

COUNCIL ADDENDUM**Thursday, September 14, 2023 at 7:00 p.m.****W & M Edelbrock Centre, Dufferin Room, 30 Centre Street, Orangeville**

The meeting will be live streamed on YouTube at the following link:

<https://www.youtube.com/channel/UCCx9vXkywflJr0LUVkKnYWQ>

5. PROCLAMATIONS, DELEGATIONS AND PRESENTATIONS

Not listed on
the agenda

5.2.1. Director of Community Services' Report – Dufferin Men's Shelter

A report from the Director of Community Services, dated September 14, 2023, to provide a summary of the knowledge sharing meeting that took place on September 11, 2023, and provide Council with additional material to consider when reviewing the business case provided by the shelter.

8. CORRESPONDENCE**8.2. Township of Melancthon**

Not listed on
the agenda

A resolution from the Township of Melancthon, dated September 12, 2023, to support Bill C-310, an Act to Amend the Income Tax Act (Volunteer Firefighting and Search and Rescue Volunteer Tax Credit).



A community that grows together

Report To: Warden Mills and Members of County Council

Meeting Date: September 14, 2023

Subject: Dufferin Men's Shelter

From: Anna McGregor, Director Community Services

Recommendation

THAT the report of the Director of Community Services, titled Dufferin Men's Shelter, dated September 14, 2023, be received.

Executive Summary

On August 24, 2023, the Dufferin Men's Shelter gave a delegation to the Health and Human Services Committee asking for more funding. At that meeting there were two action items left with staff and the shelter. One was for the Director of Community Services to facilitate a knowledge sharing meeting, to support shelter staff, to help them create strategies to deal with the challenges the shelter faces. The other action item was for the Dufferin Men's Shelter to bring forth a business case to Council on September 14, 2023, to support the ask for additional funding.

This report provides a summary of the knowledge sharing meeting that took place on September 11, 2023, and provides Council with additional material to consider when reviewing the business case provided by the shelter.

Background & Discussion

To show the complexity involved in the ask for additional funding by the Dufferin Men's Shelter, some background details are required. Please see report HHS 2021-10-28 Homelessness Concerns in Dufferin [2021-10-28 HHS Agenda Package.pdf \(dufferincounty.ca\)](https://dufferincounty.ca/2021-10-28_HHS_Agenda_Package.pdf)

Timeline

Since the October 2021 report, the County of Dufferin has continued to communicate with Board Members and staff at the Choices Youth Shelter.

- Early 2022 various discussions took place between Choices and the County of Dufferin; special attention was given to messaging.
 - There was no unlimited pot of funding available. Funds are limited and shared between providers.
 - Based on the numbers of homeless men realistically the shelter should operate to serve around 6 – 8 spaces. Funding for 6 – 8 spaces was discussed.
 - The shelter was not to look to the County to be the 100% funder. The County does not fund any provider 100%.
 - County advised Choices the County would not be the sole funder.
 - Choices said they had an angel donor.
- April 2022 – Choices buy a property and start to renovate it.
 - In addition to money provided in “contracts,” Choices received \$127,500 of CHPI funding (April 2022) i.e., new capital shelter set up costs.
- October 2022 – County were advised by Choices there was a shortfall of \$500,000.
 - Shelter space is still being renovated.
 - The shelter was looking for additional funding from the County and other sources.
 - County were advised that a business case would be provided, with an ask for funding.
- November 2022 – Choices Youth Shelter started providing ‘supports’ to men in addition to youth.
 - County did provide funding for those ‘supports’
- March 2023 – the Men's Shelter re-opened.
- April 2023 – new service contracts issued for both Choices Youth Shelter and the Dufferin Men's Shelter both for \$160,650 for April 2023 to March 2024.
- August 2023 – Shelter Board goes to Town of Orangeville Council and to the Health and Human Services Committee at County of Dufferin to ask for financial assistance.
- September 2023 – Knowledge Sharing Meeting. See attached meeting notes. Business Case submitted to County Council for the meeting on September 14, 2023.

Budget Considerations

Choices Youth Shelter and the Dufferin Men's Shelter are governed by the same Board and share staff. This does mean their finances are closely linked.

The County and other local providers have been involved in various capacities, over recent years, to support Choices Youth Shelter. Before the Board opened the first version of the Dufferin Men's Shelter, they had operated a Youth Transitional Unit, "Mary's Place." (Before there were financial concerns.) However, over time, it became unsustainable, and it was closed. Proceeds of that sale were used to support Choices Youth Shelter.

Around January 2021, Services and Housing In the Province (SHIP) entered into a temporary Strategic Partnership with Choices Youth Shelter, before there was a men's shelter. The first version of the Dufferin Men's Shelter opened in August 2021 and then closed mid-October 2021. (There was only 3 months remaining on the lease for the property used for the shelter site, when operations started.)

