THE REGIONAL MUNICIPALITY OF YORK

REPORT NO. 4
OF THE REGIONAL
COMMUNITY SERVICES AND HOUSING COMMITTEE
MEETING HELD ON APRIL 10, 2002

For Consideration by
The Council of The Regional Municipality of York
on April 18, 2002

Chair: Mayor T. Taylor

Members: Regional Councillor T. Wong, Vice-Chair
Regional Councillor J. Frustaglio
Regional Chair B. Fisch, ex officio

Staff Present: P. Carlyle, S. Cartwright, D. Norton, S. Patterson, D. Rennie (for M. Dawson), J. Simmons, D. Turcotte, J. Vanderburgh, A. Wells and J. Williams

The Community Services and Housing Committee began its meeting at 2.14 p.m. on April 10, 2002.

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COMMUNITY FUND STRATEGY AND PROCESS

The Community Services and Housing Committee recommends the adoption of the recommendations contained in the following report, March 22, 2002, from the Commissioner of Community Services and Housing:
1. **RECOMMENDATIONS**
   It is recommended that:
   1. Regional Council approve the Community Fund Strategy and Process to be effective for the 2003 Business Planning cycle.
   2. The Commissioner of Community Services and Housing report to Regional Council on an annual basis the details of Community Fund service contracts including purpose of the service contracts, service provider names, locations and amounts paid to the provider.

2. **PURPOSE**
   This report seeks the approval of Committee and Council to implement a community funding strategy that will plan, manage, and fund the purchase of community-based services, and will establish accountability criteria and practices.

3. **BACKGROUND**
   The Community Services and Housing Department now manages a number of Provincial and Federal funding initiatives that provide services for residents of York Region. These funds include the National Child Benefit, the Ontario Works Performance Bonus, and Homelessness Initiatives. These and other funding initiatives continue to add new community development responsibilities to the Department’s mandate.

   The Department is recommending a community funding strategy to fairly, equitably, and transparently distribute and manage these programs and funds in the community. The funding strategy is guided by the Human Services Strategy recommendations, which promote necessary, timely funding for human services and support for community capacity building. Also, the strategy is a mechanism that supports the Vision 2026 principles and goals. Vision 2026 states that the Region, working with its partners will respond to people’s needs focusing on investment in a broad range of human services, whether it affects the vulnerable, seniors or youth, or targets certain needs such as employment supports and affordable housing.

   The Community Fund Strategy establishes a framework within which the Department will manage its expanding role within the community. The strategy establishes processes and mechanisms to respond to community needs, set standards for purchasing services, and acquires services within the context of the Region’s Purchasing By-law and related policies.

   Two companion documents to this strategy, the Community Funding Policy, and the Community Funding Manual, are being developed for staff to provide direction and detailed administrative practices.
4. ANALYSIS AND OPTIONS

4.1 Current Initiatives

The Department currently manages a number of community funding initiatives. These initiatives represent approximately $4,000,000 gross funding and $530,000 net funding in the 2002 budget year. Attachment 1 highlights the various programs approved under the Community Funding Initiative and provides the total approved budget dollars for the year 2001.

4.1.1 National Child Benefit (NCB)

The National Child Benefit (NCB) was announced in the 1997 Federal budget to help prevent and reduce child poverty and to promote attachment to the workforce.

4.1.2 Ontario Works Placement Targets Bonus

Since 1999/2000, additional funding in the form of a “bonus” has been available to Ontario Works delivery agents who exceed provincially established placement targets. This funding will continue for 2002 but cease after that time. Funding is to be re-invested in local priorities that address such things as child poverty, employment etc.

4.1.3 Regional Funding

In 2000, Regional Council approved purchase-of-service funding to match Provincial Homelessness Initiative Fund (PHIF), counselling centres, a volunteer and information centre feasibility study, development of a youth strategy, YorkLink, and community development activities related to homelessness and social isolation.

4.1.4 Redirection of Emergency Hostel Funding Initiative

This initiative allows municipalities to redirect a portion of the funding they receive for emergency hostel services to preventive programs designed to help people stay in housing and out of emergency hostels, and to help people find and keep housing.

4.1.5 Off the Street, Into Shelter (OSIS) Fund

The Provincial Off the Street, Into Shelter Fund, is available to municipalities to help people get off the street and into shelter. The fund is available year-round to fund street patrols to locate and encourage street people to come into a shelter in severe weather conditions.

4.1.6 Provincial Homelessness Initiatives Fund (PHIF)

PHIF is available to municipalities to fund innovative projects that provide direct services to homeless people or those at risk of homelessness. Administered by York Region on behalf of the Province, projects are to help get people off the street, help people to get out of emergency hostels and into permanent housing, and help people at risk of losing permanent housing.
4.1.7 Supporting Community Partnerships Initiative (SCPI)

In 1999, the Federal government announced a three-year investment strategy to reduce and prevent homelessness across Canada. The Supporting Communities Partnership Initiative (SCPI) recognizes that no single level of government or sector of our society can solve homelessness and it encourages new partnerships to be formed with all levels of government, as well as private and volunteer sectors.

4.2 Fund Strategy

4.2.1 Budget and Business Plan

Community Funding will be integrated into the Department’s annual Business Plan and Budget cycle. New funding initiatives that arise outside of the Business Plan and Budget timeframe will be managed through separate reports to Committee and Regional Council.

4.2.2 Funding Envelopes

Annually the Community Services and Housing Department will identify program directions and funding amounts for Community Funding and will establish two funding envelopes within the Business Plan and Budget.

The two funding envelopes are:

1. Department Initiatives
   Programs and services, both directly delivered and purchase of service, that are identified by the Department to:
   - Enhance services and programs already in place.
   - Increase service levels.
   - Introduce new services and programs.
   - Address emergency service situations.

