



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

Date: Wednesday, March 22, 2023
Time: 4:30 P.M.
Location: Council Chamber, City Hall
Sub-committee Present: Councillor Henderson - Chair Presiding, Councillor Briscoe - Vice Chair, Councillor Biehn, Councillor Nijjar, Councillor Wordofa
Staff Present: Kim McElroy - Director of Social Services, Alex Burgess - Manager of Ontario Works, Jodi Akins - Council Clerk Secretary, Shannon Archer - Business and Integration Manager

To watch the Sub-committee meeting live, please click the following link:

<https://video.isilive.ca/stratford/live.html>

A video recording of the meeting will also be available through a link on the City's website

<https://calendar.stratford.ca/meetings> following the meeting.

Pages

1. Call to Order

The Chair to call the Meeting to Order.

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 Business and Integration Manager

4.1 2023-24 Planned Funding Allocations for Provincially Delivered Housing and Homelessness Prevention Programs (SOC23-010)

4 - 6

Motion by

Staff Recommendation: THAT the report titled, "2023-24 Planned Funding Allocations for Provincially Delivered Housing and Homelessness Prevention Programs" (SOC23-010), be received for information.

5. Report of the Manager of Ontario Works

5.1 Family Services Perth Huron Agreement (SOC23-011)

7 - 10

Motion by

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an agreement with Family Services Perth-Huron to deliver the counselling and support services program as detailed in the agreement for 2023;

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the agreement with Family Services Perth-Huron on behalf of the municipal Corporation;

AND THAT City Council delegates its signing authority to the Director of Social Services or the Chief Administrative Officer to execute future renewal agreements with Family Services Perth-Huron until 2028, subject to satisfactory contract performance or any amendments to funding identified by the City.

5.2 Service System Manager Bi-Monthly Update to Council (SOC23-012)

11 - 14

Motion by

Staff Recommendation: THAT the report titled, "February 2023 Service System Manager Bi-Monthly Update to Council" (SOC23-012), be received for information.

6. Next Sub-committee Meeting

The next Social Services Sub-committee meeting is April 12, 2023, at 4:30 p.m. in the Council Chamber, City Hall.

7. Adjournment

Meeting Start Time:

Meeting End Time:

Motion by

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



MANAGEMENT REPORT

Date: March 22, 2023
To: Social Services Sub-committee
From: Shannon Archer, Business and Integration Manager
 Kehlar Hillyer, Housing Policy and Program Coordinator
 Kim McElroy, Director of Social Services
Report #: SOC23-010
Attachments: None

Title: 2023-24 Planned Funding Allocations for Provincially Delivered Housing and Homelessness Prevention Programs

Objective: To provide an update on the community housing and homelessness prevention program allocations received from the Ministry of Municipal Affairs and Housing (MMAH).

Background: On February 3, 2023, the City of Stratford, as the Consolidated Municipal Service Manager (CMSM) for the City of Stratford, Town of St. Marys and County of Perth, was notified of the planning funding allocations for the period of April 1, 2023, through March 31, 2024, for the Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), Canada-Ontario Housing Benefit (COHB) and Homelessness Prevention Program (HPP) initiatives.

The City of Stratford's planning allocation for the 2023-24 fiscal year, with comparison to the actual funding for the 2022-23 fiscal year is shown in the table below.

| Fiscal Year | COCHI | OPHI | COHB | HPP | Total |
|----------------|-----------|-----------|-----------|-------------|-------------|
| 2023-24 | \$597,400 | \$359,000 | \$150,700 | \$3,027,300 | \$4,134,400 |
| 2022-23 | \$540,003 | \$356,100 | \$196,600 | \$3,027,300 | \$4,120,003 |

Analysis:

Canada-Ontario Community Housing Initiative (COCHI)

To support Ontario's Community Housing Renewal Strategy, COCHI was launched in the 2019-20 fiscal year. COCHI funding is provided under the National Housing Strategy and represents a reinvestment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement. It provides an opportunity for Service Managers and housing providers to address the challenges associated with social housing projects reaching the end of their operating agreements and/or mortgage maturity and provided flexible funding for social housing affordability support, repair and/or new supply.

