

Public & Intergovernmental Affairs Committee

**Councillor David Courtemanche, Chair
Councillor Ron Bradley, Vice-Chair**

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	September 25, 2002				Report Date	September 19, 2002			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Sub-Committee Check-Off

Please indicate which sub-committee will deal with this issue

<input type="checkbox"/>	Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	<input type="checkbox"/>	Financial & Program Accountability
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Report Title

FedNor Application Process

Policy Implications + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified

Background attached

Recommendation

Whereas FedNor provides municipalities with access to funding for economic development projects,

And whereas the City of Greater Sudbury has designated the Greater Sudbury Development Corporation (GSDC) as its economic development agency, implementing economic development strategies and priorities approved by City Council,

Therefore, be it resolved that all project funding applications to FedNor from the City of Greater Sudbury, including all departments and related entities that require annual budget approval from the City of Greater Sudbury, be approved by the GSDC to ensure consistency with the economic development strategies and priorities of the City of Greater Sudbury.

Recommendation attached

Recommended by the General Manager


Doug Nadorozny, General Manager
Economic Development and Planning Services

Recommended by the C.A.O.


Mark Mieto
Acting CAO

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Report Authored By

Rob Skelly, Manager of Tourism, Programs & Partnerships

Division Review



Doug Nadorozny, General Manager
Economic Development and Planning Services

Background information:

FedNor is the government of Canada's economic development initiative for Northern Ontario. It invests millions of dollars annually in programs and services which bring economic benefit to northern communities. Municipalities are eligible to apply for funding. The City of Greater Sudbury and its predecessor municipalities have received significant amounts of assistance. FedNor takes a strategic approach to its funding decision making, focussing on key sectors and opportunities and establishing priorities. It has encouraged the City of Greater Sudbury to do the same with its applications for funding. The City has 6 departments and several related agencies that require annual budget approval from City Council, such as the Police Services Board, the Health Unit, and the Metro Centre. In the past, several departments and agencies have submitted applications to FedNor independently, without coordination. Since the Greater Sudbury Community Development Corporation has been designated as the economic development agency for the City, it is recommended that it review, evaluate, and approve all proposals from City departments and related agencies for FedNor funding prior to submission, to ensure consistency with Council's economic development priorities. In operational terms, the GSCDC's Community Economic Development (CED) Committee would undertake the review on behalf of the Board.

This is the same committee that provides the due diligence function on behalf of Council for economic development related funding requests.

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	October 9, 2002				Report Date	October 2, 2002			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Sub-Committee Check-Off

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<input checked="" type="checkbox"/>	Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	<input type="checkbox"/>	Financial & Program Accountability
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Report Title

Community Placement Target Fund

Policy Implications + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified

Currently, there is no policy that identifies how performance bonuses that are received by Ontario Works will be re-invested by Council.

Past practice has been to re-invest the funds in services that will benefit Ontario Works participants and other persons in the community with limited financial resources while providing the opportunity to increase revenue through the Levels of Service performance-based funding model for the Employment Assistance component of Ontario Works.

These funds are provided in their entirety (100%) by the Ministry of Community, Family and Children Services and require no cost-sharing by the City.

Background attached

Recommendation

Whereas The City of Greater Sudbury will provide enhanced access to employment assistance activities and community support services to Ontario Works participants and persons at risk with funding received as a result of exceeding Community and Employment Placement targets; and

Whereas The City acknowledges that funding it receives as a result of the employment-related activities of Ontario Works participants should be re-invested in programs and services that will benefit those who are most in need and that this re-investment will ensure that increased revenue to operate the Employment Assistance component of the Ontario Works Program is generated through the Levels of Service performance-based funding model;

Recommendation attached

Recommended by the General Manager

Catherine Sandblom
Acting General Manager, Health and Social Services

Recommended by the C.A.O.

Mark Mieto
Acting Chief Administrative Officer

Report Authored By

Deborah Tincombe, Manager
Employment Support Services Section

Division Review

Harold Duff, Director
Social Services Division

Recommendation (continued)

Be it therefore resolved that the expenditure of the Community Placement Target Fund be approved as follows:

1. A total amount of \$450,000 be allocated to the Skills Training budget for Ontario Works participants in 2002, 2003 and 2004;
2. An amount of \$207,000 be allocated to YMCA Employment and Career Services for the period covering July 1, 2002 to December 31, 2004 for the continuation of the Community Helpers Program;
3. An amount of \$46,700 be allocated to the Mid North Network of Adult Learning for the period covering September 1, 2002 to December 31, 2004 to provide the services of a literacy assessor;
4. An amount of \$106,000 be allocated for the period covering October 1, 2002 to December 31, 2004 to hire a temporary employee to assist with the development and preparation of résumés for Ontario Works participants;
5. A total amount of \$100,000 be allocated to Sudbury Community Service Centre, the Pastoral Institute of Northern Ontario and Sudbury Family Service for the period covering January 1, 2003 to December 31, 2004 to provide budget counselling and family and individual counselling;
6. An amount of \$14,000 be allocated for the period covering January 1, 2002 to December 31, 2003 for the purpose of providing training to the employees of the Social Services Division and the Employment Support Services Section to ensure that the needs of hard-to-serve Ontario Works participants are met through screening and appropriate referral to community resources;
7. A total amount of \$734,000 be allocated to organizations such as Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers, John Howard Society, Elgin Street Mission and the Social Planning Council for the purpose of implementing programs for the City's homeless population with the support of the Task Force on Emergency Shelters and Homelessness for the period covering January 1, 2003 to December 31, 2005 and an amount of \$126,000 be allocated for the internal administration of these projects for the period covering January 1, 2003 to December 31, 2003;
8. The remaining amount of \$203,300 be used to establish a reserve for the purpose of financing future programs and services that will benefit those who are most in need and increase the revenue required to operate the Employment Assistance component of the Ontario Works Program through the Levels of Service Funding Model.

The Issue

The City of Greater Sudbury has received its first installment of \$656,343 from the Ministry of Community, Family and Children's Services for funds earned through the Community Placement Target Fund for the period covering April 1, 2001 to March 31, 2002. It is projected that the total amount of money earned through this fund for this time period will be \$1,987,000.

The Community Placement Target Fund is a performance bonus, separate from normal funding arrangements for Ontario Works, that is paid to the City by the Ministry of Community, Family and Children's Services for exceeding targets set by the Ministry for placing Ontario Works participants in volunteer Community Placements and paid Employment Placements.

