



The Corporation of the City of Stratford
Social Services Sub-committee
Open Session
AGENDA

Date: Tuesday, July 12, 2022
Time: 4:30 P.M.
Location: Electronic Meeting
Sub-committee Present: Councillor Henderson - Chair Presiding, Councillor Burbach, Councillor Ritsma, Councillor Vassilakos
Staff Present: Kim McElroy - Director of Social Services, Jeff Wilson - Manager of Housing, Jodi Akins - Council Clerk Secretary, Shannon Archer - Business and Integration Manager

To watch the Sub-committee meeting live, click the following link: https://stratford-ca.zoom.us/j/87002225952?pwd=lrrHX_Pf4pE6zgIITb2IBL6WEdu.1

A video recording of the meeting will also be available through a link on the City's website at <https://www.stratford.ca/en/index.aspx> following the meeting.

Pages

1. Call to Order

The Chair to call the Meeting to Order.

Councillor Bunting provided regrets for this meeting.

2. Disclosure of Pecuniary Interest and the General Nature Thereof

The *Municipal Conflict of Interest Act* requires any member of Council declaring a pecuniary interest and the general nature thereof, where the interest of a member of Council has not been disclosed by reason of the member's absence from the meeting, to disclose the interest at the first open meeting attended by the member of Council and otherwise comply with the *Act*.

Name, Item and General Nature of Pecuniary Interest

3. Delegations

None scheduled.

4. Report of the Director of Social Services

- 4.1. Annual Community Income Tax Clinic for Completion of 2021 returns (SOC22-009) 4 - 6**

Motion by

Staff Recommendation: THAT the report titled, "Annual Community Income Tax Clinic for Completion of 2021 Returns" (SOC22-009), be received for information;

AND THAT Social Services issue a thank you on behalf of the City of Stratford, to all businesses that offered and provided their support and services.

- 4.2. Identified Need within the Homelessness Portfolio for Enhanced Staffing (SOC22-012) 7 - 10**

Motion by

Staff Recommendation: THAT the report titled, "Identified Need within the Homelessness Portfolio for Enhanced Staffing" (SOC22-012), be received for information;

AND THAT Council approve the hiring of one FTE Supervisor of Homelessness and Housing Stability position.

5. Report of the Manager of Housing

- 5.1. 200 Britannia Street Affordable Housing Project Update (SOC22-010) 11 - 12**

Motion by

Staff Recommendation: THAT the report titled, "200 Britannia Street Affordable Housing Project Update" (SOC22-010), be received for information.

6. Report of the Business and Integration Manager

- 6.1. Homemakers and Nurses Services Contract Renewal 2022-24 (SOC22-011) 13 - 14**

Motion by

Staff Recommendation: THAT the Director of Social Services be

authorized to renew the Agreement with One Care Home and Community Support Services, for Homemakers and Nurses Services for the period from June 1, 2022, to May 31, 2024.

7. Next Sub-committee Meeting

The next Social Services Sub-committee meeting is August 9, 2022 at 4:30 p.m.

8. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

Sub-committee Decision: THAT the Social Services Sub-committee meeting adjourn.



MANAGEMENT REPORT

Date: June 14, 2022
To: Social Services Sub-committee
From: Colleen Steckly, Administrative Assistant to the Director of Social Services
 Kim McElroy, Director of Social Services
Report #: SOC22-009
Attachments: None

Title: Annual Community Income Tax Clinic for Completion of 2021 returns

Objective: To provide Council with a report on the annual community income tax clinic serving low-income residents of the City of Stratford, Town of St. Marys, and County of Perth

Background: The City of Stratford has coordinated an annual income tax clinic for low-income residents since 1989, with the support of local accounting firms. Services continued to be provided this year free of charge by three local accounting firms, including BDO Canada LLP, Famme and Company, and McCutchen & Pearce Professional Corporation.

Analysis: Due to ongoing pandemic restrictions the City of Stratford was once again tasked with coordinating these services without interruption to residents by moving to a drop off/pick up approach rather than in-person with the accountants. We communicated well in advance of the clinic, providing details to partner agencies, posting to various media platforms, displaying details on screens on the city transit buses, and included insert reminders with both the January and February benefits payment stubs to Ontario Works clients. Caseworkers, reception, and intake staff were informed of the details to share with clients.

We had the same commitment of appointment times available as the previous year for completion of the 2021 tax returns.