2. Community Initiatives
   Annually, the Department will manage a Request for Proposals (RFP) process to solicit community projects. Proposals will address community-identified needs including services or programs that arise as a result of community planning processes.

4.3 Community Initiatives Process

Annually, the Policy and Program Support Division will manage the Community Initiative component. Based on program directions, priorities and the dollars available for Community Initiative funding, the Department will invite project proposals from the community through a Request For Proposal (RFP) process.

Purchase of Service agreements will then be undertaken with those service providers selected through the RFP process and in accordance with the Region’s Purchasing By-law.
Proposals must:
- Be innovative and demonstrate an integrated service delivery model.
- Reflect clear indication of need and clearly define anticipated results.
- Describe well-planned activities to achieve anticipated results.
- Build on existing community strengths and networks.
- Increase community participation and enhance citizens’ capacity to participate in their community.
- Eliminate barriers and promote integration.

Proposals submitted by organizations, as part of the Community Initiative process must meet the criteria noted below and the Region’s RFP and Purchasing By-law standards.

### 4.4 Criteria

#### 4.4.1 Eligibility Criteria
Services purchased under the Community Fund Strategy must support:
- York Region mandates, vision, and by-laws.
- Community Services and Housing Department’s strategic directions, priorities and services.
- Provincial and Federal principles, objectives, and requirements that may accompany the funding.

#### 4.4.2 General Criteria
To be considered for and receive funds, agencies and organizations must meet the following general criteria:
- York residents must realize a benefit.
- Be incorporated as a non-profit organization or a registered as a charity for the purposes of the *Income Tax Act (Canada).*
- Be governed by a volunteer board of directors representative of the community it serves, democratically elected, active, with a minimum of 3 members not related by blood or marriage.
- Services must not duplicate existing services unless it can be demonstrated that such duplication is warranted and appropriate.
- Normally be located within the boundaries of York Region, and provide services to residents of York Region.
- Demonstrate effective use of community volunteers or community connection.
- Comply with the *Ontario Human Rights Code* in hiring practices and in the provision of all services.
- Recognize the multicultural community of York Region and respect the diversity of needs.
- Have established and documented financial management systems in place and provide annual audited statements or management representation reports.
• Demonstrate the need for the service, particularly as it relates to the Community Services and Investment strategic directions and priorities.
• Demonstrate a financial need while, at the same time, demonstrate a balanced and responsible approach to annual budgeting.
• Have an ongoing internal evaluation process in place that seeks out and uses consumer feedback.
• Have the appropriate and necessary liability insurance coverage for all aspects of the organization.
• Acknowledge York Region as a funder through such things as use of the York Region logo on agency materials.

Proposals, unless otherwise exempted, will not be considered for the following:
• Purchase of property.
• Religious or political activities or proselytizing.
• Organizations where the service component is conditional upon participation in the religious activities of the organization.
• Organizations which have political affiliations.
• Debt retirement, depreciation or deficit funding.
• Programs where the federal and/or provincial government have the primary responsibility, including, but not limited to, hospital based health programs, medical research, education, settlement and English language programs.
• Programs more appropriate for consideration under other York Region policies and programs, e.g. Arts and Culture Tourism Grant Program.
• Projects at the national or provincial level unless a York Region based branch exists and a direct local benefit can be demonstrated.
• Agencies or organizations acting in the capacity of a funding body, fundraising drives or events.
• Agencies or organizations that duplicate service in the same geographical area.
• Proposals made exclusively by government.

4.4.3 Specific Criteria
In addition to the general criteria noted above, additional criteria will be developed, where appropriate, specific to a particular initiative.

The development of specific criteria will utilize:
• Criteria suggested, recommended or required by a funding source.
• Criteria required to address targeting existing agencies, services, and geographic area.
• Other requirements as deemed appropriate to the initiative, e.g. service integration, barrier elimination, capacity building and innovative partnerships.

Community Funding will not normally be used to fund 100% of a program/service budget.
At the Commissioner’s discretion, criteria may be waived.

### 4.5 Targeting

There may be instances where targeting specific demographic, social or community characteristic (e.g. geographic, age, ethnic) for Community funding would best meet a service need. The process supporting targeted acquisitions shall be fair, open and transparent.

Examples where targeted service acquisition may be considered subject to human rights legislation include:

- Demographic change and trends that necessitate targeting, (e.g. a specific geographic area, age group, sector, target group).
- Population growth.
- An existing agency or service provider where a business case supports single-sourcing (e.g. for administrative efficiency and cost effectiveness, an existing agency is selected).
- Funding source requirements (e.g. criteria set by the funding source requires targeted investment).
- Service equalization.
- Service access.

In instances where the targeted services are an option, a business case, including the rationale for the targeted approach, will be developed and approved by the Commissioner. Where single sourcing is considered, (i.e. targeting a specific service provider where other service providers can provide the same service), the business case must specifically address the rationale for and implications of single sourcing.

### 4.6 Approvals

#### 4.6.1 Multi-Year Funding Approvals

Some of the Community Funds are time-limited. In these cases, the Department makes it clear to the service provider that funding does not continue past a designated time, and sustainability becomes a criterion for proposal evaluation.

Where funds are ongoing, multi-year funding approval for a service provider may be appropriate to address service need, service system management stability or administrative efficiencies. All multi-year service contracts will be reviewed and re-approved annually.

#### 4.6.2 Emergency Funding Approvals

In exceptional circumstances, the Commissioner of Community Services and Housing may approve emergency financial assistance of up to $50,000 where the absence of such funding would seriously threaten the agency’s or program’s survival. Emergency funding will only be considered for established agencies/organizations, generally in good standing, which may require short-term assistance for unforeseen circumstances or require bridge funding, until
viable solutions are put in place. All Emergency Funding provided will be included in Department’s Annual Report on Community Funding.