The performance bonus is earned through the contributions of Ontario Works participants and the efforts of the employees of the City's Social Services Division and Employment Support Services Section and two community-based employment agencies, YMCA Employment and Career Services and Ontario March of Dimes. These funds are provided in their entirety (100%) by the Ministry of Community, Family and Children Services and require no cost-sharing by the City.

Council needs to decide how these funds will be spent.

Background

In the fall of 1999, the Provincial government announced its commitment to double the number of Ontario Works participants who take part in volunteer Community Placements with non-profit organizations and Employment Placements with employers. The Province introduced the Community Placement Target Fund as a way to encourage municipalities to exceed the minimum placement targets set by the Province. The Ministry's April 1, 2001 to March 31, 2002 fiscal year was the last year in which this performance bonus was available.

The former Regional Municipality of Sudbury – Ontario Works received \$63,000 for exceeding its placement targets for the period covering April 1, 1999 to March 31, 2000. These funds were used to establish a fund that paid for the cost of skills training for Ontario Works participants.

The City of Greater Sudbury – Ontario Works received a total payment of \$615,000 for exceeding its placement target for the period covering April 1, 2000 to March 31, 2001. These funds were invested in a number of projects and initiatives which benefitted Ontario Works participants and other members of the community. These projects included, among others, further funding of the Skills Training Fund and the Community Helpers Program for Seniors.

Once again, the City of Greater Sudbury – Ontario Works will be receiving a bonus for its performance for the period covering April 1, 2001 to March 31, 2002. A preliminary payment of \$656,343 has been received and it is anticipated that the estimated final payment of \$1,330,657 will be announced by the Ministry of Community, Family and Children's Services (MCFCS) in the third quarter of 2002. It is expected that the Ministry will also announce a funding schedule that will make these funds available for expenditure prior to the end of the Ministry's fiscal year on March 31, 2005.

MCFCS requires that the funds be invested in local priorities that address unmet human services needs in local communities. These funds must be used within the two year period following the year in which they are earned and may not be used for the following purposes:

1. Major capital projects;
2. Policing enforcement in which municipalities are responsible;
3. Development or maintenance of roads, sewers or any other such items that are traditionally referred to as hard services;
4. Municipal reserve funds.

Funding for the Employment Assistance component of the Ontario Works Program is earned by the municipality through the employment-related activities of Ontario Works participants. The Ministry of Community, Family and Children's Services provides the funding. Employment-related activities are categorized into three levels, each of which has an amount of funding associated with it. For example, Level 1 activities include those where the participant job searches on his/her own. The revenue received is \$250 per year per participant or \$20.83 per month per participant.

Following is a chart which identifies each level of employment-related activity and the revenue received for each participant:

Funding Level	Employment- Related Activities	Revenue Received
Level 1	Independent job search, attendance at job search related workshops and seminars.	\$250 / participant / year \$20.83 / participant / month
Level 2	Volunteer Community Placements less than 30 hours per month; Basic Education programs such as secondary school, alternative school, literacy assessment and instruction; Job Oriented Life Skills programs; Job Specific Skills Training and Employment Placement without Incentives (i.e. training subsidies not provided to Employers).	\$1,000 / participant / year \$83.33 / participant / year
Level 3	Volunteer Community Placements 30 hours or more per month; Employment Placement with incentives (i.e. training subsidies provided to Employers); Self-employment development and Learning, Earning And Parenting Program which focuses on parents between the ages of 16 and 21.	\$2,500 / participant / year \$208.33 / participant / year

Annual performance targets are set for each funding level and must be met to generate the base funding that is required to fund the following expenditures:

- Salaries and fringe benefits for thirteen employees;
- Costs associated with the operation of an Employment Resource Centre for Ontario Works participants;
- Payments to community-based employment agencies such as YMCA Employment and Career Services and Ontario March of Dimes, which provide contracted employment-related services;

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- Costs of course fees, books, bus fares, clothing and equipment incurred by participants when attending Basic Education, Job Specific Skills Training, Literacy, Job Oriented Life Skills programs and volunteer Community Placements.

Investing the Community Placement Target Fund in the projects and initiatives identified will provide increased opportunities for Ontario Works participants to stabilize their home environments and enable them to participate in employment-related activities which, in turn, will increase the revenue that is received through the Levels of Service Funding Model. In addition, some of the normal expenditures in the Employment Assistance component of Ontario Works will be reduced since the Community Placement Target Fund will be used to pay for them. An example is the Skills Training Fund; the costs of course fees and tuition are normally paid out of the revenue earned through the Levels of Service Funding Model.

Projects Recommended for Funding

As a result of consultation with community agencies and employees in the Health and Social Services Department, the following projects and services are recommended for funding:

1. Provide increased opportunities for Ontario Works participants to receive training. It is recommended that a total of \$450,000 be used to increase the Skills Training budget for Ontario Works participants in 2002 and provide funding for 2003 and 2004;
2. Provide continued support to YMCA Employment and Career Services for the operation of the Community Helpers Program which provides yard maintenance and snow shovelling services to low income seniors and non-profit community organizations. It is recommended that \$207,000 be allocated for the period covering July 1, 2002 to December 31, 2004.
3. Provide continued funding to purchase the services of a literacy assessor for Ontario Works participants from the Mid North Network of Adult Learning. It is recommended that an amount of \$46,700 be allocated to the Mid North Network of Adult Learning for the period covering September 1, 2002 to December 31, 2004.
4. Provide Ontario Works participants with additional assistance to develop and prepare their résumés to enable them to apply for volunteer Community Placements and paid Employment Placements. It is recommended that an amount of \$106,000 be allocated for the period covering October 1, 2002 to December 31, 2004 to hire a temporary employee.
5. Provide Ontario Works participants with increased access to budget counselling and family and individual counselling which will help stabilize their personal lives and prepare them for employment and self sufficiency. It is recommended that a total amount of \$100,000 be allocated to Sudbury Community Service Centre, the Pastoral Institute of Northern Ontario and Sudbury Family Service for the period covering January 1, 2003 to December 31, 2004.
6. Invest in training for the employees of the Social Services Division and the Employment Support Services Section to ensure that the needs of hard-to-serve Ontario Works participants are met through screening and appropriate referral to community resources. It is recommended that an amount of \$14,000 be allocated for the period covering January 1, 2002 to December 31, 2003.

7. Provide funding to community agencies which are implementing programs for the City's homeless population with the support of the Task Force on Emergency Shelters and Homelessness. It is recommended that a total amount of \$734,000 be allocated to organizations such as Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers, John Howard Society, Elgin Street Mission, Social Planning Council for the period covering January 1, 2003 to December 31, 2005 and that an amount of \$126,000 be allocated for the internal administration of these projects for the period covering January 1, 2003 to December 31, 2003;
8. Establish a reserve for the remaining amount of \$203,300. These funds would be used for the purpose of financing future programs and services that will benefit those who are most in need and increase the revenue required to operate the Employment Assistance component of the Ontario Works Program through the Levels of Service Funding Model.