In October 2021, the projected annual operating budget for the men's shelter was \$333,092. The slide deck provided to the Health and Human Services Committee in August 2023 had a budget of \$509,100. The Business Case provided to County Council, as of September 2023 has a budget of \$552,100.

The Dufferin Men's Shelter in its current form has only been operating since March 2023. There are also no current details provided on the financial stability of Choices Youth Shelter. Considering these gaps in information and recognising that financial details can be complex, before any additional funding is considered, a full review of the finances of the entity would be required.

Operator

It is worth noting that all asks for additional funding, made to the Town of Orangeville or the County of Dufferin have remained in essence the same, that is that the shelter is looking for the public purse to be the sole, if not main, funder of the operation. If that were to be the case, the question then becomes, who runs the shelter? If the shelter were for example funded 100% by the County, it would then be a County of Dufferin shelter and the County would choose who should operate it, not the current Board.

Shelter Capacity

The shelter expanded their bed spaces to a capacity of 20 beds. The County would want to see details on how that expansion was decided. Based on the data the County holds (for planning and reporting to both the Provincial and Federal Governments), the Dufferin community does not need a 20 bed men's shelter. County data also indicates that 25% of the men coming through the men's shelter have come from out of area.

Out of the Cold

The County have had several discussions with the Shelter about a possible 'Out of the Cold' program. Those discussions took place in partnership with the Town of Orangeville. Currently, both the Town of Orangeville and the County of Dufferin are awaiting details on the possible funding ask for that program. It is not clear if the expanded bed space at the men's shelter, has impacted the creation of that program.

Men's Services

The County of Dufferin and its service partners do all agree that an emergency shelter service for men, providing a single point of access would be beneficial. However, what is in doubt, is the sustainability, design, and delivery of that service.

There is also a genuine concern that the discussion around emergency shelters detracts from the issue of a lack of affordable housing. Emergency shelters are not a solution to homelessness. Emergency shelters are only a short-term support to bridge someone between homelessness and housing. It costs more to keep people in emergency shelters than to house them. The County of Dufferin and its service partners recognise more work needs to be done and they recognise that in the last few years the agencies around the Coordinated Access Table have collectively housed more people in need than ever before. The Housing First approach does genuinely work, it centres on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed.

There are other agencies who provide different services for men and while there is no other single door, when the last version of the men's shelter closed, various agencies did come together and made sure those men were not abandoned. Examples include the motel program, operated by the County, in various forms, (for about 10 years). Many of the providers around the Coordinated Access Table (CAT) do still provide supports to men. Examples include Family Transition Place (FTP) who provide counselling supports for men. Services and Housing In the Province (SHIP) also support men.

Financial, Staffing, Legal, or IT Considerations

There are no additional funds available within the existing funding envelopes. Those details have already been shared, see report HHS 2023-04-27 Homelessness Prevention Program Update [2022-04-28 Health and Human Services Agenda Package \(dufferincounty.ca\)](#)

At this time, the only viable way to provide any funding, that will not be a burden on the tax base, would be to take it from another line/service. This would only be a one-time option and is only available, where a service is underspent. Those details would not be known at this time.

To support the Business Case, to ask for more public money, the Board would need to provide assurances and details that they:

- Have a clear plan of the steps they will take to address the aforementioned areas noted in this report and in the Knowledge Sharing meeting notes.
- Provide regular updates on progress being made.
- Secure other funding streams.
- Keep to contractual arrangements already in place.
- Have County representation at all Board Meetings.
- Sign a new addendum/agreement for any additional the one-time funds.
- Provide clarity on the Out of the Cold program.

At this time, it is unclear if the Board and staff would have the capacity to provide the details required, as noted in this report and whether they could provide the County with suitable assurances that they can build a sustainable service model.

In Support of Strategic Plan Priorities and Objectives

Community - support community well-being and safety through collaboration and partnerships

Governance - identify opportunities to improve governance and service delivery/ improve the County's internal and external communication

Respectfully Submitted By:

Anna McGregor
Director Community Services

Attachments: Knowledge Sharing Meeting Notes from September 11, 2023

Reviewed by: Sonya Pritchard, Chief Administrative Officer

Knowledge Sharing Session

Monday, September 11, 2023 – 2:00 pm

Edelbrock Centre, Edelbrock Room, 30 Centre Street, Orangeville

Why: *Follow Up Item from Health and Human Services Committee Meeting of Thursday, August 24, 2023*

Purpose: *Knowledge Sharing to Support the Dufferin Men's Shelter*

Attendees

Anna McGregor, Director Community Services, County of Dufferin

Erin Goodyear, Director Choices Youth Shelter and Dufferin Men's Shelter

Heather Hayes, Executive Director, Orangeville Food Bank

Jennifer Moore, Chief Executive Officer, Dufferin Child and Family Services (DCAFS)

Lesley Nagoda, Chief Executive Officer, Services and Housing In the Province (SHIP)

Norah Kennedy, Executive Director, Family Transition Place (FTP)