This year eligible annual incomes were increased to \$28,000 or less for individual and \$32,500 or less for couples, bringing the eligibility in line with current guidelines for the Community Homelessness Prevention Initiative (CHPI) program. This allows the service to be provided to individuals who may not otherwise be able to afford to file taxes through private corporations or accountants. Postage paid envelopes with proper

mailing address for CRA were provided by firms if e-file was not an option. Only current year returns are completed during the clinic. Anyone with multi year returns was referred to another program offered through the Salvation Army under a Purchase of Service Agreement with the City.

Since its inception, this well-received program has been beneficial to residents of Stratford, St. Marys, and Perth County. It provides an essential service that helps residents access further resources and ensure they are receiving all federal benefits available to them to maximize incomes. It has been helpful for individuals requiring income tax returns for applications such as Rent-Geared-to-Income Housing or the Canada Child Benefit and fosters greater financial stability when they receive federal benefits such as GST/HST credit.

The program is offered on a first come first served basis with every effort made to accommodate as many participants as possible. Turnout this year increased this year to 146 participants, up from 100 participants last year. This year's participation level is in line with pre-pandemic numbers.

This year we encountered an unexpected delay for many senior participants as there were delays with T4A slips issued by CRA, impacting anyone 60+ who is in receipt of CPP or OAS for ages 65+. This prolonged the scheduling on our end and resulted in returns going to the accountants in two batches, delaying the process an extra two weeks. The flexibility and cooperation received from the accounting firm contacts and partners was key to keeping the process moving along.

Financial Implications:

Financial impact to current year operating budget:

All professional accounting services are provided free of charge to participants. The cost to the Corporation was administrative time, which did not have an impact to this year's budget or to service delivery.

Financial impact on future year operating budget:

There would be no future year impact.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Culture and Community

Nurturing local identity and heritage, empowering communities, and promoting a culture of sustainable living.

Staff Recommendation: THAT the report titled, "Annual Community Income Tax Clinic for Completion of 2021 Returns" (SOC22-009), be received for information;

AND THAT Social Services issue a thank you on behalf of the City of Stratford, to all businesses that offered and provided their support and services.

Prepared by:	Colleen Steckly, Administrative Assistant to Director of Social Services
Recommended by:	Kim McElroy, Director of Social Services Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 12, 2022
To: Social Services Sub-committee
From: Kim McElroy, Director of Social Services
Report #: SOC22-012
Attachments: None

Title: Identified Need within the Homelessness Portfolio for Enhanced Staffing

Objective: To request Council approve the hiring for a new full-time position within the Social Services Department – namely a Supervisor of Homelessness and Housing Stability.

Background: The Homelessness portfolio within the City of Stratford Consolidated Municipal Service Manager (CMSM) is a shared portfolio that does not have one management full time equivalent (FTE) attached directly to the service delivery.

Over the last two years we have seen a significant increase in both the acuity of the individuals we serve within the homelessness portfolio, as well as the need for enhanced program delivery within the community.

Analysis: Some of the trends we are currently seeing are as follows:

- The By-Name List, consisting of individuals experiencing homelessness has increased by 25% over the last three years. Chronic Homelessness reported on the list has increased by 35%.
- The number of households with local priority (homeless) status on the centralized wait list has increased by 257% over the last five years.
- The number of individuals accessing emergency shelters has decreased by 18% over the last four years, however number of nights used has increased by 383%. In 2018 average emergency stays were 8 nights per household and in 2021 the average was 48 nights. Some of the increase can be attributed to COVID-19 as we changed our policy to ensure the health and safety of our clients, but other variables include the acuity of the individuals, as well as the low vacancy rate.

- The number of individuals supported by the internal outreach team increased by 265% over the last four years. We were able to increase the FTE ratio on this team by reallocating resources internally.

The increase in individuals requiring supports for homelessness has been taxing for the CMSM as homelessness service delivery is a split portfolio that has grown. With the changes coming to Ontario Works programming through social services modernization and employment transformation, it becomes a capacity issue for the Manager of Ontario Works to continue to divide time between managing both portfolios.

There has been a marked increase in the amount of internal and external programming to address the homelessness issue. Although the City may not be delivering the services directly to external programming, we are a funding partner who needs to ensure that the purchase of service programming has positive outcomes with the attached provincial and municipal dollars. Over the last few years some of our external agencies have struggled operationally with the increased numbers of individuals in need of service and the repercussions of the pandemic. There has been a high turn-over in staffing and labour shortage issues when trying to fill these vacancies within the homelessness and housing stability sector locally which effects service delivery. The Social Services staff continue to work with these programs to help sustain and ideally stabilize them.