4.7 Annual Report

The Community Services and Housing Department is accountable to Regional Council for the prudent use of resources that support and enable Community Funding.

The Department will submit, annually, a Community Funding Report to Committee and Council. The Annual Report will contain information such as number of agencies funded, budgeted and actual funds expensed volume and types of services purchased, unit costs, emergency funding particulars. The report will also address (as appropriate) performance measures, innovations, service integration, access and partnerships, community involvement and input, and volunteerism.

5. FINANCIAL IMPLICATIONS

The Community Fund Strategy has no net impact on the amount of funding in the 2002 Budget Estimate. The process followed for 2001 is on-going for the 2002 budget year and will be reported to Committee and Council as appropriate (e.g. recent Council report for approval of Federal Supporting Communities Initiative Funding (SCPI)).

Although there are inherent costs for administering the funds, which come from other sources such as the Provincial and Federal governments, and routinely staff attempt to negotiate a percentage of the fund dollars to be used to cover costs of administration. Most funders will only allow 5 to 10% administration costs, which do not always cover the true cost. As the full administrative cost is often not realized, the balance of this cost is augmented with an “in-kind” contribution by the Region. The benefits to the community of bringing these much needed service dollars into York Region are however, far reaching and long term.

The strategy recommends sound accountability practices to disburse funds within the Community through a transparent, equitable process. The strategy and process can be managed within the current approved staffing levels for the Department.

6. LOCAL MUNICIPAL IMPACT

The Community Fund Strategy offers a fair, equitable and transparent process to approve and disburse these funds among agencies within our municipalities.

7. CONCLUSION

The Community Services and Housing Department has developed a strategy to manage community funding responsibilities that have arisen primarily from new provincial and federal funding initiatives.
Its implementation will ensure fair, equitable, and transparent processes and practices for the approval and distribution of programs and funding to York Region’s communities.

This report has been reviewed by the Senior Management Group.

(A copy of the attachment referred to in the foregoing has been forwarded to each Member of Council with the April 10, 2002 Community Services and Housing Committee agenda and a copy thereof is on file in the Office of the Regional Clerk.)

2
SOCIAL ASSISTANCE DIVISION - SERVICE DELIVERY MODEL (SDM)
RELEASE TWO IMPLEMENTATION

The Community Services and Housing Committee recommends the adoption of the recommendations contained in the following report March 22, 2002, from the Commissioner of Community Services and Housing:

1. RECOMMENDATIONS
   It is recommended that:
   1. This report be received for information.
   2. Regional Council request the Ministry of Community and Social Services to enhance the Service Delivery Model Technology to meet the identified needs of Consolidated Municipal Service Managers (CMSM's) at no additional cost to the CMSM's and within this fiscal year.

2. PURPOSE
   This report provides an update on the implementation of the second phase of the provincially mandated changes to the delivery of Social Assistance in York Region.

3. BACKGROUND
   In January 2000, the Provincial government introduced significant changes to the way Social Assistance is delivered in Ontario. These changes were implemented in a two-phase approach.

   The first phase was the installation of a new telephone service called an ‘Interactive Voice Response’ (IVR) system and the implementation of a new intake process for our participants (clients). First phase implementation began in April 2000 and was successfully completed in January 2001.
The second phase replaced seven existing computer technologies with an integrated, web-based province-wide computer system featuring system-generated communication and real-time interaction with province-wide databases. Second phase implementation preparation began in January 2001 and was successfully implemented on January 7, 2002.

4. **ANALYSIS AND OPTIONS**

On January 7, 2002, phase two of the Service Delivery Model Technology (SDMT) was successfully implemented in York Region. SDMT provides a standardized database that extends across Ontario to Ontario Works (OW) and Ontario Disability Support Program (ODSP) social assistance delivery sites. The database has over 7,700 users and helps to manage approximately 425,000 active social assistance cases.

York Region’s SDMT “Go-Live” of phase two was the result of over a year of preparation by the Community Services and Housing Department, Social Assistance Division. Readiness activities included extensive business planning, training, data conversion and validation, and issue resolution. The implementation of SDMT was a major change management initiative, and was achieved with minimal disruption to clients and staff while maintaining our commitment to provide high quality customer service.

4.1 **Pre-Implementation Accomplishments**

4.1.1 **Business Planning**

The change from existing technologies to SDMT required a review of the impacts of these changes and resulted in the development of many new local business processes. This business planning was conducted over five months by approximately 50 staff experts from key functional areas to determine impacts and changes to business processes. Staff trained in advance provided pre-and post-implementation support.

4.1.2 **Training**

SDMT training was conducted for approximately 170 staff, including all Social Assistance Division employees, and impacted staff from the Business Services and Housing and Residential Services Divisions. Training included over 75 hours of computer-based and instructor-led learning and additional training on local business processes.

4.1.3 **Data Conversion**

The basic financial information of more than 4,000 social assistance cases was automatically converted to SDMT from previous technology. The conversion was successful, without a single case rejecting, due to effective data clean-up completed by staff. Data validation also contributed to the successful data conversion, with a review of five percent of the Region’s total caseload immediately before implementation.
4.1.4 Communication
SDM Orientation sessions were attended by all affected staff, providing the hands-on opportunity to use a SDM demo and introducing computer-based training methods. Implementation planning sessions were conducted with the Management Team. Newsletters, SDM Countdown Flyers, presentations on key SDM areas, staff memos, cheque inserts, posters in reception areas and letters to stakeholders were part of a comprehensive communication plan.

4.1.5 Issues Management
Each local office had a Solutions Room, which was connected to a central York Region Solutions Room. The regional Solutions Room remained operational until the end of January, staffed with lead Supervisors, SDMT-experienced employees from other regions, and provincial project staff. Staff and trainers who received advanced training provided direct desk side support to staff.

