

Presentations and Delegations

Request for Recommendation Priorities Committee



Type of Decision

Meeting Date	November 9, 2005				Report Date	November 2, 2005			
Recommendation	<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority	<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
	Direction Only		<input type="checkbox"/>		Type of Meeting	<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title

Report of the Community Solutions Team on Homelessness Initiatives

Policy Implications + Budget Impact

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

One-time funding in the amount of \$263,000 be allocated from the projected 2005 Housing Services budget surplus and \$22,541 be allocated from the Ontario Works Emergency Housing Reserve fund.

☒ Background attached

Recommendation

WHEREAS City Council established a Community Solutions Team to review the homelessness funding crisis, prioritize services and supports for the homeless and present its recommendations to Priorities Committee; and

WHEREAS the network of supports and services that have been developed by the community for the homeless and near homeless are vital to the health and well-being of the most vulnerable members of society; and

WHEREAS there have been no formal announcements of additional funding for emergency shelter and homelessness

☒ Recommendation attached

Recommended by the Department Head

C. Matheson

Catherine Matheson
General Manager

Recommended by the C.A.O.

Mark Mieto
Mark Mieto
Chief Administrative Officer

Report Authored By

Deborah Tincombe
Manager, Community Development and Social Policy

Division Review

initiatives from the Federal and/or Provincial governments;

BE IT THEREFORE RESOLVED THAT Option #3 of the Community Solutions Team report dated November 3, 2005 be accepted by Council; and

THAT the prioritization criteria and recommendations be further reviewed by staff in preparation for April 1, 2006 funding realities; and

THAT one- time funding in the amount of \$285,541 be provided to existing homelessness service agencies to enable the continuation of all programs and services from January 1, 2006 to March 31st, 2006; and

THAT \$263,000 be allocated from the projected 2005 Housing Services budget surplus; and

That \$22,541 be allocated from the Ontario Works Emergency Housing Reserve; and

THAT the Federal and Provincial governments be continually urged to enhance and continue homelessness program and shelter funding for agencies and services within the City of Greater Sudbury commencing January 1, 2006.

Background

On September 29, 2005, the Council of the City of Greater Sudbury adopted the Minutes of the Priorities Committee held on September 28, 2005 which included a recommendation to establish a Community Solutions Team that would review the homelessness funding crisis, prioritize services and supports for the homeless and present its recommendations to Priorities Committee on November 9, 2005.

The following members of the community participated on the Community Solutions Team:

Grant Dokis, Greater Sudbury Police Service;
Nancy Dubé, Chair, Community Advisory Committee for Homelessness Initiatives;
Penny Earley, Professor, Cambrian College;
Vera Etches, Associate Medical Officer of Health, Sudbury and District Health Unit;
Robert Keetch, Member, United Way / Centraide Community Development Committee;
Stephanie Lefebvre, Health Promoter, Sudbury and District Health Unit;
Maureen Luoma, Downtown Sudbury / Metro Centre;
Vicki Smith, Chamber of Commerce.

Staff support was provided to the Team by Annette Reszczynski from the Social Planning Council, Glenn Thibeault from the United Way / Centraide and Harold Duff, Mary Murdoch, Denis Desmeules and Deborah Tincombe from the Community Development Department of the City of Greater Sudbury.

The purpose of the Team was to provide Council with a listing of prioritized existing services for the homeless, an analysis of the bridge funding that is required for these services until potential funding is available and recommendations with respect to system changes for the community with regard to funding the services.

The Team reviewed background reports and information related to homelessness initiatives in the City of Greater Sudbury.

The Team developed a list of criteria that they used to guide them through the process of developing the list of prioritized services.

The criteria are as follows:

1. Shelter, food and clothing;
2. Street outreach;
3. Warm place to go at all times / Advocacy and accompaniment services;
4. Prevention of homelessness;
5. Health services.

Team members developed a prioritized list of services using the Criteria for Service Prioritization and the background documents to guide them.

Following is the prioritized list of services. Each of the individual services is not listed in any priority.