Internally, we are confronted with the increased pressures of our unsheltered individuals setting up encampments, as a means of shelter, which bring elements of community safety and well-being for both the unsheltered individual and the community to the forefront. We are seeing the health needs of individuals living unsheltered become more complex as the length of time they remain unsheltered increases. Within our community housing units, there is concern about potential “unit takeovers” in which vulnerable tenants are having unwanted guests stay with them under duress. There is also concern about the increased hoarding within the units which impacts the tenancy of the individual.

The homelessness supervisor would oversee internal programming and offer support and collaboration to external programming which would include:

- Outreach team (internal team)
- SHOPP
- Connection Centre
- Shelterlink
- Situation Table
- St. Marys outreach
- Listowel outreach
- Coordinated Access
- Built for Zero
- Enumeration

- Emergency Housing after-hours programming
- Community Safety and Well-being Plan
- 10-year Housing and Homelessness Plan

A failure to address the increased service delivery requirements for this portfolio is concerning to staff, as it impacts our CMSM's most barriered and vulnerable citizens. A supervisory position will help with the coordination of already existing services to enhance program delivery and promote collaboration amongst the partnering agencies. This is pertinent to the successful implementation of where the municipalities are heading with the Community Safety and Well-being Plan. (CSWBP).

"The CSWB Plan provides an approach to strengthen the effectiveness of coordinated municipal and community services to improve safety and well-being for vulnerable individuals and the communities they live in."¹

A five-year review of the budgeted versus actual homelessness expenses and municipal contributions was completed and the following was noted:

- The actual municipal contribution budget over that five-year period decreased by 11.5% from \$124,030 in 2017 to \$109,800 in 2021.
- During that five-year period, there was a total of \$604,117 (\$123,823 average) municipal contribution budgeted versus a total of \$342,731 (\$68,546 average) actual municipal cost which results in, on average, \$52,277 of unspent municipal funding per year. This is budgeted funding that will enhance service delivery in this area.
- During that same five-year period, actual Community Homelessness Prevention Initiative (both programming and administration) spending increased by 62% from \$588,299 in 2017 to \$954,612 in 2021 to address the service delivery of increased needs within the CMSM.

Financial Implications:

Financial impact to current year operating budget:

For the 2022 budget year the cost of this position will not have any impact on the tax levy due to attrition within the department. Our shared services will not see an increase either.

¹

(Page 22). *Community Safety and Well-being Plan: Roadmap for Collaboration: 2021-2024*. City of Stratford, Town of St. Marys, Municipality of North Perth, Municipality of West Perth, Township of Perth East and Township of Perth South.

Financial impact on future year operating budget:

If provincial funding remains the same within the programming and administration, there will be a potential municipal cost of up to \$60,000 to \$80,000 for this new position. This would be cost shared with our partnering municipalities for a net cost to Stratford (using 2022 cost share percentages) of \$24,000 to \$33,000.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Widening our Economic Opportunities

Strengthening Stratford's economy by developing, attracting, and retaining a diversity of businesses and talent.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Culture and Community

Nurturing local identity and heritage, empowering communities, and promoting a culture of sustainable living.

Staff Recommendation: THAT the report titled, "Identified Need within the Homelessness Portfolio for Enhanced Staffing" (SOC22-012), be received for information;

AND THAT Council approve the hiring of one FTE Supervisor of Homelessness and Housing Stability position.

Prepared by:

Kim McElroy, Director of Social Services

Recommended by:

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 12, 2022
To: Social Services Sub-committee
From: Jeff Wilson, Manager of Housing
 Kim McElroy, Director of Social Services
Report #: SOC22-010
Attachments: None

Title: 200 Britannia Street Affordable Housing Project Update

Objective: This report will provide an update on the progress of the 200 Britannia Street Affordable Housing project.

Background: On August 9, 2021, Council directed staff to proceed with phase two of the Britannia Street Affordable Housing Project. The project includes climate change mitigating features such as increased insulation, windows designed to reduce heat loss, and energy-efficient appliances. Five of the 27 units are modified for increased accessibility and the site will have storage space for tenants, a community room, and a community garden. Following the tender process, a contract was awarded to Nith Valley Construction Ltd. for \$6,816,612 and the total budgeted cost was expected to be financed from a combination of grants and long-term debt.

Analysis: Construction at 200 Britannia Street progresses well and generally on-schedule with completion anticipated in early 2023. In addition to constant communication with the architect and general contractor, this project is monitored through biweekly site meetings involving City of Stratford staff, representatives of SRM Architects Inc. and representatives of Nith Valley Construction Ltd.

Next steps in the project will be framing for the third floor and roof installation which are expected to be completed in July. Once this is completed, much of the construction will focus on interior work. Social Services staff have begun working on an occupancy plan to ensure that the 27 units, including the five modified for accessibility, are most effectively allocated once they become available. The intention is to work with community partners to identify opportunities for tenancies which meet different local needs. Additionally, social services staff have a working group which ensures appropriate communication is distributed at key moments in the project.