4.1.6 Technology Changes
SDMT integrates seven technologies into one single system, shifting from local server applications to a web-based system with real-time access to information. Local Systems Support staff skills were updated to meet the support and technical requirements of SDMT.

Upgrades were completed to the York Region Go-Net connection to increase data communication speed and meet increased volume demands of information to and from the provincial central server and local offices. 100 percent compliance was achieved with provincial requirements regarding the new security infrastructure and all required staff were successfully registered for security certificates in the new system.

4.2 Essential Post Implementation Activities

4.2.1 Address Issues and Concerns
Considerable time continues to be dedicated to dealing with issues resulting from SDMT due to both the learning curve of staff and the functional limitations/system performance problems of SDMT. System limitations and performance issues have had a significant impact on day to day activities and require local intervention to ensure the continuance of customer service. Though we continue to resolve issues locally, issues needing escalation to the provincial level are hampered by a cumbersome provincial issue escalation process.

Highlights of the major issues identified include:
- The inability to reconcile SDMT system generated financial reports with actual dollars spent.
- A lack of key statistical information. There are no accurate SDMT caseload reports to manage day to day operations or provide reporting to Regional Council. Information we receive for Regional databases requires extensive local customization to gain the functionality of the previous system.
The need for a number of manual processes and workarounds to accommodate a lack of SDMT functionality due to the system not working as designed (i.e. payments for clients in emergency hostels; one-time emergency issuances to non Ontario Works clients, financial reconciliation of payments). Areas where functionality existed in the previous technology, is not available in SDMT (i.e. Family Responsibility Office payments, lack of program history information, transition homes payments).

A lack of a cross municipal infrastructure has resulted in inconsistent and non-standardized business practices across the province (i.e. case documentation, safety flags, emergency hostels, issuance of system generated letters). York Region has developed local business processes to ensure customer service standards are met locally.

CMSMs are now required to provide the technology training previously done by the Province, but there is no additional funding for computers or the training.

System deficiencies are impacting on our financial and reporting accountability. Although client service remains at a high level there have been no efficiency savings identified to date.

4.2.2 Business Processes
As a result of the implementation of SDMT, local business processes developed prior to implementation need to be changed with new SDMT releases.

While we have been successful at implementing the new technology in York Region, there remains a lack of provincial protocols to address cross municipal issues. The result has been the development of different non-standard protocols across the province and numerous workarounds to compensate for system shortfalls. Consolidated Municipal Service Managers are dialoguing with the Province to seek system solutions.

4.2.3 Training
Since the original training, there have been many changes in functionality, resulting in new processes and workarounds requiring additional support by trainers and local business experts in the field.

Major revisions to our Social Assistance Worker training curriculum have been required due to SDMT. Further training will be conducted for new and returning staff and new training will be developed for new SDMT releases expected on an ongoing basis. Refresher training will be conducted based on a needs analysis to be conducted in the first and second quarters of this year. York Region will be responsible for developing and completing performance management and monitoring training.

4.2.4 Data Conversion
An automated data conversion process was completed to transfer basic financial information to SDMT, maintaining the continuity of monthly Social Assistance benefits. Many fields from the previous technology not automatically converted in this process will be populated manually on a case by case basis. The largest data conversion work effort required is the
manual conversion of over 4,000 cases from the previous technology to SDMT within six months. There is no additional financial support for this work.

4.2.5 Communication
Communication of changes from the new provincial Social Assistance and Municipal Operations Branch (SAMO) to staff continues to be an ongoing event. New technological upgrades, fixes and enhancements to SDMT called Production Releases need to be interpreted and communicated to the field. The next major release is scheduled for March 19, 2002 and will involve a significant number of changes impacting the day-to-day work of staff.

4.2.6 Technology Changes
Concern has been expressed with the new SDMT output reports and York Region will continue to run parallel databases reporting until confidence in system has increased and issues related to the accuracy of informational reports are resolved.

4.2.7 Future Implementation Initiatives
Interactive Voice Response (IVR) Income Reporting, where clients report their income by telephone, was originally a component of SDM Release Two. This was postponed by the province for future implementation. No communications on the scheduled release date have been received. This future implementation will be a major change of business for staff and clients and will require a significant effort involving work planning, technological support, training and post-implementation support.

5. FINANCIAL IMPLICATIONS
It is anticipated that SDMT will result in additional costs in paper and postage due to an increase in the volume of letters automatically generated. These costs were estimated and approved in the 2002 Budget.

However, in January 2002 York Region received correspondence from the Provincial Government announcing that they will increase spending on SDMT by $72.1 million across Ontario. As a result York Region will be expected to pay additional costs as their share of these costs under the “pooling” requirements. These costs are significant and have been reported to Council in March. It is possible that further costs may be incurred in 2002 if the Province announces any new SDMT implementation releases.

6. LOCAL MUNICIPAL IMPACT
There is no direct impact on local municipalities.
7. CONCLUSION

Service Delivery Model Technology has been fully implemented in York Region and resources continue to be committed to this initiative to ensure continued post-implementation success. Staff have dedicated a significant work effort over the past two years to prepare for this large change management initiative and adjust for its impacts. The effectiveness of the implementation has depended upon the dedication and commitment of staff to make the implementation of SDMT a success in York Region. Although the implementation was a success there are very serious concerns with the functionality and costs of the SDMT system.

All CMSM’s and DSSAB’s in Ontario are being affected by these increases and many of them are making their own representations to the Province to express their dissatisfaction. Additionally, the Association of Municipalities (AMO), the Regional Chairs and Single Tier Mayors group, the Ontario Regional & Single Tier CAO’s group the Urban Commissioner’s and the Ontario Municipal Social Services Association (OMSSA) are all taking steps to add their voices to the concerns being raised.