Policy Options Reviewed

Option 1 – Additional revenue that City of Greater Sudbury Ontario Works earns through the Ministry of Community, Family and Children's Services' Community Placement Target Fund will be used to offset the reduced cost-sharing contribution of the Ministry for Ontario Works administration costs.

While implementing this option would provide a short-term solution, the Community Placement Target Fund terminated on March 31, 2002 and is not available as an on-going source of revenue. Further, the Ministry of Community, Family and Children's Services requires that the funds be invested in local priorities that address unmet human services needs in communities. Adopting this option would not provide increased opportunities to generate revenue for Ontario Works through the Levels of Service Funding Model.

Option 2 – The City of Greater Sudbury will provide enhanced access to employment assistance activities and community support services to Ontario Works participants and persons at risk with funding received as a result of exceeding Community and Employment Placement targets; and the City acknowledges that funding it receives as a result of the employment-related activities of Ontario Works participants should be re-invested in programs and services that will benefit those who are most in need and that this re-investment will ensure that increased revenue to operate the Employment Assistance component of the Ontario Works Program is generated through the Levels of Service performance-based funding model.

The recommended policy option proposes that funds earned through the employment-related activities of Ontario Works participants be re-invested to provide enhanced access to employment assistance activities and community support services that lead to improved job-readiness, employability and self sufficiency. This re-investment enhances the Municipality's ability to increase its revenue through the Levels of Service Funding Model which provides base funding for the Employment Assistance component of the Ontario Works Program.

Request for Recommendation Priorities Committee



Type of Decision									
Meeting Date	October 9, 2002				Report Date	October 2, 2002			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Sub-Committee Check-Off			
Please indicate which sub-committee will deal with this issue			
Community Viability	<input checked="" type="checkbox"/>	Public & Intergovernmental Affairs	Financial & Program Accountability

Report Title

Policy Recommendation for Homelessness In The City of Greater Sudbury

Policy Implications + Budget Impact	
<input checked="" type="checkbox"/>	This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified
<p>Policy Implications: Adoption of the recommendation by Council will emphasize the City of Greater Sudbury's commitment to addressing homelessness and the issues leading to homelessness.</p> <p>Budget Impact: The implementation of the recommendation will occur within the existing allocations of the Social Services Division. Enhanced financial support will be provided through an allocation from the community placement target fund for the sustainability of homelessness initiatives for 2003, 2004, and 2005. Refer to the Council report for Community Placement Target Fund.</p>	
<input checked="" type="checkbox"/>	Background attached

Recommendation	
<p>Whereas The City of Greater Sudbury recognizes that all Citizens are vulnerable to becoming homeless; and</p> <p>Whereas The City of Greater Sudbury, through consultation with community partners, will continue to monitor and adapt to the changing needs of those citizens who are at risk of becoming or are experiencing homelessness; and</p> <p>Whereas the City of Greater Sudbury is committed to working in partnership with all levels of Government, the private sector and</p>	
<input checked="" type="checkbox"/>	Recommendation attached

Recommended by the General Manager

Catherine Sandblom
Acting General Manager, Health & Social Services

Recommended by the C.A.O.

Mark Mieto
Acting Chief Administrative Officer

Report Authored By

Mary Murdoch, Co-ordinator
Emergency Shelters and Homelessness Initiatives
Social Services Division

Vivienne Martin, Technical Writer / Trainer
Social Services Division

Division Review

Harold Duff, Director
Social Services Division

Recommendation (continued)

our community to ensure that all citizens have supports available to live in a "healthy, safe and stimulating community;" and

Whereas The City of Greater Sudbury has allocated funds to the Social Services Division through the existing budget and with enhanced one time financial support provided from the Community Placement Target Fund to maintain homelessness services through 2003, 2004, and 2005.

Therefore let it be resolved that Council adopt Option #3.

The Issue

The City of Greater Sudbury has no policy that acknowledges the committed effort by Council to address homelessness. The Council needs to determine which direction it wishes staff to proceed.

BACKGROUND

The needs of the homeless in Sudbury have been acknowledged since 1993 when an Advisory Committee on Emergency Shelter (ACES), comprised of service providers, consumers, government agencies and emergency shelter representatives was formed at the direction of the District of Sudbury Social Services Administration Board. The purpose of the 16 member committee was to identify causal factors, assess the need for emergency shelter and make recommendations for improvement in the planning and coordination of emergency shelter service delivery within the former District of Sudbury. These goals were further realized in 1999 when the provincial government announced the Homelessness Initiative Fund. In consultation with Advisory Committee on Emergency Shelter, Sudbury used the finances to enhance outreach services that assist the homeless and those at risk of becoming homeless.

In order to ensure that community needs were being met and for further planning purposes, the Advisory Committee on Emergency Shelter recommended that a Study on Homelessness in Sudbury be conducted. The Study produced by the Social Planning Council on behalf of the Regional Municipality of Sudbury provided statistical information about the homeless and those at risk of being homeless. It was completed in July 2000 and the report released in October 2000. The *Time 1 Report on Homelessness in Sudbury* indicated that Sudbury's homelessness problem was as serious as it is in other large Canadian cities.

Seventeen recommendations came from this report and ten key Community Priorities were identified. For further reference, see Appendix #1. The Report on Homelessness in Sudbury continues to be repeated every six months until 2003 to provide ongoing current information about trends in the community. This serves as an effective evaluation of the ongoing intervention strategies and as a planning tool.

The release of the *Time 1 Report on Homelessness in Sudbury* in October 2000 coincided with an announcement of the federal program Supporting Communities Partnership Initiative (SCPI), a funding strategy aimed at building community capacity to prevent and end homelessness. As the gaps in service had been identified and community priorities determined by the Advisory Committee on Emergency Shelter, a Community Plan was formulated and Sudbury was the first small community in Ontario and second in Canada to be granted approval of its plan. This was Phase 2 of the Federal Funding as 80% of the overall funding had already been awarded to the ten large cities - Toronto, Vancouver, Calgary, Edmonton, Winnipeg, Hamilton, Ottawa Montreal, Quebec City and Halifax. The City of Greater Sudbury was awarded \$696,417 from the Federal Government to be spent over a two year period with the funding ending March 31, 2003.

