder Bay.

A key outcome and learning from the YIP is that the Navigator role is a gap in our community's Youth Services. This has been noted through agencies, family and youth as an important piece to investigate as a permanent position. This position was able to take a well-rounded approach that incorporated the family and support system in plans and goals to ensure the participants could meet them. Some youth in Thunder Bay experience many challenges and this position plays a crucial role in ensuring that hard to reach youth are not falling through the cracks in our system.

An outcome of the Steering Committee's sustainability planning was to host a Youth Services Forum. This forum was hosted in partnership with the Thunder Bay District Health Unit and over 90 individuals from a broad range of local agencies attended. This Forum will continue as an annual event. Attendees noted how important annual events are to create new partnerships and share knowledge to support each other in working towards common goals and a better, safer community for youth. Youth from the YIP were in attendance and shared their personal experience with the program. Hearing directly from youth was very impactful to decision makers.

The Recreation & Culture Division is committed to integrating the learnings from YIP into ongoing Children & Youth programs and services. This started as YIP was winding down and will continue. Examples include continuing to decrease transportation barriers where possible, recruitment of a Youth Advisory Committee, approaches to programming and engagement, and meeting youth where they are at.

Many of these learnings and recommendations have flowed into the development of the City's new Youth Gang Prevention Program (YGPP), also funded by Public Safety Canada. This includes youth navigator-type positions, transportation supports, and the importance of including family in support programs for youth. Details of this new program will be presented to Committee of the Whole at tonight's meeting.

FINANCIAL IMPLICATION

There are no direct financial implications associated with this report.

The overall project budget was \$5.6 million funded by Public Safety Canada and in-kind contributions.

CONCLUSION

It is concluded that the Youth Inclusion Program was completed successfully, and that Council should receive this report for information.

BACKGROUND

In August 2018, Public Safety Canada approved the \$5.6 million budget for the City of Thunder Bay's five-year Youth Inclusion Program.

On March 11, 2019, council received Report No. R 23/2019 (City Manager's Office - Corporate Strategic Services) providing information regarding the progress made in implementing the Youth Inclusion Program.

On May 10, 2021, council received Report No. R 58/2021 (Community Services - Recreation & Culture) providing an update on the implementation and preliminary outcomes of the Youth Inclusion Program.

REFERENCE MATERIAL ATTACHED

Attachment A: YIP Partners
Attachment B: YIP Infographic – Programming
Attachment C: YIP Infographic – Navigators
Attachment D: YIP Infographic Rec 116
Attachment E: Evaluation Summary

REPORT PREPARED BY

Kim Begin, Supervisor – Aquatics, Wellness, Children & Youth

REPORT SIGNED AND VERIFIED BY

Kelly Robertson, General Manager, Community Services

Date (11/17/2023)

Attachment A: YIP Partners

Throughout the 5 years of YIP, the program partnered with various organizations to develop and deliver YIP, to provide programs and services, to engage youth, to govern the program, and to develop sustainability plans. These included:

1. Internal Departments and Committees: Recreation & Culture Division, Strategic Initiatives & Engagement, Community Safety & Wellbeing Council (Crime Prevention Council and Drug Strategy Panel)
2. Thunder Bay Police Service
3. Fort William First Nation
4. Nishnawbe Aski Nation
5. Keewaytinook Okimakanak
6. Northern Nishnawbe Education Council
7. Elders – Ira Johnson and Lorna Turner
8. Dennis Franklin Cromarty High School
9. Matawa Learning Centre
10. Lakehead District School Board
11. Thunder Bay Catholic District School Board
12. Thunder Bay Counselling
13. Children's Centre Thunder Bay
14. Thunder Bay District Health Unit
15. Kairos Community Resource Centre
16. Evergreen a United Neighbourhood
17. YES Employment
18. District of Thunder Bay Social Services Administration Board
19. Our Kids Count
20. Roots to Harvest
21. Children's Aid Society Thunder Bay
22. Dilico Anishinabek Family Care
23. Anishnawbe Mushkiki
24. Outland Forestry Youth Employment Program
25. Eco Superior
26. Community Arts & Heritage Education Project (CAHEP)
27. Indigenous Sport and Wellness Ontario
28. Keeping Kids Healthy / Healthy Kids HOME

YIP was also actively involved in a number of committees and tables:

1. Student Well Being Task Force- NAN
2. Vulnerable Populations Planning Table
3. Community Emergency Food Strategy
4. Situation Table
5. Crime Prevention Council
6. Keeping Kids Health Collective
7. Outreach Workers Network




YOUTH INCLUSION PROGRAM


PROGRAMMING



YIP PROVIDED A DIVERSITY OF PROGRAMMING FOR YOUTH AGES 12 - 24:

 **NEIGHBOURHOOD PROGRAMS** IN LIMBRICK, WINDSOR / PICTON / BLUCHER, AND SIMPSON/OGDEN PROVIDED SPACES FOR YOUTH TO SOCIALIZE, TRY NEW ACTIVITIES, AND LEARN NEW SKILLS.