The full impacts of the Service Delivery Model have yet to be identified at this time but will be documented and analyzed in the coming months.

This report has been reviewed by the Senior Management Group.

3
ONTARIO WORKS PROGRAM
CONSOLIDATED VERIFICATION PROCESS (CVP)
2001 ACTIVITY REPORT

The Community Services and Housing Committee recommends the adoption of the recommendations contained in the following report, March 22, 2002, from the Commissioner of Community Services and Housing:

1. RECOMMENDATION

It is recommended that:

1. This report be received for information by the Community Services & Housing Committee and Regional Council.

2. PURPOSE

The purpose of this report is to provide Committee and Council with information regarding Consolidated Verification Process (CVP) activity for 2001. This activity is one of the
program review audit functions performed by staff to ensure that those who are eligible for financial assistance under the *Ontario Works Act* get help in the right amounts.

3. **BACKGROUND**

3.1 **Consolidated Verification Process (CVP)**

Consolidated Verification Process, a business process within the Ontario Works Program, is a province-wide standard for conducting case reviews. It amalgamates several verification processes into a single integrated process and allows access to third party information such as Employment Insurance (EI), Credit Bureau (Equifax) and Canada Customs and Revenue Agency (CCRA) to verify participant information.

Benefits of CVP include increasing the accuracy of eligibility assessments and ensuring the correct amount of financial assistance is provided only to those entitled to assistance.

3.1.1 **CVP – February 2000 to current**

York Region implemented CVP as of February 7, 2000 and was required to review 4 percent of the total Ontario Works caseload (approximately 170 cases) every month. Effective December 2000, the Ministry of Community and Social Services increased the monthly target of CVP reviews from 4 percent to 6 percent of the total caseload. For York Region, this meant an increase from 170 case reviews to 221 case reviews per month under CVP.

At present, seven full-time equivalent Social Assistance Workers are dedicated to maintain the prescribed level of CVP activity.

3.1.2 **Performance Based Funding for CVP**

In January 2001, MCSS announced Performance based funding strategy, tied to CVP activity, for twelve months starting February 1, 2001. In January 2002, it was extended to cover February and March 2002. It is unknown if this funding will continue.

Under the performance based funding, municipalities will be paid $32 for every case reviewed under CVP. In addition, municipalities will also be paid $160 for each CVP file reviewed over and above the monthly baseline.

4. **ANALYSIS AND OPTIONS**

In addition to maintaining provincial and regional service standards, Social Assistance Division staff faced many challenges in 2001. Throughout the year, MCSS introduced many Service Delivery Model (SDM) initiatives along with Ontario Works program changes. These included:

- Implementing the Intake Screening Unit (ISU) in Peterborough for Central East Region.
• Introducing a two-step intake process involving initial telephone screening by ISU and then a face-to-face verification interview as well as attending Ontario Works Orientation Sessions at the local office.

• Implementing Interactive Voice Response (IVR) telephone system to allow Ontario Works participants to access case-specific and general program information.

• Initiating third party checks at the intake level.

• Providing computer-based and instructor-led training for all staff to prepare for a new province-wide technology called Service Delivery Model Technology (SDMT).

• Extensive business process reviews.

In the midst of the above-mentioned unprecedented changes, York Region maintained CVP file reviews at a required level, as prescribed by the Ministry.

### 4.1 CVP Outcomes for 2001

The following summarizes CVP file review outcomes for 2001.

**Table 1**

CVP File Review Outcomes - 2001

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<tr>
<th>CVP Outcomes</th>
<th># of Cases</th>
<th>Percentage</th>
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<tr>
<td>Case Terminations</td>
<td>673</td>
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<tr>
<td>Overpayments</td>
<td>87</td>
<td>3%</td>
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<td>Arrears</td>
<td>51</td>
<td>2%</td>
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<tr>
<td>No change in entitlement</td>
<td>2,013</td>
<td>71%</td>
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<tr>
<td>Total: CVP File Reviews</td>
<td>2,824</td>
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<table>
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<th>CVP Referrals</th>
<th># of Cases</th>
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<td>Eligibility Review Referrals</td>
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<td>2%</td>
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<tr>
<td>Family Support Referrals</td>
<td>272</td>
<td>10%</td>
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### 5. FINANCIAL IMPLICATIONS

CVP has been a contributing factor to caseload decreases and the resulting decrease in costs of social assistance allowances and benefits.

Cost avoidance savings through terminated cases can be estimated at a minimum savings of $350,000 per month and dedicated staffing costs are approximately $41,000 per month.

By achieving CVP targets and exceeding targets during some months in 2001, York Region has earned approximately $120,000 as performance based funding to apply to administration costs.

### 6. LOCAL MUNICIPAL IMPACT

There is no direct impact on local municipalities.
7. **CONCLUSION**

The Social Assistance Division met or exceeded 2001 CVP Provincial targets and earned approximately $120,000 in performance based funding. Staff achieved these targets in a year of unprecedented change.

This report has been reviewed by the Senior Management Group.

4 **REDIRECTION OF FAMILY RESOURCE CENTRE FUNDING**

The Community Services and Housing Committee recommends the adoption of the recommendations contained in the following report, April 8, 2002, from the Commissioner of Community Services and Housing:

1. **RECOMMENDATION**

   It is recommended that:

   1. It is recommended that Regional Council approve the reallocation of $136,147 of the Region’s 20% share of Child Care Family Resource Centre Funding to the Municipal Purchase of Services Budget to be used to address needs identified in the Local Child Care Service Plan (*Child Care Matters, May 2001*).

2. **PURPOSE**

   This report informs Committee and Council of the Province’s termination of its 80% share of Child Care Family Resource Centre Funding and seeks approval from Committee and Council to reallocate the Region’s 20% share of this funding to the Municipal Purchase of Services funding envelope to address needs identified in *Child Care Matters, May 2001*.