The *Time 1 Report on Homelessness in Sudbury, 2000* confirmed that focussing on emergency shelter and support services only partially addresses the problem. In 1999 the Advisory Committee on Emergency Shelter drafted a revised terms of reference that broadened the scope of the committee to include necessary prevention, intervention and support systems to sustain people who are homeless or at risk, in the Regional Municipality of Sudbury. With the establishment of the new City of Greater Sudbury in January 2001, the new federal dollars to deal with homelessness, and with the transfer of responsibility for Social Housing to the City, the terms of reference of the Task Force on Emergency Shelters and Homelessness were adopted to reflect this broader focus. Refer to Appendix #2.

PROGRAM AND FUNDING STRUCTURE

Core Emergency Services:

Traditionally municipalities have been the service system managers for homelessness. The overall objective is to move people towards having a home. At the centre of the system is the emergency hostel. Each Municipal Delivery Agent decides how many beds, what type, target group and location best suit local needs. This is a cost shared program (80% provincial; 20% municipal). The municipality has clear authority and open-ended funding from the province to make a space available immediately for people who are indigent and without shelter.

In addition to the hostel services, there are also some outreach services provided. The 2002 budget allocation for Core Emergency Services is \$514,410. Refer to Appendices 3 & 4 for statistical information.

Provincial Homelessness Initiatives Fund:

The Provincial Homelessness Initiatives Fund was initiated in 1999 and provides \$90,000 per annum at 100% subsidy for initiatives which move people from streets to shelters, move people from shelters to permanent housing, and help people in their homes to stay there. The fund recognizes that people in any community are at risk of homelessness and that if they receive the proper service in their home community where there is a continuum of established and familiar supports there is less chance they will gravitate to the downtown core of large cities where social isolation becomes an additional challenge. Refer to Appendix 3 for statistical information.

Supporting Communities Initiatives Partnership (SCPI) Funding (People Helping People, Homelessness Initiative):

The federal funding in the amount of \$696,417 that was made available to the City of Greater Sudbury has been allocated by Council for the two year period ending March 31, 2003. The funding was granted with the understanding that this was to "kick start" or enhance projects and that other funding options were to be secured by March 31, 2003. The Initiative encourages projects not to look just to the traditional governmental funding sources but to form partnerships with the private sector as well. Originally the funding was to be over a three year span but due to a delay in approval of the Community Plan, the period of time was shortened to two years. This has made it difficult for agencies to develop sustainability as not only did they have to implement their projects but they had a shortened time frame to pursue resources.

The *Time 4 Report on Homelessness in Sudbury* was presented in April 2002 and the number one Community Priority selected was to:

"Ensure that services established under the Supporting Communities Partnership Initiative continue to operate."

The Federal Government has also identified sustainability as an issue and the National Homelessness Secretariat (NHS) came to The City of Greater Sudbury to do a workshop for the members of the Task Force on Emergency Shelters and Homelessness Initiatives on "The Basics of Fundraising and the Private Sector". In addition, they facilitated a workshop on "Next Steps to Sustainability" in July 2002. Some strategies were identified and it was noted that it takes time to develop relationships with the private and public sectors. This is a new approach to funding and the City of Greater Sudbury is in a leadership role as communities across Canada struggle to find sustainability.

At the federal consultation which occurred during the Homelessness III Learning Forum Sept 12, 2002 a representative from the federal government stated that a further invitation would be extended to attend a meeting in January 2003 detailing the next initiative on homelessness which would begin in April 2003.

The September 30th, 2002 Speech from the Throne indicated that the Federal Government is committed to extend this initiative **"to provide communities with the tools to plan and implement local strategies to help reduce homelessness."** (*The Canada We Want 2002*).

Refer to Appendices 3 & 4 for statistical information.

PROGRAM RECOGNITION

The People Helping People, Homelessness Initiative, unique to the City of Greater Sudbury, is being recognized provincially and federally. The Minister of Labour who is the Federal Co-ordinator on Homelessness, Claudette Bradshaw met with the Community Partners and staff involved in the initiative October 26, 2001 and also visited the McKee Wong Centre. Deborah Wallace, Director of Homelessness for Ontario (HRDC), visited Sudbury in June 2002 to attend the Task Force on Emergency Shelters and Homelessness and to visit some of the projects.

Both Minister Bradshaw and Deborah Wallace have indicated that Sudbury is progressing in the way that Supporting Communities Partnership Initiative (SCPI) was originally envisioned and they are following our activities closely.

The Toronto Regional HRDC Communications office filmed three different projects in October 2001 for a HRDC communications video on Ontario projects sponsored by SCPI funding.

The City of Greater Sudbury is a community which has developed multiple partnerships and works well together. Two of our partnerships have been recognized as being examples of the federal vision of partnering together and also having the potential to be readily implemented in any community. Overcomers of Sudbury in partnership with the John Howard Society was invited to present at the "Homelessness Learning Forum" in the fall of 2001. In March 2002, Overcomers of Sudbury and the Elgin St Mission, both presented at "What Works Best In Homelessness Learning Forum." Both forums had participants from across the province of Ontario.

The City of Greater Sudbury hosts a total of four projects which are unique within the province of Ontario - Centre de Santé Communautaire's Corner Clinic for the hard to serve and homeless clients, Inner Sight Educational Homes' hostel for men ages 16 - 19, (private sector), Overcomers of Sudbury partnership with the John Howard Society to serve ex-offenders and their families and the families of offenders, and Overcomers partnership with the Elgin St Mission to serve all homeless individuals.

Recognized as a source of expertise, both the Chair of the Task Force on Emergency Shelters and Homelessness and the Co-ordinator on Emergency Shelters and Homelessness Initiatives from the City of Greater Sudbury have been invited to special consultations which occur during the Homelessness Learning Forums presented annually by the Ontario Municipal Social Services Association.

Additional recognition was given to this community when, five members of the Task Force on Emergency Shelters and Homelessness were invited to a Public Policy Forum in Ottawa in February 2002 and one member from that group was invited to the National Workshop on Homelessness March 27, 2002. The purpose of the forums was to help the federal government learn more about experiences with the SCPI Homelessness Initiative, to identify what has been done to date to address the issue of homelessness and what remains to be done.

COMMUNITY CONSULTATION

The Health and Social Services Department, Social Services Division hosted a public input forum July 31, 2002 to review ways and means to sustain community-based homelessness initiatives. Seven verbal presentations and three written submissions were made. Although there were other presentations, all of the projects that were part of the SCPI funding indicated that much work is needed to secure funding from other sources and requested that the local government provide additional financial support.

After the forum, The Task Force on Emergency Shelters and Homelessness reviewed and endorsed key recommendations which came from the oral and written submissions.