1. Shelter, food and clothing

Salvation Army – Shelters Services for Men
Salvation Army – Shelter Services for Male Youth
Elizabeth Fry – Transition House
Elizabeth Fry – Shelter Services for Women and Families (provided through referral to motels)
Foyer Notre Dame House – Shelter Services for Female Youth

2. Street outreach

L'Association des jeunes de la rue – Street outreach workers assist individuals in crisis, refer homeless individuals to shelters and other services, provide blankets and clothing during winter months.

3. Warm place to go at all times / Advocacy and accompaniment services

Elgin Street Mission – Drop-in program for homeless and low income persons and enhanced 24 hour service during Extreme Cold Weather Alerts.

Salvation Army – Additional staff required with enhanced shelter utilization during Extreme Cold Weather Alerts.

L'Association des jeunes de la rue – Enhanced outreach during Extreme Cold Weather Alerts and provision of transportation to shelters.

John Howard Society – Assists men who are in conflict with the law to find food and housing.

Canadian Mental Health Association – Assists individuals who have mental illness to find housing.

Sudbury Action Centre for Youth – Assists individuals 16 and over to find housing.

Elizabeth Fry Housing Support Worker – Assists women who are in conflict with the law to find stable housing and reintegrate into the community.

4. Prevention of homelessness

Canadian Red Cross Rent Bank – Assists persons on low incomes (i.e. Old Age Security, Ontario Works, Ontario Disability Support Program) and low wage earners to help maintain housing or secure new accommodations with funds for rent and utility arrears, security deposits and reconnection fees.

5. Health services

Corner Clinic – Provides health services for those who are homeless or at risk of being homeless.

The list of prioritized services was developed in the context of the current funding crisis and does not represent how services might be prioritized in the context of an overall community strategy and planning model of services for the homeless and near homeless.

The Team identified that the funding potentially available for homelessness initiatives in the City's 2006 budget is \$1,086,379 and consists of the following:

Ontario Works Hostels and Transients Program – \$892,605 – cost-shared 80/20 by the Ministry of Community and Social Services and the City of Greater Sudbury. This funding is used to assist with the per diem costs of emergency shelter services.

Provincial Homelessness Initiative Program – \$92,700 – 100% funding provided by the Ministry of Community and Social Services. This funding is used to provide services that prevent homelessness and to help people move into permanent accommodation and cannot be used to fund the operation of emergency shelter services.

Provincial Off the Street Into Shelter Program – \$18,171 – cost-shared 80/20 by the Ministry of Community and Social Services and the City of Greater Sudbury. This funding is used to provide services that move people from the street into emergency shelter and cannot be used to fund the operation of emergency shelter services.

City of Greater Sudbury Contribution – \$31,340;

National Homelessness Initiative – \$51,563 under expenditure from 2005.

The Team developed four options for consideration by Council.

Option # 1 proposes that funding be made available to sustain all prioritized services for the six month period of January 1 to June 30, 2006. The cost of Option # 1 is \$487,182.

Option # 2 proposes that the services that are highest on the prioritized listing of services receive funding for six months, assuming that the Federal government's announcement of funding will be made in March or April of 2006. This option also proposes that support and outreach services receive funding for three

months. The cost of Option # 2 is \$395,910.

Option # 3 proposes that funding be made available for all services for the three month time period of January 1 to March 31, 2006. The cost of Option # 3 is \$255,484.

Option # 4 proposes that existing funding that is potentially available in the City's 2006 budget be used to fund emergency shelter per diems, some of the additional operating costs for the shelter providers and some of the services identified in the prioritized listing of services until additional Federal and Provincial funding sources are identified. No additional funding is required for this option.

The Team recommended that Council adopt Option # 1.

The Team developed other recommendations that should be considered by Council and the community to further enhance the network of services and supports to the homeless and near homeless.