3. **BACKGROUND**

   3.1 **Ontario Early Years Centre**

   The Provincial Government announced the establishment of forty-one Ontario Early Years Centres on September 21, 2001 as part of its Ontario Early Years Plan. Ontario Early Years Centres, one of which will be located in each of the five electoral ridings in York Region, are scheduled to open on or about April 1, 2002.

   The Province has determined that it will terminate its funding of Child Care Family Resource Centres and will reallocate Provincial funding to the Ontario Early Years Centres, except where the resource centre provides a unique service. Ontario Early Years Centres will
be accountable to the Province and 100% of the funding will flow directly from the Province to the agencies through a service agreement.

York Region has been required to cost-share 20% funding of Child Care Resource Centres with the Province. The Region is not required to cost-share the funding of Ontario Early Years Centres. The result is that the Region has $136,147 in it budget that was allocated to the Child Care Resource Centres that is now unallocated.

4. **ANALYSIS AND OPTIONS**
   The Region of York cost shares the funding of Child Care Resource Centres with the Province, with the Region providing 20% of the cost.

   The Province has determined that its 80% share of Child Care Resource Centre Funding will be terminated and reallocated to the five Ontario Early Years Centres in York Region, except where the Child Care Resource Centre Funding supports a unique service.

   The Province’s 80% share of applicable Child Care Resource Centre Funding is $544,587 annualized. The Regional 20% share of this applicable funding is $136,147, annualized.

   Since, historically, York Region has been underfunded per capita for services for children, it is recommended that the Region’s 20% share become part of the Community Fund Strategy and Process and be utilized in the children’s services sector.

5. **FINANCIAL IMPLICATIONS**
   The reallocation of the 20% share of applicable Child Care Resource Centre Funding to address needs identified in *Child Care Matters, May 2001* would be managed within the approved budget. A decision not to reallocate these funds would result in an underexpenditure of the approved budget.

6. **LOCAL MUNICIPAL IMPACT**
   The reallocation of the 20% share of applicable Child Care Resource Centre Funding to address needs identified in *Child Care Matters, May 2001*, will enhance the children’s services sector in each local municipality.

7. **CONCLUSION**
   The reallocation of the Region’s 20% share of resource centre funding will ensure that these dollars will be used to fund services in the children’s services sector in areas identified in *Child Care Matters, May 2001* and provide additional supports to families, children and service providers.

This report has been reviewed by the Senior Management Group.
5

HOMELESSNESS PREVENTION PROGRAM PILOT PROJECT
INTERIM REPORT

The Community Services and Housing Committee recommends the adoption of the recommendations contained in the following report, April 8, 2002, from the Commissioner of Community Services and Housing:

1. **RECOMMENDATIONS**

   It is recommended that:
   1. This report on the results of the first six months of operation of the Homelessness Prevention Program (HPP) be received by Committee and Council.
   2. Funds in the amount of $106,000 from the Homelessness Initiatives Budget be redirected to extend the Homelessness Prevention Program Pilot Project to December 31, 2002.
   3. The Commissioner of Community Services and Housing be authorized to execute an amending agreement with the Salvation Army for the extension of the Homelessness Prevention Program to December 31, 2002, subject to prior review by the Regional Solicitor.

2. **PURPOSE**

   This report details the results of the first six months of operation of the Homelessness Prevention Program (HPP) delivered by the Salvation Army in Newmarket. Based on the number of households assisted to date, the report requests that additional funding be allocated to extend the program until the end of the year so that a full program assessment may be conducted.

3. **BACKGROUND**

   At its meeting of May 10, 2001 Council approved the establishment of a pilot project to be delivered by the Salvation Army in Newmarket to offer one-time only loans and grants to York Region residents in immediate danger of losing their homes due to temporary financial crisis. Council approved a budget allocation of $100,000 for the pilot to be funded through the Region’s Homelessness Initiatives Fund, cost-shared with the Ministry of Community and Social Services through its “Hostel Redirection” program. The budget included $86,000 to be used for direct client assistance and the balance of $14,000 for Salvation Army staffing and administration costs.

   With the high cost of housing and extremely short supply of rental housing, many York Region residents must live from pay cheque to pay cheque and any problem, such as a
temporary layoff, illness or unexpected expense can push them rapidly into arrears and eviction. The objective of the HPP is to provide one-time financial assistance to residents who are experiencing a temporary financial crisis so that they can remain in their homes or to allow them to move from emergency shelter to permanent housing. As well as financial support, clients may receive assistance with other issues such as addictions, budgeting etc. through referrals to appropriate services.

Prior to launching the program several meetings were held with Salvation Army staff to customize the model for York Region. For example, in order to make the program more accessible to clients throughout the Region, initial screening can be done by contacting the Salvation Army Social Services offices in Markham, Georgina, or Newmarket. As well, a liaison was established with York Region Ontario Works staff to ensure all other forms of assistance were explored before resorting to HPP to keep a household housed.

The program began in September 2001 and demand slowly grew as it became known that the assistance was available. Referrals have come from a wide range of agencies serving residents in crisis such as Yellow Brick House, Georgina Community Legal Clinic and the Region’s emergency shelters.

When Council approved the pilot project in May 2001, staff were directed to report back with a program evaluation after one year of operation. By the end of January 2002 however, it became clear that the budgeted assistance would not support the program for a full year as approved applications were amounting to more than $15,000 per month.