POLICY OPTIONS REVIEWED

Option 1 Status-quo

The City of Greater Sudbury recognizes that all Citizens are vulnerable to being homeless. The City of Greater Sudbury will continue to oversee the delivery of funding to a core group of service providers through the current cost sharing programs designed to ensure that citizens seeking food and shelter has his or her needs met.

The Status-quo Option is to continue to deliver programs funded by Core Emergency Shelter Services which are cost shared 80% provincial 20% municipal and the Provincial Homelessness Initiative Fund which is 100% funded by the Province.

The above policy statement formalizes the current practices with respect to the development and funding of services for the homeless. The Council of the City of Greater Sudbury can choose to maintain the status-quo in addressing homelessness without increased lobbying efforts, implementation of best practices, strategic plans or additional municipal funds. The City of Greater Sudbury has been considered as a leader in tackling the problem of homelessness. Gaps in service identified in the community and addressed by the SCPI funding will resurface. In order to progress beyond basic service provisions, initiatives that speak to underlying causes and support transitional programming are key to resolving the issue of homelessness. The Status-quo Option will limit the opportunities to be innovative in developing local solutions and as a result will be dependent upon a provincially based solution, therefore this policy option is not recommended.

Should Council choose Option 1, the monies allocated under the Community Placement Target Fund for the homelessness initiative will not be used for homelessness services and would be assigned to other client service needs.

OPTION 2 Enhanced Option

The City of Greater Sudbury recognizes that all Citizens are vulnerable to becoming homeless. The City of Greater Sudbury, through consultation with community partners, will continue to monitor and adapt to the changing needs of those citizens who are at risk of becoming or are experiencing homelessness. As well, the City of Greater Sudbury is committed to working in partnership with all levels of Government, the private sector and our community to ensure that all citizens have supports available to live in a "healthy, safe and stimulating community"

This option is to continue to deliver programs funded by Core Emergency Shelter Services, the Provincial Homelessness Initiative Fund, support those programs which were funded under the Supporting Communities Partnership Initiative (SCPI) and to provide staff with a clear direction for the development of specific actions as outlined in the Implementation Strategy.

A one time allocation from the Community Placement Target Fund will be utilized to allow the SCPI projects to be funded for an additional two year period to develop sustainability options. The amount of \$585,000 is to be allocated to SCPI projects such as: Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers of Sudbury, John Howard Society, Elgin Street Mission and the Social Planning Council. An amount of \$126,000 will also be allocated for administrative costs for a one year period. A Co-ordinator's position will be funded and, in addition, a contract position to assist with clerical duties. Both positions will be funded through the Community Placement Target Fund. Should any of these targeted funds be unused they may be utilized in 2005. The interim funding will allow agencies time to develop innovative strategies to secure funding and develop relationships with the private and public sectors. Consideration by Council will be required to fund these positions along with the programs and services beyond 2005 if no other funding is identified.

This recommendation does not safeguard a continued focus on the development of partnerships with the public and private sectors which will lead to long term sustainability. In addition, if no other funding source is identified, consideration by Council would be encouraged to fund these positions along with the programs and services. The total requirement of new monies would be \$400, 000 on an annual basis.

OPTION 3 Preferred Option

The City of Greater Sudbury recognizes that all Citizens are vulnerable to becoming homeless. The City of Greater Sudbury, through consultation with community partners, will continue to monitor and adapt to the changing needs of those citizens who are at risk of becoming or are experiencing homelessness. As well, the City of Greater Sudbury is committed to working in partnership with all levels of Government, the private sector and our community to ensure that all citizens have supports available to live in a "healthy, safe and stimulating community"

This option is to continue to deliver programs funded by Core Emergency Shelter Services, the Provincial Homelessness Initiative Fund, support those programs which were funded under the Supporting Communities Partnership Initiative (SCPI) for a three year period with a decrease to 50% funding in the final year and to provide staff with a clear direction for the development of specific actions as outlined in the Implementation Strategy.

A one time allocation from the Community Placement Target Fund will be utilized to allow the SCPI projects to be funded for an additional three year period with 100% funding in the first two years and 50% funding in the final year to allow time to develop sustainability options. The amount of \$734,000 is to be allocated to SCPI projects such as: Corner Clinic, Elizabeth Fry Transition House, Inner Sight Educational Homes, Overcomers of Sudbury, John Howard Society, Elgin Street Mission and the Social Planning Council. In addition, an amount of \$126,000 will be allocated for administrative costs for a one year period. A Co-ordinator's position will be funded and, in addition, a contract position to assist with clerical duties. Both positions will be funded through the Community Placement Target Fund. The interim funding will allow agencies time to develop innovative strategies to secure funding and develop relationships with the private and public sectors.

The City of Greater Sudbury has a vision to **"excel in providing a safe, caring and stimulating environment for all ages"** (*Mapping the Vision, 2002*). Council's support to continue services pertaining to the homeless will transform the vision of the City of Greater Sudbury into action. In co-operation with the community, the Health and Social Services Department has worked diligently to ensure that programming and services are in place to assist our homeless population. **"While local responses are important in addressing the immediate needs of homeless people, a broader approach must be taken to deal with the systemic issues that are causing the crisis in homelessness in Canada."** *Time 4 Report on Homelessness in Sudbury, April 2002*. The report goes on to say that specific actions **"must be undertaken by senior levels of government in order to prevent homelessness over the long term."** It would, therefore, benefit our homeless and the City of Greater Sudbury if Council assisted the homeless with a voice in lobbying the upper levels of government by advocating on their behalf. At the local level, and in keeping with the Broad Goal **"To secure new sources of revenue through innovative strategies and partnerships"** (*Mapping the Vision, 2002*) the Health and Social Services Department will continue to present to Council funding options that will assist us fulfilling immediate and future needs of the homeless. A strategic implementation plan will be developed by the Social Services Division of the Health and Social Services Department in consultation with the Social Housing Section of the Economic Development And Planning Department, the Task Force on Emergency Shelters and Homelessness and other community partners.

The recommendation put forward today reflects direction from the public input forum held by the Social Services Division of the Health and Social Services Department, the Number 1 Community Priority from the *Time 4 Report on Homelessness in Sudbury, 2002* and the Work Plan of the Task Force on Emergency Shelters and Homelessness and the federal government. For further reference to the Work

Plan see Appendix 5.

IMPLEMENTATION OF RECOMMENDATION

Supporting Direct and Prevention Based Services:

The City of Greater Sudbury has the lead role in deciding the type, location and number of beds that serve the homeless. With the approval of the recommendation by Council, the Social Services Division will have flexibility to continue the delivery of services that are currently in place. With the performance based funding mechanisms established by the Province resources realized by the Social Services Division may be applied towards direct and prevention based services.