Ontario Priorities Housing Initiative (OPHI)

In addition to COCHI, the Ministry also launched OPHI under the *Community Housing Renewal Strategy* for the fiscal term of 2019-20. OPHI provides significant flexibility to address local priorities in the areas of housing supply and affordability, including new affordable rental construction, community housing repair, rental assistance, tenant supports and affordable homeownership.

Canada-Ontario Housing Benefit (COHB)

COHB is a joint federal/provincial housing allowance program under the National Housing Strategy launched in April 2020.

The purpose of COHB is to increase the affordability of rental housing by providing an income-tested, portable, housing benefit payment directly to eligible households in housing need that are on, or are eligible to be on, a social housing waiting list. The benefit is also available to households residing in community housing who are demonstrating need.

Homelessness Prevention Program (HPP)

April 1, 2022, HPP was launched as a provincially funded program that supports Ontario's 47 municipal Service Managers to provide affordable housing and support services for people at risk of experiencing homelessness. The objective of the program is to support Service Managers with preventing, addressing, and reducing homelessness which includes chronic homelessness.

It combines three previous programs and is intended to be streamlined and flexible so that Service Managers can target where community need is greatest and can be most impactful.

Financial Implications:

Financial impact to current year operating budget:

The current planning allocations have been reflected in the 2023 proposed Operating Budget and are captured in the following areas:

- Homelessness – both administration and initiatives
- Housing – both administration and affordable housing

Therefore, there are no anticipated variances expected from the draft budget as presented.

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.

Developing our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment. We are shifting resources and service provisions from managing to ending homelessness with a focus on chronic homelessness.

Widening our Economic Opportunities

Strengthening Stratford's economy by creating safe, suitable housing for residents of Stratford. Once suitable housing is secured, residents will have the freedom to reintegrate as part of the economy supporting a variety of industries.

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.

Staff Recommendation: THAT the report titled, "2023-24 Planned Funding Allocations for Provincially Delivered Housing and Homelessness Prevention Programs" (SOC23-010), be received for information.

Prepared by:

Kehlar Hillyer, Policy & Program Coordinator
Shannon Archer, Business Integration Manager

Recommended by:

Kim McElroy, Director of Social Services
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: March 22, 2023
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
 Kim McElroy, Director of Social Services
Report #: SOC23-011
Attachments: None

Title: Family Services Perth Huron Agreement

Objective: To consider approval for The Corporation of the City of Stratford to enter into an agreement with Family Services Perth Huron, to deliver a counselling and mental health supports program to participants involved with the Social Services Department, as noted in the agreement and to request delegated authority for the Director of Social Services or Chief Administrative Officer to execute future renewal agreements with Family Services Perth-Huron until 2028.

Background: The City of Stratford has been in contract with Family Services Perth-Huron over the past several years, most recently in a contract that ended on December 31, 2022.

Family Services Perth-Huron (FSPH) was established in 1971, in Stratford, Ontario, as a private, non-profit, community-based registered charity. FSPH is dedicated to supporting, strengthening, and enriching the lives of individuals, couples and families through individualized counselling, support services, advocacy, and education to meet the needs of the community. They work closely with other services within the community on our client's behalf to create a plan best suited to their situation. They also offer referrals to community services and work with clients in a confidential and accessible setting.

Social Services staff presently make direct referrals to FSPH, and clients complete the intake process with that agency either over the phone or in person. FSPH presently reserves appointment slots for Social Services clients, and works with them on an ongoing basis while they are accessing services through our office. Using clinical social work, psychotherapy and supportive counselling, a broad range of services and supports are provided for participants to overcome mental health crises and personal challenges, increase life stabilization and employability, and ultimately support with greater life satisfaction for Social Services clients.

Analysis: The Social Services Department strives to ensure that any barriers participants face, whether that be housing instability, mental health crises, inter-personal challenges, or community engagement, be addressed in a supportive and sustainable manner. For that reason, the contract with FSPH has been instrumental in supporting clients who are willing to access services through their agency and has provided a tool for staff to utilize to support clients moving towards greater life stabilization. One cannot address employment barriers without further addressing barriers to employment such as housing stability, mental health and community engagement. FSPH utilizes only regulated clinicians, experienced in delivering services and interventions through a trauma and domestic violence informed lens, who are in good standing and a licensed member of the appropriate regulatory body, such as the Registered College of Social Workers and Social Service Workers and the College of Psychotherapists.