 **LUNCH & LEARN** SESSIONS AT HIGH SCHOOLS INTRODUCED STUDENTS TO YIP PROGRAMS AND RESOURCES. YIP ALSO FUNDED YOUTH ACTIVITIES AT TWO FIRST NATIONS SCHOOLS (DENNIS FRANKLIN CROMARTY HIGH SCHOOL AND MATAWA EDUCATION & CARE CENTRE).

 **PARTNERSHIP PROGRAMS & COMMUNITY OUTINGS** HELPED YOUTH ATTEND EVENTS THAT THEY OTHERWISE COULDN'T ATTEND DUE TO COST OR TRANSPORTATION BARRIERS. THESE INCLUDED SPORTS (E.G., ARCHERY, BASEBALL, BOXING) LEADERSHIP CAMPS, AND RECREATIONAL AND CULTURAL EVENTS (E.G., TRIPS TO PROVINCIAL PARKS, ATTEND HOCKEY OR BASEBALL GAMES).

 **VIRTUAL ACTIVITIES** VIA FACEBOOK, INSTAGRAM AND ZOOM WERE OFFERED IN 2020-21 WHEN THE PANDEMIC CLOSED DOWN IN-PERSON EVENTS. YIP STAFF ALSO DELIVERED 1,000S OF MEALS TO YOUTH AND FAMILIES DURING THE 2020 LOCKDOWN.



508 EVENTS WERE OFFERED

**MORE THAN 3,419 YOUTH
ATTENDED**



YIP EMPHASIZED COMMUNITY OUTREACH AND ENGAGEMENT AND SUCCESSFULLY BUILT TRUSTING RELATIONSHIPS WITH YOUTH AND FAMILIES IN THE PRIORITY NEIGHBOURHOODS.





YOUTH INCLUSION PROGRAM

YOUTH NAVIGATORS



The YIP Navigators filled a gap for youth services in Thunder Bay: Once relationships were established with referred youth, the Navigators worked with each youth to identify their personal development goals and provided holistic, practical and individualized supports to help them achieve their goals.



- THE YIP NAVIGATORS WORKED WITH 157 REFERRED YOUTH (AUG 2019 – JUNE 2023).
- 27 YOUTH COMPLETED AT LEAST ONE GOAL, AND 53 “GRADUATED” (E.G., COMPLETED ALL THEIR GOALS).
- YIP NAVIGATORS MADE 510 CONNECTIONS TO HEALTH, MENTAL HEALTH, HARM REDUCTION, EDUCATION, EMPLOYMENT, AND SOCIAL SERVICE AGENCIES FOR REFERRED YOUTH.

YOUTH REPORTED POSITIVE CHANGES BECAUSE OF THE YIP

Before, I was...

more-introverted
not-open-to-help
broke
not-doing-much-in-life
shy
meeting-new-people
introverted
closed-off
didn't-like-doing-much
struggling-to-get-to-appointments
lost-within-community
living-on-my-own
bored
lazy
probation
neglectful-of-supports
didn't-trust-anyone
reserved
didn't-have-friends
hopeless
sad

After, I was...

talkative
doing-things
made-new-friends
able-to-use-supports
hopeful
want-to-be-outside-comfort-zone
open-minded-to-get-support
all-hyped-up
confident
wanting-to-meet-new-people
able-to-ask-for-help
happy
do-more-things
smarter
outgoing
starting-to-trust-people-again
work-full-time
less-shy
positive
more-self-sufficient



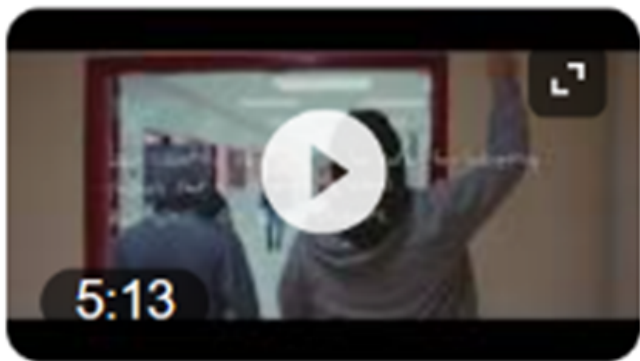


YOUTH INCLUSION PROGRAM

PUBLIC EDUCATION CAMPAIGN



The Seven Youth Inquest Recommendation 116 working group worked with youth and a communications consultant to develop the “Dear Thunder Bay” campaign, featuring the voices of Indigenous youth, expressing their fears, hopes, and dreams of how Thunder Bay could be more inclusive toward them when the move to the city.