Lobbying Upper Levels of Government:

Though the continued commitment by staff to excel in overseeing the delivery of service to the homeless and those agencies that service the homeless, the current recognition by Provincial and Federal Ministries of the outstanding partnerships and adherence to program objectives provides avenues for presenting direct requests for additional support and funds for projects. Council can provide additional leverage through various membership in Municipal, Provincial and Federal Associations to provide leadership in focussing further attention on homelessness issues.

Best Practice Policies:

The Social Services Division of the Health and Social Services Department with the assistance of the Social Housing Section of the Economic Development and Planning Department, the Task Force on Emergency Shelters and other community partners will develop policies based on best practice. In developing the policies, research will be incorporated and evaluation processes will be included in order to ensure that the policies reflect the current needs of the City of Greater Sudbury.

Development of a Strategic Implementation Plan:

Staff from the Social Services Division will oversee the development of a strategic implementation plan in partnership with the Social Housing Section of the Economic Development and Planning Department, the Task Force on Emergency Shelters and other community partners by reviewing current programs, identifying gaps, researching best practices in addressing homelessness, and creating a multi-year plan. Once completed, the strategic implementation plan will be brought to Council for review.

Recognition of Structural Challenges in the Social Services System:

Acknowledgment by Council on behalf of the Citizens of the City of Greater Sudbury that commitment from all levels of government to addressing the systemic problems in Social Service Programs is key to reducing homelessness. Councils recommendations will be shared with all levels of government. Available to all citizens through the City of Greater Sudbury web site, these recommendations will set the benchmark for other communities to show the same commitment to ensure all citizens have supports available to live in a healthy, safe and stimulating community. The progressive and pro active solutions supported by local government will again demonstrate leadership and commitment to a national issue.

6. Review the shelter arrangements for women who are not victims of domestic violence and establish beds for women who do not require or are averse to heightened security arrangements.
 - Anishnaabeg Shelter Council project
 - Elizabeth Fry Transition House
 - Extended age limit for young women at Foyer Notre Dame
 - Capital project at Genevra House
7. Enhance outreach services to homeless people in Sudbury to connect them with existing community resources.
 - Similar to number 4 & 1
 - Being addressed by Corner Clinic, Overcomers, Elgin St Mission, John Howard Society, L'Association des jeunes de la rue, Canadian Mental Health Association, Sudbury Action Centre for Youth
8. Involve consumers in the development of new services and the enhancement of existing services.
 - Involvement of consumers groups in the research including individual interviews and focus groups
 - Evaluation of services done at the service provider agencies
9. Press the federal and provincial governments to implement policy changes that will address the underlying causes of the problem.
 - Participation in the Community Workshop in Ottawa in February 2002 by Task Force Committee members
 - Participation in the National Round Table on Homelessness by committee member
 - More needs to be done
10. Provide funding for community-based workers who will engage in follow-up activities with clients and offer ongoing support services to assist clients in making a successful transition into stable housing in the community.
 - Sustainability plans

In addition, other community needs identified and not prioritized from the Homelessness Report include:

11. Establish a Homelessness Community Fund in which contributions could be used to leverage funding from various sources.
12. Develop partnerships with landlords to develop ethical rent policies and to build on linkages that have already been established.
 - Red Cross Registry and Canadian Mental Health Association Housing Program
13. Create public-private partnerships to use vacant rental units to further develop emergency and affordable housing locally.
 - Credit Union partnerships has made units available to persons with low income.

14. Implement a public education campaign to raise awareness about homelessness to draw attention to the need for local action to reduce and prevent homelessness to reduce the stigma and the misconceptions surrounding it.
 - Rob O'Flanagan's series in the Sudbury Star.
15. Bring Ontario Works (OW) staff together with other service providers and homeless people in a one day workshop to increase understanding of the issues related to homelessness.
16. Establish an ongoing process for collecting data and co-ordinating services to people who are homeless building on what currently exists; a central service that would provide information about the services, offer support and referral; this central service would also collect statistics to monitor the needs and characteristics of people who are homeless.
17. Develop strategies for addressing the issues of food security and health services for people at risk or who are homeless.
 - Health services addressed by the Corner Clinic.

Appendix 2

TASK FORCE ON EMERGENCY SHELTER AND HOMELESSNESS TERMS OF REFERENCE

Preamble:

These terms of reference grew out of the former Advisory Committee for Emergency Shelter (ACES). It consisted of representatives from the Social Planning Council and the various social service agencies that provide emergency shelter and support services to individuals in need. Staff from the Health and Social Services and Planning Departments, as well as the Ministry of Community and Social Services were ex-officio members of ACES. It was chaired by the Director of the YMCA Employment Services. ACES has been in existence for approximately 8 years.

ACES functioned as an advisory body to the Health and Social Services Committee. Its primary function was to act as a community resource to assist in the planning and coordination for the provision of emergency housing for the former Regional Municipality of Sudbury.

ACES has been addressing the issue of homelessness in Sudbury and the agencies involved have been providing a continuum of supports to meet the needs of people who are homeless or at risk of becoming homeless. A Homelessness Report was undertaken in July 2000 with the report being released in October 2000. This Report provided the community with statistical information about people who are homeless and priority areas have been identified. Seventeen recommendations were made to deal with this issue. This will form the basis for further planning and funding of homelessness initiatives. In addition, the ACES group will be updating the Homelessness Report approximately every six months, to provide ongoing current information about trends in the community. This will serve as an effective program evaluation and planning tool.

The first Report indicated that Sudbury has a significant homelessness problem. In the study, for a one week period, 407 homeless people were identified by service providers who provide emergency shelter and other

support services to people who are homeless. Those identified as homeless were men, women, adolescents and children from various backgrounds and cultural groups. This report documents that Sudbury's homelessness problem is as serious a problem as documented in other large Canadian cities. The current situation will be further addressed through the Supporting Community Partnerships Initiative (SCPI) of the federal government.

From the perspective of providing a continuum of services for people who are homeless or at risk, the first Homelessness Report confirmed that focussing on emergency shelter and support services only partially addresses the problem. The ACES, at a focus group held in April 1999, drafted a revised terms of reference that broadened the scope of the committee to include necessary prevention, intervention and support systems to sustain people who are homeless or at risk, in the City of Greater Sudbury. With the establishment of the new City of Greater Sudbury in January 2001, the new federal dollars to deal with homelessness, and with the transfer of responsibility for Social Housing to the City, the following revised terms of reference were adopted to reflect this broader focus.