The agreement reflects a wide scope of services that are offered to support life stabilization, employability, increased community engagement and addresses many barriers to mental health wellness that clients face. FSPH has agreed to deliver the counselling and support services to Social Services participants to assist with life stabilization and enhance community engagement. The goal of the counselling program provided by FSPH is to assist eligible participants in pursuing employment goals, seeking and maintaining life stabilization, reducing isolation, securing and maintaining stable housing, focusing on overall life stability and employability and engaging in the community in healthy ways. This is done through clinical and broad-based social work interventions utilizing such modalities as Cognitive Behavioural Therapy (CBT), Dialectical Behavioural Therapy (DBT), Satir Systems, Internal Family systems and other trauma informed modalities.

Participants are supported through a variety of FSPH strength-based offerings designed for prevention and intervention. These include individual or couples counselling, group psychotherapy, intake support including social service clinics, individualized service plans, and psycho-educational support groups geared and designed to the needs of the Participant. Services will be offered through both virtual and in-person delivery methods. Key deliverables have been defined within the agreement and will be reported on both monthly and annually. The target for the 2023 contract is 100 participants served over 800 hours of service, completed during the calendar year.

In 2022, FSPH supported 96 participants with over 796 hours of service. The primary issues most addressed by FSPH in 2022, often trauma related and intersectional with other mental health challenges, were challenges with homelessness or a risk of homelessness, overall life stress and instability, addictions, and personal relationship struggles.

As FSPH is uniquely positioned as the only agency in the catchment area capable of providing these services, the City's Procurement Policy, section 37 permits sole-source approvals and is appropriate for the contract renewal.

The agreement with FSPH and corresponding program delivery is provided through the Ontario Works Employment Supports portfolio, and is 100% funded by the Ministry of Children, Community and Social Services. The funding requested has increased to \$95,000 per year for services rendered, and corresponds with a significant increase to the number of appointments being offered. There is an availability of an additional \$20,000 for enhanced services, at the discretion of the Director of Social Services for unique and emergency situations requiring clinical interventions.

Financial Implications:

Financial impact to current year operating budget:

The program expenses and the 100% funding are administered by the Ontario Works division, Employment Supports. The cost of the program is \$95,000 with an additional \$20,000 to be made available for emergency and enhanced services requiring clinical intervention, at the discretion of the Director of Social Services.

Financial impact on future year operating budget:

As this program is 100% Provincially funded through the Ontario Works division, there is no anticipated impact on future year operating budgets. The contract is subject to the City's budget approval and the Provincial funding, on an annual basis.

Legal Considerations:

The agreement being utilized, and contract language was reviewed by the City's Solicitor in 2021. The only updates to the agreement pertain to enhanced service levels, the funding amount, and the key deliverables.

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.

Staff Recommendation: THAT The Corporation of the City of Stratford enter into an agreement with Family Services Perth-Huron to deliver the counselling and support services program as detailed in the agreement for 2023;

THAT the Mayor and Clerk, or their respective delegates, be authorized to execute the agreement with Family Services Perth-Huron on behalf of the municipal Corporation;

AND THAT City Council delegates its signing authority to the Director of Social Services or the Chief Administrative Officer to execute future renewal agreements with Family Services Perth-Huron until 2028, subject to satisfactory contract performance or any amendments to funding identified by the City.

| | |
|------------------------|--|
| Prepared by: | Alex Burgess, Manager of Ontario Works |
| Recommended by: | Kim McElroy, Director of Social Services |
| | Joan Thomson, Chief Administrative Officer |



MANAGEMENT REPORT

Date: March 22, 2023
To: Social Services Sub-committee
From: Alex Burgess, Manager of Ontario Works
 Kim McElroy, Director of Social Services
Report #: SOC23-012
Attachments: Consortium Member Council Information Report – February, 2023

Title: Service System Manager Bi-Monthly Update to Council

Objective: To provide an update from the Stratford-Bruce Peninsula Service System Manager on the activities of the Consortium.