1. The City should establish a Community Advisory Body to oversee the development of the City's affordable housing strategy and the continuum of services for homelessness. The current Community Advisory Committee for Homelessness Initiatives (CACHI) is responsible for overseeing the plan for the expenditure of funding that is provided by the Federal government. CACHI should be included as a partner on the overall Community Advisory Body.
2. The City should enhance the coordination of its existing services that prevent and address homelessness such as social housing and direct payment of Ontario Works financial assistance to landlords.
3. Council should aggressively lobby the Federal government to free up the \$1.6 billion that Minister Fontana has announced for housing and homelessness projects and the Canadian Housing Framework and to ensure that this funding is not targeted only to new programs and initiatives can be sustainable without Federal funding in the long-term.
4. Council should request that the Ministry of Health and Long-term Care expedite the process of designating the Corner Clinic as a Community Health Centre to ensure that it receives the resources required to provide primary health care services to the homeless and other vulnerable and high-risk groups.
5. Council should remain vigilant in urging the Federal and Provincial governments to work with municipalities and to provide funding to address the underlying and root causes of homelessness such as poverty, unemployment, domestic violence, lack of supportive, transitional and affordable housing and the under-funding of mental health and community health services.
6. A communications strategy should be developed that makes the community aware of the extra support that will be required by agencies and organizations that will be providing services to the homeless during the winter.
7. Organizations should be sensitive to the barriers that can be created for some homeless individuals by overt faith-based activities.
8. Agencies should continue to look for opportunities to develop partnerships among themselves and with other sectors of the community. The current partnership that the network of service providers has with downtown businesses and Downtown Sudbury / Metro Centre is an example of a successful

partnership.

9. Agencies should continue to meet among themselves to ensure that all are aware of each other's activities, to ensure that services are complementary and not duplicated and to provide opportunities for coordinating services to individuals and families.

Report of the

Community Solutions Team

on Homelessness Initiatives

November 3, 2005

**Report of the
Community Solutions Team on Homelessness Initiatives**

November 3, 2005

Executive Summary

On September 29, 2005, the Council of the City of Greater Sudbury adopted the Minutes of the Priorities Committee held on September 28, 2005 which included a recommendation to establish a Community Solutions Team that would review the homelessness funding crisis, prioritize services and supports for the homeless and present its recommendations to Priorities Committee on November 9, 2005.

Ten members of the community were appointed to the Community Solutions Team. Support to the Team was provided by staff from the Social Planning Council, United Way / Centraide and the City of Greater Sudbury. The purpose of the Team was to provide Council with a listing of prioritized existing services for the homeless, an analysis of the bridge funding that is required for these services until potential funding is available and recommendations with respect to system changes for the community with regard to funding the services.

The Team reviewed background reports and information related to homelessness initiatives in the City of Greater Sudbury.

The Team developed a list of criteria that they used to guide them through the process of developing the list of prioritized services.

The criteria are as follows:

1. Shelter, food and clothing;
2. Street outreach;
3. Warm place to go at all times / Advocacy and accompaniment services;
4. Prevention of homelessness;
5. Health services.

Team members developed a prioritized list of services using the Criteria for Service Prioritization and the background documents to guide them.

Following is the prioritized list of services. Each of the individual services is not listed in any priority.

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2. Street outreach

L'Association des jeunes de la rue – Street outreach workers assist individuals in crisis, refer homeless individuals to shelters and other services, provide blankets and clothing during winter months.

3. Warm place to go at all times / Advocacy and accompaniment services

Elgin Street Mission – Drop-in program for homeless and low income persons and enhanced 24 hour service during Extreme Cold Weather Alerts.

Salvation Army – Additional staff required with enhanced shelter utilization during Extreme Cold Weather Alerts.

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Elizabeth Fry Housing Support Worker – Assists women who are in conflict with the law to find stable housing and reintegrate into the community.

4. Prevention of homelessness

Canadian Red Cross Rent Bank – Assists persons on low incomes (i.e. Old Age Security, Ontario Works, Ontario Disability Support Program) and low wage earners to help maintain housing or secure new accommodations with funds for rent and utility arrears, security deposits and reconnection fees.

5. Health services

Corner Clinic – Provides health services for those who are homeless or at risk of being homeless.

The list of prioritized services was developed in the context of the current funding crisis and does not represent how services might be prioritized in the context of an overall community strategy and planning model of services for the homeless and near homeless.