General Purpose

- To act as a consultative community resource to assist in the planning and co-ordination of emergency shelter and prevention and support services, to end homelessness in the City of Greater Sudbury.
- To advise the Social Services Division of the Health and Social Services Department of the City of Greater Sudbury

Specific Responsibilities

- To link with the proposed social housing committee within the City of Greater Sudbury to develop coordination strategies to facilitate the transition of people at risk into permanent housing.
- Advocate for prevention, intervention and support systems necessary to sustain people in affordable, permanent housing in the City of Greater Sudbury.
- Review, evaluate and advise the Health & Social Services Department of the Greater City of Sudbury on the provision of emergency shelter needs and issues as they arise.
- Identify priority emergency shelter needs and issues as they arise.
- To ensure that the Community is informed of any new public funding for homelessness through public communication processes, for example Request for Proposals

Evaluation

- On an ongoing basis the Committee will monitor the provision of emergency housing and other services by conducting regular studies of homelessness in the City of Greater Sudbury.
- The committee will assist in the creation of the necessary tools to improve communication and implement co-ordination strategies.
- The Health and Social Services Department will review with the committee the committee's progress at least annually.

Membership

Members will be appointed by the Health and Social Services Department. Interested parties will submit a letter of interest to the Director of Social Services. The committee will be comprised of members who reflect the City of Greater Sudbury and will include:

- current providers of emergency shelter services
- consumers
- community advocates
- providers of service to those with special needs including relevant federal and provincial representation
- police services
- City departments involved in providing emergency and social housing

Members shall:

- become knowledgeable about the work plan issues relating to homelessness, in the City of Greater Sudbury.
- respond to any new programs and/or policies implemented through municipal, provincial or federal jurisdiction.
- become knowledgeable about the role of various ministries and levels of governments involved in housing provisions.
- become knowledgeable about the private sector housing market

The Chair shall:

- ensure the observation of and adherence to terms of reference
- provide leadership in the completion of the work/service plan
- call and chair all meetings of the committee
- make presentations as necessary to the Health and Social Services Department
- act as official spokesperson/ representative of the committee or delegate as appropriate
- prepare the agenda with the support of Health & Social Services staff

The Chair shall be selected annually at the first meeting in September.

Members will:

- keep at the centre the needs of consumers of emergency housing and support services in discussions
- play an active role in supporting the committee
- attend committee meetings and actively participate

Selection Criteria

- membership will reflect the linguistic and cultural diversity of the communities within the City of Greater Sudbury.

Categories¹

Current emergency shelter providers	3
Citizens/consumers	2
Police services	1
Community Advocates	3
Providers of service to those with special needs	3
Members at large	2
Ex-officio members (non voting):	4
• Ministry of Community and Social Services	
• City Health and Social Services (2)	
• City Economic Development & Planning (Social Housing Representative)	

Number of members:

Maximum 18

Quorum 50% of membership not including ex officio plus one. (8)

Meetings:

The committee will hold regular monthly meetings, or at the discretion of the Chair, meetings can be set at other times.

Meetings will be open to the public to attend and observe.

Staffing / Resource:

The City will support the work of the committee to ensure that the work is carried out.

Term:

Three years effective September 1, 2001 to August 31, 2004

¹See definition of categories attachment

DEFINITION OF MEMBERSHIP CATEGORIES

Current Emergency Shelter Providers

Total of 3 members

e.g., Genevra House, Salvation Army, Foyer Notre Dame, Elizabeth Fry, as well as agencies/organizations that provide support, necessities of life, counselling, information and referral services, etc.

Providers of Service to Those with Special Needs

Total 3 members

e.g., Canadian Mental Health, Participation Projects, John Howard Society, Elizabeth Fry Society, Sudbury YMCA Employment Services, Youth Action Centre, Services to Persons with Developmental Disabilities, N'Swakamok Friendship Centre, Centre de Sante, Multicultural Folk Arts Association, Shkagamik-kwe Health Centre, Overcomers, Elgin Street Mission, Salvation Army Family Services

Citizens/Consumers

Total of 2 members

Community Advocates

Total of 3 members

e.g., Neighbourhood Action Project (NAPOS), Canadian Red Cross Housing Registry, Sudbury Legal Clinic, Social Planning Council

Members at Large

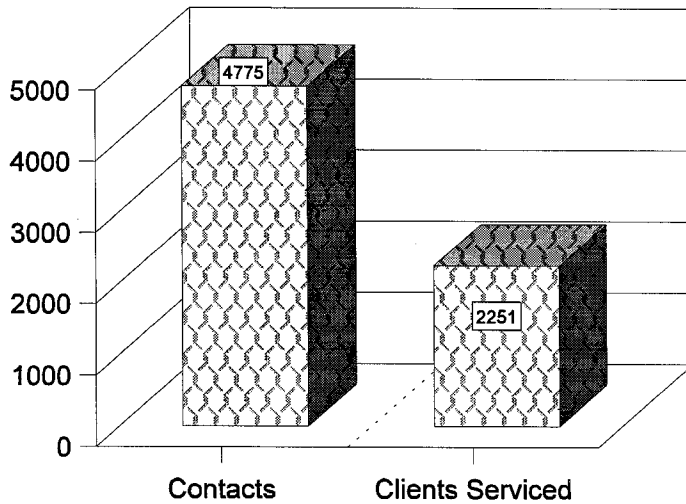
Total of 2 members

Service providers / consumers from any of the above categories who meet membership criteria.

Appendix 3

STATISTICS FOR OUTREACH SERVICES JANUARY 1, 2002 - JUNE 30, 2002

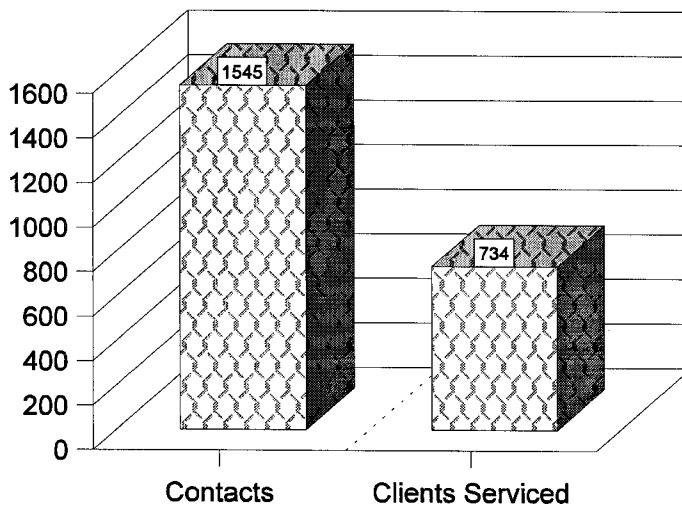
Core Emergency Services



Contacts represents the number of times the service was accessed

Clients served represents the number of persons who accessed the service.