Dear Thunder Bay

YouTube · CityThunderBay
Apr 2, 2022

THE CAMPAIGN HAD A BROAD REACH

- 8,000 MAGAZINES PRINTED (THE WALLEYE)
- 37,269 VIDEO PLAYS (FACEBOOK/INSTAGRAM VIDEO)
- 1415 CLICKS (GOOGLE DISPLAY ADS)
- 30,483 VIEWS (YOUTUBE VIDEO)



Youth Inclusion Program (YIP)

SHARING OUR STORY 2018-2023



The Thunder Bay YIP promoted youth well-being in Thunder Bay:

What Did YIP Offer?

YIP provided three supports for youth aged 12 – 24:

↕ ***Safe Spaces in Neighbourhoods, Schools, and Community Settings*** where youth connected with caring adult allies, took part in social activities, learned skills, and were linked to supports:

- 🏠 *Neighbourhood Programs* in Limbrick, Windsor/Picton/Blucher, and Simpson/Ogden provided spaces for youth to socialize, try new sports and other recreational activities, and acquire new skills on a weekly basis (cooking, crafts, art).
- 🏫 *Lunch & Learn Sessions* at high schools introduced students to YIP programs and resources. As well, YIP funded youth activities at two First Nations schools (Dennis Franklin Cromarty High School and Matawa Education & Care Centre).
- 🚌 *Partnership Programs & Community Outings* helped youth attend events that they otherwise couldn't attend due to cost or lack of transportation. These included sports (archery, baseball, boxing) and leadership camps, as well as recreational and cultural events (trips to provincial parks, Fort William First Nation, hockey and baseball games).
- 💻 *Virtual Activities via Facebook, Instagram and Zoom* were offered in 2020-21 when the pandemic closed down in-person events. YIP staff worked collaboratively with other organizations to ensure that youth had access to technology so they could stay connected to school and other supports. Staff also delivered 1,000s of meals to youth and families during the 2020 lockdown.



Youth Navigators Offered One-to-One Supports. Navigators worked to support youth who were referred to YIP as needing extra help. One-on-one supports included:

- ❖ Activities to strengthen youth skills, relationships, and connections to other programs (counselling, mentoring, employment services, recreation, arts programs, graduation from high school).
- ❖ Personal support for as long as it took for youth to achieve goals: some were with Navigators for just a few months, others were there for a year or more.



Public Education Campaign supported *Recommendation 116 of the Seven Youth Inquest*, which called for education for the community to support First Nations students who move to Thunder Bay for school:



A working group of project partners, a communications consultant, and 126 Indigenous youth were engaged to develop a public awareness campaign.



Dear Thunder Bay
YouTube · CityThunderBay
Apr 2, 2022

The *Dear Thunder Bay* concept, featuring the voices of Indigenous youth was developed and delivered in 2022. It included a media campaign (social media, digital billboard, bus shelter posters, news articles and advertisements) and a video, screened during spring and fall 2022.

What Did YIP Achieve?

YIP hosted 508 separate events and offered 1228 hours of programming at its neighbourhood sites and other City locations:

- ★ More than 3419 youth attended YIP programming.

YIP Navigators completed 157 youth assessments, 131 personalized youth plans and helped 80 youth complete their goals:

- ★ 27 youth completed at least one goal and 53 had “graduated” (completed all goals).
- ★ 101 remained in contact with YIP for more than a year.
- ★ Navigators also reached out to participant families and connected them with services when needed.

YIP *Dear Thunder Bay* campaign had a broad reach:

- ★ 8,000 magazine articles were printed.
- ★ Videos were viewed almost 70,000 times (Facebook and Instagram - 37,269 views and YouTube - 30,483).

Was YIP a Success?



Though YIP accomplished a lot in the four years that programs were offered, some challenges occurred. These include a tight timeline, interruptions due to COVID, and concerns about service gaps once YIP closed. **Still, YIP was seen as a success:**

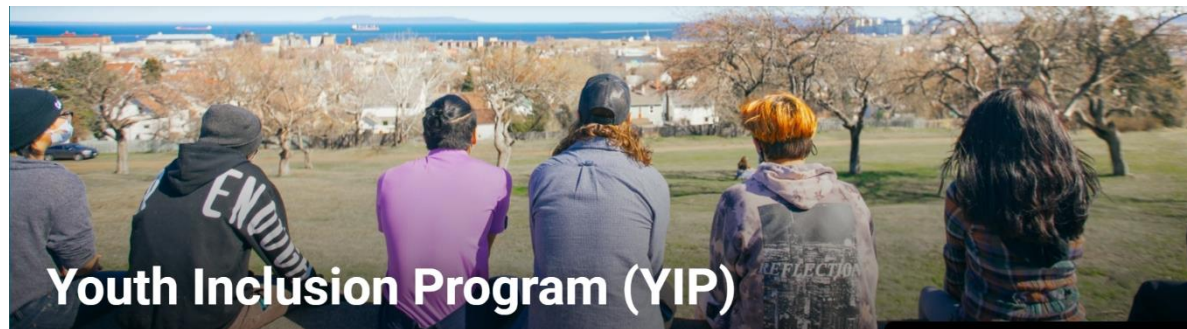
- ✓ All participants surveyed (2022) were satisfied (29/29). Youth commented: “They will help you with almost anything that you need”; “Probably one of the better programs”; “Awesome, and I would recommend it.”
- ✓ Almost all participants surveyed (2023) were “sad” to see the YIP end (30/32). Most youth (75%) reported positive changes from their connection with YIP; none stated that negative changes had occurred.
- ✓ YIP Staff (2021 and 2022) and Community Partners (2022) pointed to increasing referrals from other organizations and parents or guardians as evidence of success. They felt that guardians trusted YIP because the program provided youth with “a safe space to go and hang out with other youth their age.”