The Team identified that the funding potentially available for homelessness initiatives in the City's 2006 budget is \$1,086,379 and consists of the following:

Ontario Works Hostels and Transients Program – \$892,605 – cost-shared 80/20 by the Ministry of Community and Social Services and the City of Greater Sudbury. This funding is used to assist with the per diem costs of emergency shelter services.

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Option # 4 proposes that existing funding that is potentially available in the City's 2006 budget be used to fund emergency shelter per diems, some of the additional operating costs for the shelter providers and some of the services identified in the prioritized listing of services until additional Federal and Provincial funding sources are identified. No additional funding is required for this option.

The Team recommended that Council adopt Option # 1.

The Team developed other recommendations that should be considered to further enhance the network of services and supports to the homeless and near homeless.

1. The City should establish a Community Advisory Body to oversee the development of the City's affordable housing strategy and the continuum of services for homelessness. The current Community Advisory Committee for Homelessness Initiatives (CACHI) is responsible for overseeing the plan for the expenditure of funding that is provided by the Federal government. CACHI should be included as a partner on the overall Community Advisory Body.
2. The City should enhance the coordination of its existing services that prevent and address homelessness such as social housing and direct payment of Ontario Works financial assistance to landlords.

3. Council should aggressively lobby the Federal government to free up the \$1.6 billion that Minister Fontana has announced for housing and homelessness projects and the Canadian Housing Framework and to ensure that this funding is not targeted only to new programs and initiatives that can be sustainable without Federal funding in the long-term.
4. Council should request that the Ministry of Health and Long-term Care expedite the process of designating the Corner Clinic as a Community Health Centre to ensure that it receives the resources required to provide primary health care services to the homeless and other vulnerable and high-risk groups.
5. Council should remain vigilant in urging the Federal and Provincial governments to work with municipalities and to provide funding to address the underlying and root causes of homelessness such as poverty, unemployment, domestic violence, lack of supportive, transitional and affordable housing and the under-funding of mental health and community health services.
6. A communications strategy should be developed that makes the community aware of the extra support that will be required by agencies and organizations that will be providing services to the homeless during the winter.
7. Organizations should be sensitive to the barriers that can be created for some homeless individuals by overt faith-based activities.
8. Agencies should continue to look for opportunities to develop partnerships among themselves and with other sectors of the community. The current partnership that the network of service providers has with downtown businesses and Downtown Sudbury / Metro Centre is an example of a successful partnership.
9. Agencies should continue to meet among themselves to ensure that all are aware of each other's activities, to ensure that services are complementary and not duplicated and to provide opportunities for coordinating services to individuals and families.

1.0 Background

On September 29, 2005, the Council of the City of Greater Sudbury adopted the Minutes of the Priorities Committee held on September 28, 2005 which included a recommendation to establish a Community Solutions Team that would review the homelessness funding crisis, prioritize services and supports for the homeless and present its recommendations to Priorities Committee on November 9, 2005.

The following members of the community were appointed to the Community Solutions Team:

Grant Dokis, Greater Sudbury Police Service;
Nancy Dubé, Chair, Community Advisory Committee for Homelessness Initiatives;
Penny Earley, Professor, Cambrian College;
Vera Etches, Associate Medical Officer of Health, Sudbury and District Health Unit;
Carol Kauppi, Professor, Laurentian University;
Robert Keetch, Member, United Way / Centraide Community Development Committee;
Grace Kurke, President, Social Planning Council;
Stephanie Lefebvre, Health Promoter, Sudbury and District Health Unit;
Maureen Luoma, Downtown Sudbury / Metro Centre;
Vicki Smith, Chamber of Commerce.

Staff support was provided to the Team by Annette Reszczynski from the Social Planning Council, Glenn Thibeault from the United Way / Centraide and Denis Desmeules, Harold Duff, Mary Murdoch and Deborah Tincombe from the City of Greater Sudbury. The General Manager of the Community Development Department provided the Community Solutions Team with Terms of Reference. The Team met on six occasions; October 11, 18, 24, 25 and 28.

2.0 Purpose and Objectives of the Team

The Team's purpose was to provide Council with a listing of prioritized existing services for the homeless, an analysis of the bridge funding that is required for these services until potential funding is available and recommendations with respect to system changes for the community with regard to funding the services.