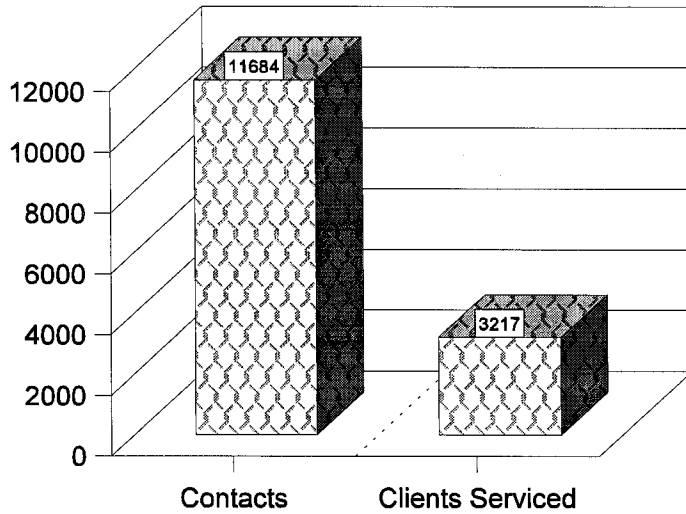
Provincial Homelessness Initiative Fund



Appendix 3

STATISTICS FOR OUTREACH SERVICES JANUARY 1, 2002 - JUNE 30, 2002 CONTINUED

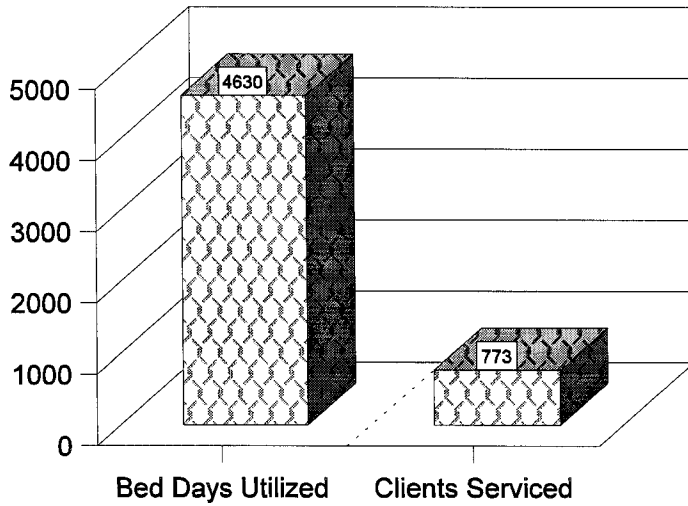
Supporting Communities Partnership Initiative



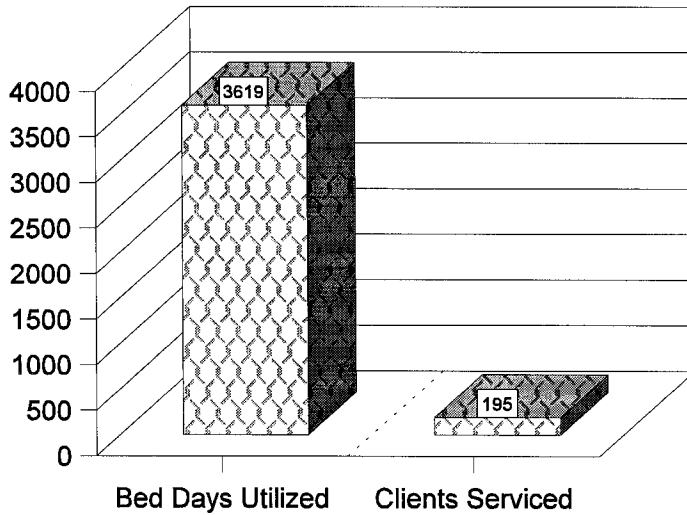
Appendix 4

STATISTICS FOR HOSTEL SERVICES JANUARY 1, 2002 - JUNE 30, 2002

Core Emergency Services



Supporting Communities Partnership Initiative



Appendix 5

WORK PLAN FOR THE TASK FORCE ON EMERGENCY SHELTERS & HOMELESSNESS

The Task Force on Emergency Shelters & Homelessness has sub-divided into 3 work groups :

1. Planning & Co-ordination
2. Research
3. Public Relations & Advocacy

Co-ordination & Planning Sub-Committee

1. Sustainability - secure funding
2. Inventory of resources available in our community to identify gaps and determine how to ensure a continuum of services that we are able to enhance/develop and sustain. (The Sudbury Action Centre for Youth is currently compiling a handbook for the resource list).
3. Steady Flow of Services:

Housing

- Improved networking between shelters
- Full utilization of existing beds
- Affordable housing - continuum of housing services
- Review the Housing Stock and criteria to be accepted

Support Services

- Address the root causes of homelessness identified in the Homeless Studies
- Support services once in housing
- 16/17/18 year olds
- Initiative for Homeless Seniors that will emerge
- Primary Health Care
- Focus on employment strategies for all homeless

Research

1. Develop strategies for addressing the needs of homeless people with mental illness.
2. Consult with First Nations and Francophone organizations in order to develop strategies for addressing the needs of homeless people in these cultural groups.
3. Review the shelter arrangements for women who are not victims of domestic violence and establish beds for women who do not require or are averse to heightened security arrangements.
4. Involve consumers in the development of new services and the enhancement of existing services.
5. Establish an ongoing process for collecting data and co-ordinating services to people who are homeless building on what currently exists.

Public Relations & Advocacy

Public Relations

1. Follow-up with Rob O'Flanagan.
2. Feature Articles
 - To lead up to 4th study on homelessness
 - Increasing stats
 - Open houses
 - Write articles
 - Police Chief
3. Appreciation Event
4. Political Advocacy
5. Landlord Association Presentation
6. Media Plan Binder
7. MCTV Contact
8. Picnic for Homeless/ Out of the Cold

Advocacy

1. Press the federal and provincial governments to implement policy changes that will address the underlying causes of the problem.
2. Develop partnerships with landlords to develop ethical rent policies and to build on linkages that have already been established.
3. Implement a public education campaign to raise awareness about homelessness to draw attention to the need for local action to reduce and prevent homelessness to reduce the stigma and the misconceptions surrounding it.