Overall, Did YIP Help Youth in Thunder Bay?



YES! Results suggest that:

- ❖ **YIP made a difference in the lives of youth and their families.** YIP staff developed trusting relationships with youth, engaged them in programs, helped youth work toward their goals, and strengthened youth and family networks of support.
- ❖ **YIP also contributed to longer-term positive outcomes for youth.** Through giving one-on-one supports to vulnerable youth, YIP increased protective factors, improved safety, and decreased risk factors for crime and victimization among youth in Thunder Bay.



For further information about YIP, please contact Lee-Ann Chevrette: Lee-Ann.Chevrette@thunderbay.ca.

Memorandum

TO: Krista Power, City Clerk

FROM: Leah Prentice, Director – Recreation & Culture
Community Services

DATE: 11/14/2023 (mm/dd/yyyy)

SUBJECT: Presentation Request – 354-2023 Youth Inclusion Program Final Report

MEETING & DATE: Committee of the Whole - 12/11/2023 (mm/dd/yyyy)

I am requesting an opportunity for representatives of the Youth Inclusion Program to provide a presentation to Committee of the Whole on December 11, 2023 in relation to Report 354-2023 Youth Inclusion Program Final Report.

The following individuals will participate in the presentation:

Kim Begin – Supervisor, Aquatics, Wellness, Children & Youth

Lee-Ann Chevrette - CSWB Specialist, Community Safety & Well-Being Thunder Bay

Athena Fox-Hudson - YIP Primary Participant

Thank you.

Corporate Report

REPORT NUMBER 377-2023-Community Services-Recreation & Culture		
DATE PREPARED	November 7, 2023	FILE
MEETING DATE	Decembre 11, 2023	
SUBJECT	Building Safer Communities Fund – Youth Gang Prevention Strategy: Youth & Family Support Program	

RECOMMENDATION

For information only.

LINK TO STRATEGIC PLAN

Maamawe – All together: this program involves partnership with Indigenous organizations to identify shared priorities and advance long-term planning. Indigenous organizations are core members of the Steering Committee, and a portion of program funding is earmarked for Indigenous organizations.

Safety and well-being: improving access to supports for priority populations is a primary goal of this program. It includes measures to create opportunities for equitable access to affordable recreation, culture, transportation, and quality health care. Neighbourhood-based accessible programming is also a key element of the program.

There is also a strong connection to the City's Community Safety & Well-Being Plan, specifically the Community Violence and Supports for Children, Youth & Families Priority Areas, as well as other Priority Areas related to the social determinants of health (i.e., Housing, Poverty Reduction).

Sustainability: this program delivers cost-effective services; it is fully funded by the Government of Canada.

EXECUTIVE SUMMARY

This report provides information on funding that the City has received from the Government of Canada via the Building Safer Communities Fund – Public Safety Canada and Administration's approach to spending the approved funds.

DISCUSSION

Building Safer Communities Fund

The Building Safer Communities Fund (BSCF) was announced by Public Safety Canada on March 16, 2022. The BSCF aims to support municipalities and Indigenous communities to implement prevention and intervention programs to reduce gun and gang violence at the local level.

Public Safety Canada selected eligible communities to receive funds and determined the maximum allocation available to each. The City of Thunder Bay was notified in October 2022 of its eligibility to receive up to \$1.8 million over four years (2022-2026). Policing and enforcement activities are not eligible to receive funding.

Administration was required to develop and submit a proposal to access the available funds. Public communication of receipt of this funding and associated activities was not permitted to occur until official announcement of the funding by the Government of Canada. This announcement occurred via media release on November 22, 2023.

Development of the Youth Gang Prevention Strategy (YGPS)

The Recreation & Culture Division and Strategic Initiatives & Engagement Division have collaborated to establish a Project Executive Team to create the funding proposal and manage the related initiatives for this funding.

A Steering Committee of local stakeholders and subject-matter experts has also been established to provide input and guidance for the strategy and program. See Attachment A: Youth Gang Prevention Executive Team and Steering Committee for details.

Understanding the Local Context

A consulting firm, HelpSeeker Technologies, was engaged through an RFP process to help the City and Steering Committee gain understanding of the local context and generate evidence-based recommendations for youth gang prevention that align with the funding parameters outlined in the BSCF.