The Team's objectives were to:

1. Review information related to the provision of services to the homeless.
2. Consider information from agencies that provide services to the homeless, ensuring that all sectors (ie. youth, francophone, aboriginal) are included in the prioritization of services.
3. Prioritize existing services and supports for the homeless.
4. Identify existing and other funding available that is required to manage the programs and services through the transition process until potential funding is available.

5. Report recommendations to the Priorities Committee of City Council on November 9, 2005.

3.0 Activities of the Community Solutions Team

3.1 Review of Background Documents and Information

The Team reviewed background reports and information related to homelessness initiatives in the City of Greater Sudbury. The documents reviewed included the reports on homelessness written by the Social Planning Council on behalf of the City from 2000 to 2003, Community Priorities developed by the Task Force on Emergency Shelters and Homelessness Initiatives in September 2003, an evaluation of homelessness initiatives written by Cathexis Consulting on behalf of the City in 2005, City budget information related to emergency shelters and homelessness initiatives and the report of the Prioritization Exercise that the Social Planning Council facilitated with representatives of eleven agencies that provide Emergency Shelter and Outreach and Support Services in Greater Sudbury. This provided members of the Community Solutions Team with insight into the interwoven network of services that has developed in the community over the past several years.

The Team also learned that funding the N'Swakamok Native Friendship Centre received through the Urban Aboriginal Homelessness (UAH) component of the National Homelessness Initiative (NHI) will terminate on March 31, 2006. Several agencies in the community which currently provide outreach and advocacy services for homeless and at-risk aboriginal persons will lose their funding at that time.

3.2 Criteria for Service Prioritization

The Team developed a list of criteria that they used to guide them through the process of developing the list of prioritized services.

The criteria are as follows:

1. Shelter, food and clothing;
2. Street outreach;
3. Warm place to go at all times / Advocacy and accompaniment services;
4. Prevention of homelessness;
5. Health services.

3.3 Service Prioritization

Team members developed a prioritized list of services using the Criteria for Service Prioritization and the background documents to guide them. Throughout the process of service prioritization, the group became aware of the interconnection among the services for the homeless and how the potential elimination or reduction of one particular component of service impacts on the others by reducing their accessibility and effectiveness. All but one service was included in the prioritization. The Team determined that the First Steps program is experiencing difficulty in identifying its overall role in the homelessness service system and the service that it does provide duplicates, in part, those services provided by the John Howard Society. For

these reasons, First Steps was not included in the prioritized listing of services.

Please note that each of the individual services is not listed in any priority, however, each category of service is prioritized.

1. Shelter, food and clothing

Salvation Army – Shelters Services for Men and Male Youth

Salvation Army Shelter Services for Male Youth

Elizabeth Fry – Transition House

Elizabeth Fry – Shelter Services for Women and Families (provided through referral to motels)

Foyer Notre Dame House – Shelter Services for Female Youth

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L'Association des jeunes de la rue – Street outreach workers assist individuals in crisis, refer homeless individuals to shelters and other services, provide blankets and clothing during winter months.

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5. Health services

Corner Clinic – Provides health services for those who are homeless or at risk of being homeless.

The list of prioritized services was developed in the context of the current funding crisis and does not represent how services might be prioritized in the context of an overall community strategy and planning model of services for the homeless and near homeless.

3.3 Identification of Funding Sources

Federal funding of Greater Sudbury's homelessness initiatives expires at the end of December 2005, three months before the second phase of the mandate of the National Homelessness Initiative (NHI) ends. The Minister of Labour and Housing has said publicly that the Federal government intends to announce an extension of the National Homelessness Initiative and a further contribution of \$1.6 billion to its budget. There are indications that when new funding is available, it will support housing and homelessness projects over a period of two years and provide a foundation for the establishment of the new Canadian Housing Framework. No formal announcement has been made with respect to the funding as its availability is contingent on a Federal budget surplus.

The Community Placement Target Fund, which City Council has used as a source of funding for homelessness initiatives will be depleted at the end of December 2005.

The Community Solutions Team identified the funding sources that are potentially available to fund homelessness initiatives in 2006.