Background: Counties of Bruce (lead), Grey, Huron, and the City of Stratford were selected as the Employment Service System Manager (SSM) for the Stratford – Bruce Peninsula Economic Region by the Ministry of Labour, Immigration, Training and Skill Development (MLITSD) as part of Ontario’s Employment Services Transformation in the Spring of 2022. The SSM is to build and implement a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in the catchment area.

The City of Stratford currently has representation on all committees identified in the governance structure and is an active participant in helping to reshape the employment services landscape as a member of the SSM. Locally, the Ontario Works Division continues to prepare for the transformation go-live date of April 1, 2023, whereby Ontario Works employment supports will be uploaded to the SSM.

Analysis: The attached update titled the “Consortium Member Council Information Report” details the activities being undertaken as of February 2023 and the work that has been done by the Consortium to date. The last update, provided in Report SOC23-006 highlighted the work being undertaken as of November, 2022 as well as budgetary impacts as a result of the Employment Services Transformation.

This February update provides a snapshot of the work currently being undertaken by the SSM to effect positive and long-lasting systemic changes to the employment services in the Stratford-Bruce Peninsula economic region.

Financial Implications:

Financial impact to current year operating budget:

As detailed in report SOC23-006, all impacts on the local budget have been detailed in the 2023 budget package.

Financial impact on future year operating budget:

As detailed in report SOC23-006, there is a further reduction in the Ontario Works budget for 2024 due to the transfer of Employment Supports funding to the Ministry of Labour, Immigration, Training and Skills Development (MLITSD).

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.

Staff Recommendation: THAT the report titled, "February 2023 Service System Manager Bi-Monthly Update to Council" (SOC23-012), be received for information.

Prepared by:

Recommended by:

Alex Burgess, Manager of Ontario Works

Kim McElroy, Director of Social Services

Joan Thomson, Chief Administrative Officer

Background:

Counties of Bruce (lead), Grey, Huron, and the City of Stratford were selected as the Employment Service System Manager (SSM) for the Stratford – Bruce Peninsula Economic Region by the Ministry of Labour, Immigration, Training and Skill Development (MLITSD) as part of Ontario's Employment Services Transformation in the Spring of 2022. The SSM is to build and implement a locally responsive employment services system that effectively meets the needs of a diverse range of job seekers and employers in the catchment area.

The SSM provided an update on the activities of the SSM in December 2022 (included as an attachment to this report). This report provides a brief information update on the activities of the SSM since December 2022.

Information Update:

The SSM has been actively engaged in planning work to transition to the Integrated Employment Service Delivery (IESD) phase on April 1, 2023. The following key components of work have been undertaken over the past two months:

- **Completion of the Transition Phase Outcomes Report:** This report is a key reporting requirement to MLITSD that outlines the design of the employment services system in the catchment area and is essential to gain approval from the Ministry for the implementation of the new system. The Ministry has accepted the SSM's report, and the SSM received a \$100,000 performance-based funding payment for successful completion of this stage of work.
- **Performance Assessment of Service Providers:** The SSM provided each service provider with an overall performance and risk assessment for their organization and outlined areas for continuous improvement. The SSM met with each service provider to discuss and refine the findings, and to provide notional funding and target allocations for the 2023/24 year.
- **Expression of Interest:** The SSM conducted an expression of interest process with current service providers to determine which providers wished to continue their engagement with SSM for the 2023/24 year. Through this process, seven of eight providers have confirmed their desire to continue as employment service providers for 2023/24.



Consortium Member Council Information Report

- **Request for Proposals:** The SSM launched a request for proposals process to onboard new service providers for the 2023/24 funding year. These providers will specialize in services to Indigenous persons, Francophone individuals, and other priority populations. This approach will increase the ability of the service provider network to serve the unique needs of individuals in our community.
- **Continued Co-Design:** The SSM has continued to engage with key stakeholders to co-design the system that will be implemented on April 1, 2023. This has included developing an integrated case management protocol with Social Assistance, and capacity building for the system through training and development.

Over the course of Winter 2023, the SSM will continue to co-design the detailed implementation approach with our stakeholders. To date, there has been strong engagement and support of the plan from our community stakeholders and service provider network.