HelpSeeker has a team of over 30 employees with expertise in data sciences, social well-being, product development and mapping. They are committed to providing innovative tools to address complex social issues and enhance the well-being of individuals and communities. They have significant experience working with communities across Canada, and conducting needs assessments, strategic planning, community engagement, and evaluation. They also have experience developing prevention and intervention strategies, including guns and gangs-related strategies, and are engaged with other BSCF recipients.

HelpSeeker has helped the Executive Team and Steering Committee achieve three principal objectives:

1. Identify the nature and scope of the youth gang issue in Thunder Bay, analyze local data to determine community risks, and build capacity to better understand prevention and intervention initiatives;
2. Conduct a Situational Assessment that included public consultation and a literature review to enhance evidence-based and targeted prevention and intervention activities; and,
3. Support the municipality and community partners to develop a Youth Gang Prevention Strategy, which will be implemented in Thunder Bay.

Project deliverables included:

1. Situational Assessment Report (See Attachment B: Summary of Local Context Findings for highlights)
2. Youth Gang Prevention Strategy (YGPS) – Youth & Family Support Program (YFSP)
3. Knowledge transfer activities
4. Preparation and submission of an updated funding proposal to Public Safety Canada to access the balance of available funding through the BSCF.

Youth & Family Support Program (YFSP)

HelpSeeker has proposed a Youth & Family Support Program (YFSP) as the key initiative under the YGPS based on the requirements of the funding, research and data analysis, input from the Executive Team and Steering Committee, and community consultation. This approach has been reviewed and approved by the Steering Committee and Executive Team.

The key elements of the YFSP are personalized, wrap-around supports for youth and their families in the community, aiming to increase community resilience against regional gang influence by bolstering natural family support and reducing the impacts of intergenerational trauma, mental health and substance use health challenges.

This program has four interlinked components:

1. **Positive mentorship and navigation**, designed to guide youth and families toward timely and relevant support tailored to their individual needs;
2. **Flexible well-being stipends**, to offer financial assistance for various needs, ranging from basic necessities to specialized mental health services, recreation, and education;
3. **Neighbourhood referral organizations** that actively refer youth and families into the Program and amplify the impact of place-based initiatives; and,
4. **Mental health and substance use health services for youth and families**, via program referrals, including at least 50% of available funds being allocated to Indigenous-led organizations.

The program divides the available funding between the City, community partners, overarching program expenses like education and outreach, and direct supports to participating youth and families. Community education and awareness initiatives will be integrated throughout the program.

See Attachment C: Thunder Bay Youth & Family Support Program Framework.

Implementation

The initial Contribution Agreement with Public Safety Canada for Year 1 funding (2022-2023) was signed on November 22, 2022. Funding cannot be carried over in this program, therefore implementation commenced upon notice of approved funding and will continue until the end of the approved funding in March 2026.

In Year 1 (2022-2023), the following activities occurred:

- Creation of Executive Team
- Submission of preliminary funding proposal
- Creation of Steering Committee
- Development of RFP to hire consultant to develop strategy
- Selection and onboarding of strategy consultant (HelpSeeker)
- Submission of Year 1 Activity Reports to Public Safety Canada

Since April 1, 2023 (Year 2), the following activities have occurred:

- Situational assessment
- Literature review and local data review

- Community engagement with youth and community service providers (across multiple sectors), through in-person and virtual Design Labs, virtual Insights Table session, and individual interviews
- Implementation of temporary Youth Navigator-Youth Gang Prevention positions with two staff hired as of July 2, 2023. Navigators have supported youth engagement and program development through:
 - neighbourhood community events, BBQs, and children and youth programming;
 - hosting lunch and learns with City Youth Move program participants;
 - assisting with planning activities for Dennis Franklin Cromarty (DFC) High School student orientation;
 - acting as a resource to youth participating in City Children and youth programs throughout the summer;
 - attending schools during lunch hours and engaging with students;
 - attending community partner events;
 - supporting all Youth Gang Prevention Strategy planning activities; and,
 - supporting development of tools and processes for Youth & Family Support Program
- Submission of updated funding proposal to Public Safety Canada for Years 2 - 4
- Signing of amended Contribution Agreement for Years 2 – 4 on September 6, 2023
- Development and approval of the Youth Gang Prevention Strategy: Thunder Bay Youth & Family Support Program
- Development of an RFQ to hire a third-party program evaluator
- Creation of job descriptions for Youth & Family Support Program staff
- Submission of Activity Reports to Public Safety Canada

Next Steps

Building on the success of the Youth Inclusion Program's Youth Navigator program, the following temporary positions will be hired in the Recreation & Culture Division to implement the City's portions of the Youth Gang Prevention Strategy and Youth & Family Support Program:

1. Youth & Family Systems Collaborator (1 temporary FT)
2. Youth Navigator (1 temporary FT)
3. Youth Mentor (1 temporary 0.5 FTE)

A temporary new funding program is currently being developed and will be administered to allocate a portion of the approved funding to Neighbourhood Referral Organizations and Mental Health & Substance Use Health Service Providers. The Community, Youth

& Cultural Funding Program guidelines, criteria, forms, and requirements will inform this program.