4. ANALYSIS AND OPTIONS

By the end of March, 2002 all of the initially approved client funding was allocated. The Salvation Army made every attempt to limit the amount of funding approved per application, however by the time client households are at the brink of eviction, they have exhausted every other avenue of assistance and partial relief will not solve the problem. With the high rent levels in the Region, only two months of arrears can easily amount to $2,000 and the first and last month's rent needed to secure new housing will take a similar amount. The Salvation Army has been very creative in trying to make the funds stretch by applying strategies such as negotiating with landlords to accept partial payment from HPP and the balance from the tenant over time; or making funding contingent on the recipient taking steps to correct their situation. There have been applicants advised to file back income tax submissions because the Salvation Army counsellor recognized they could be owed large refunds which would solve their financial crisis.

Funding criteria are rigorously enforced since this is one-time funding and the Salvation Army staff need to ensure that the crisis is temporary and that this is not a case of merely postponing an inevitable eviction. By screening enquiry calls at the three Salvation Army locations, the number of applicants is confined to those who are at least minimally qualified for consideration.
Staff conducted a review of client files at the Salvation Army office on March 21, 2002 to assess the operation of the program in its first six months. The table below provides details on the households seeking assistance.

### 4.1 Data Gathered

There were 88 applications processed from September 1, 2001 to March 21, 2002 and of these, 63 received funding and 25 were declined for a variety of reasons.

<table>
<thead>
<tr>
<th>Type of Household</th>
<th>Number of Households Assisted</th>
<th>Number of Individuals Assisted</th>
<th>Number Declined</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Parent Family</td>
<td>12</td>
<td>78</td>
<td>6</td>
</tr>
<tr>
<td>1 Parent Family</td>
<td>28</td>
<td>57</td>
<td>8</td>
</tr>
<tr>
<td>Single Person</td>
<td>14</td>
<td>16</td>
<td>6</td>
</tr>
<tr>
<td>Couple-No Children</td>
<td>8</td>
<td>14</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>63</strong></td>
<td><strong>169</strong></td>
<td><strong>25</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nature of Crisis</th>
<th>Number Assisted</th>
<th>Total Assistance</th>
<th>Average Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent Arrears</td>
<td>24</td>
<td>$37,336.00</td>
<td>$1,556.00</td>
</tr>
<tr>
<td>Mortgage Arrears</td>
<td>1</td>
<td>$1,794.00</td>
<td>$1,794.00</td>
</tr>
<tr>
<td>Utility Arrears</td>
<td>4</td>
<td>$5,745.00</td>
<td>$1,436.00</td>
</tr>
<tr>
<td>First/Last Months Rent</td>
<td>31</td>
<td>$38,755.00</td>
<td>$1,250.00</td>
</tr>
<tr>
<td>Multiple Issues</td>
<td>3</td>
<td>$2,147.00</td>
<td>$716.00</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>63</strong></td>
<td><strong>$85,777.00</strong></td>
<td><strong>$1,362.00</strong></td>
</tr>
</tbody>
</table>

Note: The balance of the original $100,000 budget is allocated to Salvation Army staffing and administration costs. The full budget has been expended with $30,000 of that being expensed in the 2001 fiscal year and $70,000 in 2002.

### 4.2 Analysis of Findings

Of the 63 approved households, 40 are families, representing a total of 135 individuals who could otherwise have become, or remained, homeless. With the extreme shortage of affordable rental housing in York Region, the Leeder Place family shelter advises that the average length of stay is 5 ½ weeks. The average cost to house a family of four in emergency shelter is $6080 ($40/person/day x 38 days). Therefore it is more cost-effective to maintain a
family in its current accommodation at an average of $1,362 per household through the HPP than to let them be evicted and end up in an emergency shelter.

As well as the monetary cost to the Region of providing emergency shelter for a family in a hostel, or a contracted hotel if the shelter is full, there are well-documented dire social costs associated with homelessness, especially for children. For example, it becomes extremely difficult to maintain employment for the parent(s) and to keep children in their schools when a homeless family has to leave their community to find shelter. With an eviction on their record, locating new housing becomes an almost insurmountable challenge. If they are fortunate enough to find new accommodation, the family will require both first and last month’s rent to secure it.

More than 85% of the approved HPP budget was earmarked for direct assistance to clients. As a result, administrative funding was not sufficient to enable the Salvation Army to follow up with clients to see if they remained in their homes over the long term. With only six months in operation, there hasn’t been enough experience to determine either total potential need or long term success in keeping people housed.

Salvation Army staff surveyed the 23 households assisted between September and December 2001 and discovered 21 of the 23 were still in their housing. A random check with several of their landlords confirmed that these tenants are current with their rent since receiving HPP assistance.

The program has demonstrated in a short time how many residents are living on the edge of homelessness in York Region and that this program can be an effective prevention tool. A full year of program operation and a complete assessment of the experience is required before deciding a future direction for the initiative.

If council approves the recommendations in this report, a thorough review of the project, including client follow-up, will be conducted at the end of a full year of operation.

Funds are available to extend the program to year-end. By extending the service agreement and associated budget to December 31, 2002, the program, if it is funded for future years, would be aligned with other homelessness projects on a calendar year basis for ease of budgeting and contracting.

5. FINANCIAL IMPLICATIONS

It is estimated that a further $106,000 is required, in addition to the $29,000 remaining in the 2002 HPP budget ($100,000 was budgeted in 2002 specifically for HPP), to extend the contract with the Salvation Army to provide client assistance until the end of the fiscal year. This allows for a maximum of $15,000 in client assistance per month. This policy of setting a monthly cap is being introduced, as the best means of ensuring the annual allocation would last for the full fiscal year.
This request can be accommodated within the 2002 Homelessness Initiatives Fund Budget.

6. LOCAL MUNICIPAL IMPACT
While there is no direct impact for local municipalities, the Homelessness Prevention Program has, to date, assisted residents of almost every area of York Region to keep their homes in those communities.

7. CONCLUSION
It has been demonstrated in other jurisdictions (Ottawa, Toronto, Peel Region) that prevention of homelessness in the first place is far more effective and less costly than assisting people who have already lost their homes to find and maintain housing that they can afford. With the limited experience to date HPP has already demonstrated the cost-effectiveness of such a program in York Region.