Supply chain pressures and increased prices have caused concerns regarding the potential for cost escalations when procuring construction materials for the project. Currently, the project remains within budget, and staff are working with the architect and general contractor to minimize the potential for cost escalations. Recently, Nith Valley Construction Ltd. reached out to ask their subcontractors to come forward with any escalations in costs since the tender was awarded. The response was limited as to who had cost escalations, and also that the trades strike was not going to affect the timeline for the project. Staff will continue to take proactive measures on potential cost escalations and if we become aware of cost increases that are unforeseen and exceed the approved budget, staff will advise Council accordingly.

Financial Implications:

Financial impact to current year operating budget:

It is anticipated that there will not be an impact to the current year operating budget.

Financial impact on future year operating budget:

The operational budget for this project remains as projected.

Impact on Asset Management Plan:

As previously reported, this building will become part of the City's asset registry and financial planning for capital needs through its useful life and ultimate replacement will form part of the long-term funding strategy through transfers to building reserves.

Alignment with Strategic Priorities:

Mobility, Accessibility and Design Excellence

The building will have five accessible units.

Alignment with One Planet Principles:

Health and Happiness

The community room and community garden with this project are intended to foster community and provide an opportunity for residents to engage with each other and with community partners.

Local and Sustainable Food

Residents will have the opportunity to grow their own food in the community garden.

Staff Recommendation: THAT the report titled, "200 Britannia Street Affordable Housing Project Update" (SOC22-010), be received for information.

Prepared by:

Jeff Wilson, Manager of Housing
Kim McElroy, Director of Social Services

Recommended by:

Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: July 12, 2022
To: Social Services Sub-committee
From: Shannon Archer, Business and Integration Manager and Kim McElroy,
 Director of Social Services
Report #: SOC22-011
Attachments: None

Title: Homemakers and Nurses Services Contract Renewal 2022-24

Objective: To consider granting approval for the Director of Social Services to renew the agreement with One Care Home and Community Support Services, in which they will administer Homemakers and Nurses Services for eligible individuals who require aid.

Background: Community Care Access Centre (CCAC) agencies across the Province conducted a restructuring in 2007 and as such have withdrawn their direct involvement in homemaking services, concentrating solely on nursing and personal care. As such, the Consolidated Municipal Service Manager (CMSM) entered into a direct service contract in 2007 with Town and County Support Services (now known as One Care Home and Community Support Services). The current contract terminated on May 31, 2022, and staff are recommending renewal for an additional two-year period. Although there are no monies paid to administer this program by the Province, the CMSM feels that this partnership and the services provided to those in need is important and addresses a gap within the community.

One Care employees provide in home cleaning supports to those that qualify both medically and financially. These supports will allow clients to live independently in their own home and will assist in learning basic skills to offer further independence. Co-ordination of services will assist in preventing evictions and provide a stable environment that is safe for both clients and support staff.

Analysis: The following table outlines the spending and usage data for the last three years:

Year	Expenditures	Hours of Service	Senior Clients Served	Non-Senior Clients Served
2019	\$48,272	1,596.00	18	18
2020	\$42,472	1,404.50	17	16
2021	\$39,651	1,311.00	20	13

The Ministry of Health and Long-Term Care confirms that subsidy continues to be available for our office and will fund this service at 80%. All administrative costs are absorbed within the Ontario Works budget.

Financial Implications:

Financial impact to current year operating budget:

The City of Stratford 2022-23 Homemakers and Nurses Services expenditure target, as set by the Ministry of Health is \$52,449 of which \$41,959 are provincial dollars and \$10,490 is the municipal contribution, which is cost-shared between the City of Stratford, Perth County and St. Marys.

Financial impact on future year operating budget:

The Homemakers and Nurses Services is an ongoing program which is funded 80% by the Ministry of Health and 20% by the three municipalities.

Alignment with Strategic Priorities:

Strengthening our Plans, Strategies and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage and more. Communicating clearly with the public around our plans and activities.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Supports offered through this program will add to the stability and safety of client housing which will in turn promote health and wellbeing.

Staff Recommendation: THAT the Director of Social Services be authorized to renew the Agreement with One Care Home and Community Support Services, for Homemakers and Nurses Services for the period from June 1, 2022, to May 31, 2024.

Prepared by:

Shannon Archer, Business and Integration Manager

Recommended by:

Kim McElroy, Director of Social Services

Joan Thomson, Chief Administrative Officer