Youth & Family Support Program implementation will be ongoing until March 2026. Referral intake and provision of direct supports and services will start once program staff and funded community organizations and service providers are in place.

Evaluation

The Executive Team is in the process of hiring a third-party evaluator to provide evaluation services to track program progress, outcomes, and impact across the program timeline. The evaluator is anticipated to start by early December 2023.

The **Phase I** Scope of Work (December 2023-March 2024) will include the establishment of an Evaluation Working Group and development of the Program Evaluation Plan, including a Logic Model and comprehensive Theory of Change, work-plan, proposed data collection tools and approaches, and baseline data on indicators for measurement.

Anticipated **Phase 2** Scope of Work (April 2024-March 2026) will include the development of evaluation tools and implementation of the Evaluation Plan. Deliverables will include annual Evaluation Reports, infographics, and plain language summaries.

Reporting

An Annual Update Report will be presented to City Council in 2024 and 2025, with a Final Program Report to be presented following the completion of the program in 2026.

Regular updates on program implementation will be brought to the CSWB Advisory Committee, CSWB Roundtables, and appropriate CSWB Action Tables. Outcomes will also be included in Annual CSWB Reports.

Public Safety Canada reporting requirements include quarterly cash-flow statements and activity reports, annual performance reports for fiscal years 2023-2024 to 2024-2026 and biannual General Ledger sampling.

CONSULTATION

Steering Committee

The Strategy Steering Committee is comprised of 18 members who have approved a Terms of Reference and committed to supporting development and implementation of the Strategy and Program. The Steering Committee met regularly between May and October 2023 to review materials, provide input, participate in consultation sessions, and endorse the final Strategy and Program.

Community Consultation

HelpSeeker conducted community consultation/engagement sessions in May-June 2023, including: one virtual Design Lab (10 participants); one in-person Design Lab (18 participants); one Virtual Insights Table with key expert community partners (8 participants); individual interviews with community partners (18 participants); and individual interview with youth (5 participants).

Consultation data was foundational to the development of the Youth Gang Prevention Strategy and Youth & Family Support Program.

FINANCIAL IMPLICATION

The Youth Gang Prevention Strategy is fully funded by the Government of Canada's Building Safer Communities Fund – Public Safety Canada.

The City of Thunder Bay is approved to receive a total of \$1,851,461.92 as follows:

Year 1 (2022-2023): \$81,500
Year 2 (2023-2024): \$688,318.53
Year 3 (2024-2025): \$688,318.53
Year 4 (2025-2026): \$393,324.86

This program has been included in the Recreation & Culture Division's 2024 operating budget submission.

CONCLUSION

It is concluded that the Youth Gang Prevention Strategy and Youth & Family Support Program have been developed based on the requirements of the funder, research and analysis, and community consultation, and will be implemented with funding from Canada's Building Safer Communities Fund – Public Safety Canada until March 31, 2026.

BACKGROUND

In April 2022, City of Thunder Bay was informed it was eligible to receiving funding through the Government of Canada's Building Safer Communities Fund (BSCF). The City Manager, in concert with the City Treasurer & General Manager of Corporate Services and Long-Term Care, approved the submission of an application and receipt of this grant funding. The Application was submitted August 26, 2022.

On November 18, 2022, a memo was sent to Clerk's Office indicating that the municipality's submission for funding through the BSCF to develop a Youth Gang Prevention and Intervention Strategy was successful.

On November 22, 2022, the Year 1 (2022-2023) Agreement with Public Safety Canada was signed by Administration.

On June 30, 2023, administration submitted a subsequent application for funding for years 2-4 (2023-2026). The submission was successful, and an Amended Agreement with Public Safety was signed by Administration on September 6, 2023.

REFERENCE MATERIAL ATTACHED

Attachment A: Youth Gang Prevention Executive Team and Steering Committee

Attachment B: Summary of Local Findings

Attachment C: Thunder Bay Youth and Family Support Program Framework

REPORT PREPARED BY

Leah Prentice, Director - Recreation & Culture Division – Community Services

Lee-Ann Chevrette, Community Safety & Well-being Specialist – Strategic Initiatives & Engagement Division

REPORT SIGNED AND VERIFIED BY

Kelly Robertson, General Manager, Community Services

Date (11/20/2023)