The Homelessness Prevention Program is a response to one of the recommendations of the Homelessness Task Force in 2000. The results of an interim review of the pilot project demonstrate a clear need for such one-time crisis intervention to keep people in their homes and out of shelters for the homeless. In order to conduct a fair and complete evaluation of the program, a full year of service needs to be reviewed to determine its impact and value.

This report has been reviewed by the Senior Management Group.

6

ADOLESCENT RESIDENTIAL CAMP PROGRAM PILOT

The Community Services and Housing Committee recommends the adoption of the recommendations contained in the following report, April 8, 2002, from the Commissioner of Community Services and Housing:

1. RECOMMENDATION
It is recommended that:
1. Regional Council approve a pilot Summer Residential Camp Program for up to twenty adolescents (ages 13 – 16) who reside on the family sites owned and managed by the Region’s Housing Corporations.

2. PURPOSE
This report seeks approval from Committee and Council to fund a pilot program for Summer 2002 to allow adolescents living in social housing communities to participate in a
one-week residential camp program. If successful, this program may be extended to other housing providers in York Region, subject to Council approval.

Benefits to the Summer Residential Camp Program are:

- Promoting life skill development.
- Promoting a sense of community spirit.
- Promoting constructive activities to the youth
- Building self-confidence.
- Allowing affordable and accessible summer programs.

3. **BACKGROUND**

Based on the theory that children and/or youth may have too much time on their hands during the summer months, the Community Services and Housing Department formed a Summer Program Committee to specifically plan for constructive activities for these young people.

The Committee discussed the feasibility of offering a summer recreation program to families living in our housing communities and undertook a survey to determine the interest of families to participate in summer camp programs.

In response to that survey, and aware that many of our families are not in a financial position to provide summer programming to their children, the Community Services and Housing Department is taking action in two ways. First, the Department will expand its promotion of the Ontario Works summer day camp programs for children of Ontario Works recipients who are 12 years old and under to all social housing communities.

Second, the Department is proposing, through this report, a pilot summer residential program for adolescents (ages 13 through 16 years) who reside in family units owned and managed by the Region’s Housing Corporations.

4. **ANALYSIS AND OPTIONS**

4.1 **Adolescent Residential Camp Pilot**

The Department and the Summer Program Committee have identified adolescents, between the ages of 13 and 16, as a group not currently being served by the Department’s summer camp programs and who have the potential to benefit most significantly from a positive camp experience. It is our belief that the program will foster positive tenant relations, reduce vandalism, and decrease the potential need for both agency and other intervention at our sites.
The Department proposes funding for a pilot program in the 2002 summer to provide a one-week residential camp experience for up to twenty adolescents from our Housing Communities.

The pilot will be evaluated at its conclusion and the results of the evaluation will be presented to Committee and Council.

The Department will purchase up to 20 spaces from the Salvation Army at their camp in Algonquin Park, Camp Rainbow. National Child Benefit Funding has been identified for this program in the 2002 Budget.

Cost of the program will be up to $7,500 and will include camp fees and a camp pack for each child. The pack includes a duffel bag, towel, sunscreen, water bottle, bug repellent, sun hat, sunscreen, certificate to purchase a swimsuit and a sleeping bag.

5. FINANCIAL IMPLICATIONS
The camping experience will be funded through the National Child reserve fund and is included in the 2002 Budget. The total cost for the program is not to exceed $7,500.

6. LOCAL MUNICIPAL IMPACT
Youth within our housing communities will benefit from the summer camp program. There is no direct impact on the local municipalities.

7. CONCLUSION
The Department proposes funding for a pilot program in the 2002 summer to provide a one-week residential camp experience for up to twenty adolescents from our housing communities. This summer program will provide a positive life experience to the youth and will promote an improved housing community environment for our families.

The pilot will be evaluated at its conclusion and the results of the evaluation will be presented to Committee and Council. If successful and subject to Council approval, this program could be extended to include youth from other social housing projects in York Region.

This report has been reviewed by the Senior Management Group.
7
UPDATE – COMMITTEE PROCEEDINGS

The Community Services and Housing Committee advises Council of the following matters having been considered by the Community Services and Housing Committee with the following action:

PRESENTATIONS

1. Award presentation from the Ontario Association for Infant Development:
   - General Certificate for the Early Intervention Unit presented to Dan Beale, Manager of the team
   - Individual Awards presented to:
     Linda Rosner
     Rita Bagai
     Tracy Webster (on maternity leave)

   On behalf of the Committee, Chair Taylor offered congratulations to the recipients.

COMMUNICATIONS

2. Evelyn L. Orth, Director, Council & Administrative Services/Regional Clerk, Regional Municipality of Waterloo, February 19, 2002, regarding 'Social Services Funding.'
   Received and referred to staff for a report that assists both York and Waterloo Regions.

3. Janet Williams, Committee Co-ordinator, Region of York, March 27, 2002, regarding a report entitled, 'Community Information Services and Call Centres'.
   Received.

OTHER BUSINESS

4. Joann Simmons, Commissioner of Community Services and Housing, distributed the following for information purposes:
   - Poster for LEAP (Learning Earning and Parenting Program), a Distance Learning Initiative for qualified parents aged 18-21, involving the Region, The Training Renewal Foundation, Destinations/NCS Learn, TDL/Tim Horton’s and Prime Restaurants.

The Community Services and Housing Committee adjourned at 2.46 p.m.
Respectfully submitted,

April 10, 2002
Newmarket, Ontario

T. Taylor
Chair

(Report No. 4 of the Community Services and Housing Committee was adopted, without amendment, by Regional Council at its meeting on April 18, 2002.)