The Team assumed that ongoing funding that is available from the Ministry of Community and Social Services and the City will remain at least at the same level in the 2006 budget as it was in the 2005 budget.

The funding that is potentially available in City's 2006 budget is \$1,086,379 and consists of the following:

Ontario Works Hostels and Transients Program – \$892,605 – cost-shared 80/20 by the Ministry of Community and Social Services and the City of Greater Sudbury. This funding is used to assist with the per diem costs of emergency shelter services.

Provincial Homelessness Initiatives Program – \$92,700 – 100% funding provided by the Ministry of Community and Social Services. This funding is used to provide services that prevent homelessness and to help people move into permanent accommodation and cannot be used to fund the operation of emergency shelter services.

Provincial Off the Street, Into Shelter Fund – \$18,171 – cost-shared 80/20 by the Ministry of Community and Social Services and the City of Greater Sudbury. This funding is used to provide services that move people from the street into emergency shelter and cannot be used to fund the operation of emergency shelter services.

City of Greater Sudbury Contribution – \$31,340;

National Homelessness Initiative – \$51,563 under expenditure from 2005.

The underexpenditure of \$51,563 in National Homelessness Initiative funding that was not spent in 2005 is being included as funding that is available until March 31, 2006 unless Service Canada confirms that the use of this funding can be extended until March 31, 2007. The NHI underexpenditure of \$51,563 must respond to the Community Plan for Homelessness developed by the former Task Force on Emergency Shelters and Homelessness which is currently being overseen by the Community Advisory Committee on Homelessness Initiatives.

The Team determined that, apart from donations and contributions of relatively small amounts, there are no adequate and readily accessible sources of funding available for agencies and service providers to keep these programs and services operating.

Agencies have been required to develop plans for financial sustainability as a requirement for receiving funding through the National Homelessness Initiative. Reports received from agencies indicate that their attempts to locate funding from private sector sources and through fundraising have yielded modest returns; without a sustained source of funding, some of these agencies will not be able to continue to provide services in the community.

Service providers have been encouraged to apply to the United Way / Centraide for funding and the United Way / Centraide has reported that it has received more new applications for funding than in previous years. Allocations of funding through the United Way / Centraide for the 2006 budget year will be determined by January 2006.

It appears that the majority of the funding that is required to maintain these services must come from government, in particular, the Federal and Provincial governments which are funded through the income tax system. Municipal governments do not have the resources required to fund these types of services through the property tax base.

4.0 Options for Consideration by Council

During the past several years, Greater Sudbury has developed an integrated network of services and programs that provides shelter, support and assistance to the community's most vulnerable citizens. This service model is unique since it addresses the needs of the diverse population that it serves – men, women, families, youth, francophones and aboriginals. Termination of funding to these services will result in the demise of the network of community supports that has been built and the deterioration of the quality of life of the individuals and families who access them.

For the purposes of this report and costing of the options for consideration by Council, it was assumed that the Ontario Works Hostels and Transients Program which is cost-shared 80/20 by the Ministry of Community and Social Services and the City will provide funding in the amount of at least \$892,605 for per diem expenses incurred by the emergency shelter service providers. Only those operational costs that will be incurred by the emergency shelter service providers that are over and above the per diem expenses are included in the costing of the options.

Appendix A provides an overview of yearly, six month and three month deficits that each prioritized program and service will experience in 2006, based on projected total expenditures and expenditure patterns for 2005. The deficit each service will experience is a result of the termination of National Homelessness Initiative funding and the depletion of the municipal Community Placement Target Fund on December 31, 2005.

It is noted that the Corner Clinic has indicated that it will be able to cover the cost of its rent during the first three months of 2006 without additional funding, however, if funding is not identified for April 1, 2006, the Clinic will not be able to provide the services that it currently does to the homeless.

Option # 1 – Provide funding for all prioritized services from January 1 to June 30, 2006

Option # 1 proposes that funding be made available to sustain all prioritized services for the six month period of January 1 to June 30, 2006.