Attachment A: Youth Gang Prevention Strategy Executive Team & Steering Committee

Executive Team

Cynthia Olsen – Acting Director, Strategic Initiatives & Engagement

Leah Prentice – Director, Recreation & Culture

Kim Begin – Supervisor, Aquatics, Wellness, Children & Youth

Lee-Ann Chevrette – Community Safety & Well-being Specialist

Steering Committee

- City of Thunder Bay - Recreation and Culture Division
- City of Thunder Bay - Community Strategies/Community Safety & Well-Being
- Children's Aid Society of the District of Thunder Bay
- Children's Centre Thunder Bay
- Conseil Scolaire de District Catholique des Aurores Boréales
- Dilico Anishinabek Family Care
- Fort William First Nation
- Kairos Community Resource Centre Lakehead District School Board
- Lakehead District School Board
- Matawa First Nations Management
- Ministry of Children, Community and Social Services
- Nishnawbe Aski Nation
- Nishnawbe Aski Nation - Oshkaatisak Youth Council
- Thunder Bay Catholic District School Board
- Thunder Bay Counselling
- Thunder Bay District Health Unit
- Thunder Bay Indigenous Friendship Centre
- Thunder Bay Police Service

Attachment B: Summary of Local Context Findings

Situational assessment work conducted by HelpSeeker Technologies has highlighted the following findings related to youth gang activity in Thunder Bay:

- High market rates for drugs in Thunder Bay attract gang activity from outside of Thunder Bay.
- Youth are attracted to gangs based on promises of financial stability, security and opportunities for attachment.
- Complex issues arise from drug demand, including home takeovers, drug debts, and youth violence.
- Youth are starting to use drugs at increasingly young ages and intergenerational drug use is prevalent.
- Youth have increasingly complex needs, especially regarding family conflict, substance use, and mental health.
- Youth aren't always aware of their participation in gangs, or don't identify as participants.
- Family members face their own challenges, which can have trickle-down effects on youth.
- There is a lack of adequate supports for youth, including adult presence and mentorship.
- There is a sense of detachment and hopelessness among youth, increasing their vulnerability to gang involvement.
- Individuals with mental health and substance use health issues are vulnerable.
- Addiction fuels vulnerability to violence.
- There are insufficient mental health and substance use treatment services.
- Violence has become normalized, and youth don't feel safe disclosing violence.
- Home takeovers increase community insecurity, crime, violence, and fuel the drug trade, attracting more gang activity, human trafficking and exploitation.



Public Safety
Canada

Sécurité publique
Canada



Core Program Staff

1.0 FTE for Youth and Family Systems Collaboration to oversee the project and strengthen community-based initiatives for youth and families, along with 1.5 for Youth Mentorship and Navigation.



Wellbeing Stipends

Monthly funds ranging from \$250 to \$400 to assist youth and families. Covers various needs such as basic living expenses, preventing eviction, private-market specialized counselling, and travel, for example.



Community-Based Partnerships

Place-Based Referral Partners

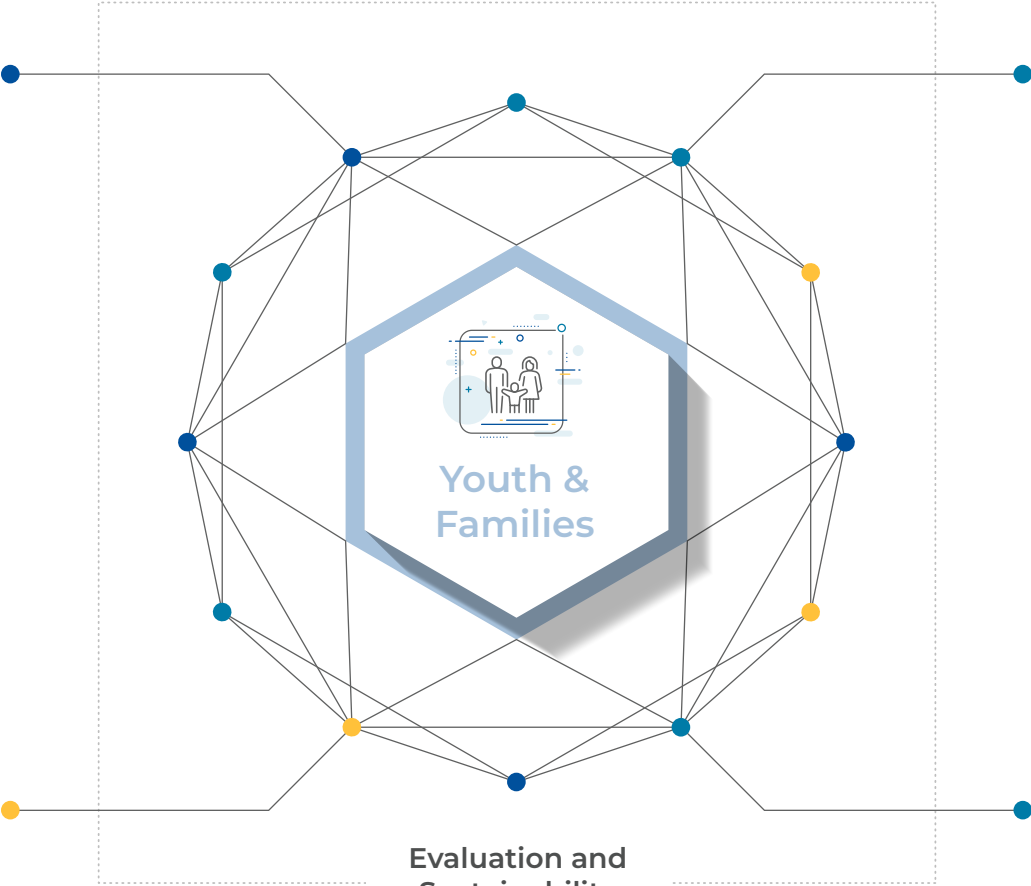
Operational funding for 2-3 place-based partners who serve as priority referral points for youth and families. This ensures that youth in greatest need are evaluated for program entry, while increasing capacity of important neighbourhood resources.



Community-Based Partnerships

Mental Health and Substance Use Support

Partnerships with 2-3 community organizations to give priority access for mental health and substance use aid to youth and families. Half of this budget is earmarked for Indigenous-led organizations.



Evaluation and Sustainability

City of Thunder Bay Staff

Community Partners



Program Expenses

Wellbeing Stipends

Memorandum

TO: Krista Power, City Clerk **FILE:**

FROM: Leah Prentice, Director – Recreation & Culture
Community Services – Recreation & Culture Division

DATE: 11/14/2023 (mm/dd/yyyy)

SUBJECT: Presentation Request – 377-2023 Building Safer Communities Fund

**MEETING &
DATE:** Committee of the Whole – 12/11/2023 (mm/dd/yyyy)

I am requesting an opportunity to provide a presentation to Committee of the Whole on December 11, 2023 in relation to Report 377-2023 Building Safer Communities Fund.

The following individuals will participate in the presentation:

Leah Prentice – Director, Recreation & Culture

Lee-Ann Chevette - CSWB Specialist, Community Safety & Well-Being Thunder Bay

Jesse Donaldson – EVP Strategic Services, HelpSeeker Technologies

Peter Sloly – CEO, Sloly Solutions Inc.

Thank you.

What would you like to speak to Council about:

sign bylaw 173-2023 and bylaw 135-1992

Is this an item scheduled on a current agenda?:

Yes

If yes, please provide report title or number:

sign bylaw report 173-2023 and bylaw 135-1992

Provide as much information as you can about the matter you would like to speak to:

I would like to speak to City Council so that I can give a first hand opinion of this bylaw from a Business Owner's perspective. Since May of this year, your Manager (Doug Vincent) was instructed to have a meeting with the Business Owners. We are still waiting for this meeting!!!!!!!!. He has done everything possible not to have this meeting but instead is doing emails and pop up meetings with hardly any notice to our industry. The last one at the 55 Centre only invited three out of six mobile sign companies. When I questioned why the others weren't invited his response was to ask me for their contact information. How can you pass an amendment when the business people don't have a say? So instead of having a meeting with the Business Owners, I would like to talk to the Council directly. I cannot afford a 33% reduction in income that this bylaw will create if it is passed.

Provide specific actions you would like Council to take:

I would like the council to send back to Administration for the third time so that we can get a working copy of the old bylaw before the new bylaw is discussed. In Doug's words it takes a year to a year and a half to write a bylaw. In my opinion, since may of this year to today (8 months later) we are in the same position. We need a meeting!!!!!!

Have you already been in contact with City staff in regards to the subject matter of your deputation request?

No.

Please select the date of the meeting:

Committee of the Whole - Monday, December 11, 2023

Please indicate how you would prefer to be addressed at the Council meeting:
(For example, Mr. Smith, Ms. Smith, Deputant Smith)

Please choose:
Mr.

First name:
Rob

Last name:
Kowalchuk

Email:
hiimpactsigns@shaw.ca

Phone:
(807) 626-2007

Organization you represent: (optional)
Hi-Impact Signs

Please note the names of the presenters that will be attending with you:
Myself.

Please indicate how you intend to participate in the meeting.
In Person.

November 28, 2023

Request for a deputation to Thunder Bay City Council

The local business owners of the three mobile sign companies are requesting a deputation to the Thunder Bay City Council as a whole united group in order to shed some light on the major issues of the proposed by-law and the major lack of consultation.

The parties present include:

- 1) Rob Kowalchuk (Hi-Impact Signs)
- 2) Claudio Monteleone and Tony Marino (The Sign Guys – Thunder Bay)
- 3) Ken Law (Magnet Signs)

There are only three mobile sign companies that have been operating in the city of Thunder Bay for more than 15 years. The three local sign companies are co-operating with each other in order for City Council to understand the detrimental effects the new and amended Sign By-laws will impact their operations and the over 600 businesses, charities, organizations and clubs that use these mobile signs (including the City of Thunder Bay that rented the mobile signs for a number of reasons).

We are requesting that our deputation be made on Monday, December 11th, 2023, so the City Council will have the opportunity to hear us before the any decision is to be made on the proposed changes.

Thank you,

Claudio Monteleone