Federal funding of Greater Sudbury's homelessness initiatives expires at the end of December 2005, and although the Minister of Labour and Housing has said publicly that the Federal government intends to announce an extension of the National Homelessness Initiative and a further contribution of \$1.6 billion to its budget, no formal announcement has been made. There are indications that when new funding is available, it will support housing and homelessness, therefore, the structure and nature of the programming that can be funded by the new initiative may differ from the previous funding strategy.

An underexpenditure of \$51,563 in National Homelessness Initiative funding received by the City and community that was not spent in 2005 is available at least until March 31, 2006. If Service Canada confirms that the use of this funding can be extended until March 31, 2007, it can be used to assist with funding the services.

The rationale for providing six months of funding is that any Federal government funding that will be allocated toward the provision of these services will not be accessible until the government's next fiscal year commences on April 1, 2006. The community entity, currently the City of Greater Sudbury, will be required to apply for the funding from the Federal government, receive approval and request proposals from service providers before programs and services are operational. Realistically this is at least a three month process.

Providing funding to agencies for this time period will help to ensure that services continue to be provided through the winter months when they are most vital and into the spring when agencies are preparing proposals that could receive funding by the beginning of the summer.

In addition to providing six months of funding, Council should continue lobbying the Federal and Provincial governments to provide funding and support of the services.

If funding is not provided and agencies are forced to close their doors, the most vulnerable members of the community will be at-risk during the time of year when services are most needed. The role that these agencies and services have played in keeping people safe and warm will become the responsibility of police services and the health care sector at a heightened monetary and social cost.

The cost of covering the shortfall experienced by all services for six months is \$487,182.

This is the option being recommended by the Community Solutions Team.

Option # 2 – Provide funding for emergency shelter services for six months (January 1 to June 30, 2006) and funding for support and outreach services for three months (January 1 to March 30, 2006)

Option # 2 proposes that the services that are highest on the prioritized listing of services receive funding for six months, assuming that the Federal government's announcement of funding will be made in March or April of 2006. This option also proposes that support and outreach services receive funding for three months.

The drawback to this option is that support and outreach services will face the same funding concerns by the end of March 2006. Even if an announcement of Federal funding is made before the end of March, the time gap between the announcement of funding and its availability will once again mean that agencies will not have access to financial resources to operate programs. As a result, agencies that provide support to homeless persons may be forced to close and the community will revert to its previous state of being able to provide only basic emergency shelter services.

The cost of covering the shortfall for emergency shelters for six months and support and outreach services for three months is \$395,910.

Option # 3 – Provide funding for all prioritized services from January 1 to March 31, 2006

Option # 3 proposes that funding be made available for all services for the three month time period of January 1 to March 31, 2006. The rationale for providing three months of funding is that an announcement of funding from the Federal government could come early in 2006, especially if the funding is an extension of an existing program. The application and request for proposals process could be completed within the first three months of 2006, if the announcement is made by the Federal government near the end of 2005 or early in January 2006.

The drawback to this option is that the entire system of emergency shelter and support services for the homeless could be dealing with the loss of funding by the end of March. This option provides no security to agencies who will realistically need to address the concern of lost funding again during the first quarter of 2006.

The cost of covering the shortfall for emergency shelter and outreach and support services for three months is \$255,484.

Option # 4 – Status Quo – Use existing funding to fund as many prioritized services as possible until additional Federal and Provincial funding sources are identified

Funding that is potentially available in 2006 could be used to fund emergency shelter per diems and some of the additional operating costs for the shelter providers by using the NHI underexpenditures. The NHI underexpenditures cannot adequately cover the additional operating costs.

The remaining \$142,211 would be available for the services identified in the prioritized listing of services.

Only the second service priority – L'Association des jeunes de la rue Outreach Program – could be funded in its entirety with this funding. The remaining \$78,801 would need to be divided among the six agencies that comprise the third service priority. The total amount of funding required for this priority is \$276,254. Without additional funding, agencies will not be able to deliver the services that they have in the past; some organizations will be forced to close.

The status quo is not a viable option, even with identifying a prioritized listing of services since the network of services that are required to provide assistance to the homeless would be severely compromised. The current situation was identified by City Council as not being acceptable and it was from this frame of reference that the Community Solutions Team was established to develop other options.

5.0 Other Recommendations

The Team developed other recommendations that should be considered to further enhance the network of services and supports to the homeless and near homeless.

1. The City should establish a Community Advisory Body to oversee the development of the City's affordable housing strategy and the continuum of services for homelessness. The current Community Advisory Committee for Homelessness Initiatives (CACHI) is responsible for overseeing the plan for the expenditure of funding for homelessness initiatives that is provided by the Federal government. CACHI should be included as a partner on the overall Community Advisory Body.
2. The City should enhance the coordination of its existing services that prevent and address homelessness such as social housing and direct payment of Ontario Works financial assistance to landlords.
3. Council should aggressively lobby the Federal government to free up the \$1.6 billion that Minister Fontana has announced for housing and homelessness projects and the Canadian Housing Framework and to ensure that this funding is not targeted only to new programs and initiatives can be sustainable without Federal funding in the long-term.

4. Council should request that the Ministry of Health and Long-term Care expedite the process of designating the Corner Clinic as a Community Health Centre to ensure that it receives the resources required to provide primary health care services to the homeless and other vulnerable and high-risk groups.
5. Council should remain vigilant in urging the Federal and Provincial governments to work with municipalities and to provide funding to address the underlying and root causes of homelessness such as poverty, unemployment, domestic violence, lack of supportive, transitional and affordable housing and the under-funding of mental health and community health services.
6. A communications strategy should be developed that makes the community aware of the extra support that will be required by agencies and organizations that will be providing services to the homeless during the winter.
7. Organizations should be sensitive to the barriers that can be created for some homeless individuals by overt faith-based activities.
8. Agencies should continue to look for opportunities to develop partnerships among themselves and with other sectors of the community. The current partnership that the network of service providers has with downtown businesses and Downtown Sudbury / Metro Centre is an example of a successful partnership.
9. Agencies should continue to meet among themselves to ensure that all are aware of each other's activities, to ensure that services are complementary and not duplicated and to provide opportunities for coordinating services to individuals and families.

Appendix A – Prioritized Services and Funding Deficits

Agency / Program	Projected Deficit 2006	3 Month Deficit Jan. 1 - Mar. 31, 2006	6 Month Deficit Jan. 1 - June 30, 2006
Priority 1 – Shelter, Food and Clothing			
Note: Deficit is related to operational expenses over and above those not covered by per diem			
Salvation Army – Shelter Services for Men and Male Youth	\$300,893	\$72,214	\$138,410
Elizabeth Fry – Transition House	\$168,123	\$40,349	\$77,337
Elizabeth Fry – Shelter Services for Women and Families (Motels)	\$65,408	\$15,698	\$30,088
Foyer Notre Dame House – Shelter Services for Female Youth	\$103,874	\$24,929	\$47,782
Total for Priority 1	\$638,298	\$153,190	\$293,617
Priority 2 – Street Outreach			
L'Assoc. des jeunes de la rue – Outreach	\$63,410	\$15,218	\$29,169
Total for Priority 2	\$63,410	\$15,218	\$29,169
Priority 3 – Warm Place to Stay 24 / 7; Advocacy and Support			
Elgin Street Mission – Drop-In	\$75,710	\$18,170	\$34,827
John Howard Society	\$19,610	\$4,706	\$9,021
Elizabeth Fry Housing Support	\$36,500	\$8,760	\$16,790
Canadian Mental Health Assoc.	\$59,740	\$14,338	\$27,480
Sudbury Action Centre for Youth	\$59,980	\$14,395	\$27,591
Extreme Cold Weather Alert	\$24,714	\$11,368*	\$11,368
Total for Priority 3	\$276,254	\$71,737	\$127,077
Priority 4 – Prevention of Homelessness			
Canadian Red Cross Rent Bank & Housing Help Service	\$63,910	\$15,338	\$29,399
Total for Priority 4	\$63,910	\$15,338	\$29,399
Priority 5 – Health Services			
Corner Clinic	\$33,000	\$0	\$7,920
Total for Priority 5	\$33,000	\$0	\$7,920
Total for all Priorities	\$1,074,872	\$255,484	\$487,182

* All expenditures incurred when temperatures drop to -15 degrees and below