#	Item	Description	Action
1	Introduction	<ul style="list-style-type: none"> Anna thanked everyone for attending and explained that the County role was to facilitate a knowledge sharing conversation. 	Anna agreed to take notes and circulate.
2	Staffing	<ul style="list-style-type: none"> Erin shared that she had resigned in July 2023. Erin is staying on temporarily in a part-time capacity to support the transition to a new Director. 	Erin will arrange for messaging to be circulated in the local community when details are known.
3	Governance	<ul style="list-style-type: none"> Governance was identified as an area for improvement. Discussed clean lines of responsibility between Governance role of the Board and the Operational role of the Shelter Director. Recognizing a transition to a Governance board model will take time. Also recognize the need for more Board Members. New Board members to be recruited. 	<p>Erin to share details of discussion with the Board and new Director.</p> <p>Heather to send details to Erin of possible contacts for new Board Members.</p>
4	Volunteer Program	<ul style="list-style-type: none"> Accept there are capacity concerns. Look at introducing a volunteer program. Consider bringing in volunteer(s) to assist with specific tasks/roles that would help with the transition to a Governance board and would support the Director role. Consider roles assigned for e.g. Communications and Fund Raising. 	<p>Erin to share details of discussion with the Board and new Director.</p> <p>Heather to send details to Erin of possible contacts for volunteers.</p>

#	Item	Description	Action
5	Communications	<ul style="list-style-type: none"> • Recognize the importance of clear communications for clients, staff and the community. • Look to have messaging approved in advance. • One person assigned to keep messaging clear and consistent. 	Erin to share details of discussion with Board and new Director.
6	Services and Housing in the Province (SHIP)	<ul style="list-style-type: none"> • Confirmed preparatory work is underway, to fill the space that will be left when SHIP's Strategic Partnership expires. • The temporary Strategic Partnership will end at the Choices/Dufferin Men's Shelter September AGM. • Note - SHIP did assist with Finance, I.T. and H.R. support. • New Vendor/service has been arranged to take over those duties. • Work is needed on Governance. 	Erin to share details of discussion with Board and new Director.
7	Funding	<ul style="list-style-type: none"> • Real need for more fund raising. • Recognize that fundraising takes considerable time and effort. • More 'support' for that role is needed. • Remember to work with local providers to try to align fundraising efforts so that you don't overlap/compete. 	Erin to share details of discussion with Board and new Director.
8	Contingency Planning	<ul style="list-style-type: none"> • If additional funding is not secured and the shelter needs to close, there are various considerations: <ul style="list-style-type: none"> ○ Funds could be raised from the sale of property. 	Erin to share details of discussion with Board and new Director.

#	Item	Description	Action
		<ul style="list-style-type: none"> Property needs must be based on the service needs and programming needs. What would support/safeguard the youth shelter? What would allow the Out of the Cold program to operate? Put in place a ramp down/close down process and work with local partner agencies to ensure clients are supported. Look into the feasibility of changing the model - Transitional Housing option? Are there options that would not negatively impact the Youth Shelter Must consider how decisions made for the Dufferin Men's Shelter would impact the Choices Youth Shelter and vice versa. 	
9	Policies and Procedures	<ul style="list-style-type: none"> To assist with the transition to a Governance Board, the shelter will need to create a robust set of policies and procedures. The shelter can refer to the Operational Review conducted in August 2020 by Family Transition Place (FTP) and Dufferin Child and Family Services (DCAFS). 	Erin to share details of discussion and the findings of the Operational Review with Board and new Director.
10	Mandate	<ul style="list-style-type: none"> The Board consider/revisit their mandate and scope. Is the focus still "youth"? The mandate should drive the work. 	Erin to share details of discussion with Board and new Director.

#	Item	Description	Action
11	Data	<ul style="list-style-type: none"> Take advantage of data held by the various partners to aid decision making. 	Erin to share details of discussion with Board and new Director.
12	Dufferin Men's Shelter relationship to Choices Youth Shelter	<ul style="list-style-type: none"> Clear messaging required to inform the community that there are two shelters operated by the same Board and much of the staffing is shared. The board must consider the sustainability of both the men's shelter and the youth shelter. Recognize they do not operate in a vacuum. Do the challenges of the Dufferin Men's Shelter negatively impact the Choices Youth Shelter? Governance changes made to support the Dufferin Men's Shelter will also support the Choices Youth Shelter. 	Erin to share details of discussion with Board and new Director.
13	Housing and Homelessness Landscape	<ul style="list-style-type: none"> Affordable Housing is a major challenge in Dufferin. The shelter and local providers are all committed to working to a housing first approach. All know and accept that it costs more to keep people in the emergency shelter system than to house them. Emergency shelters are part of the continuum but are only meant to be a short/brief step. 	Erin to share details of discussion with Board and new Director.
14	Operational/Community Concerns	<ul style="list-style-type: none"> Recognize there are community concerns being raised about anti-social behaviour at the shelter. 	Erin to share details of discussion with Board and new Director.

#	Item	Description	Action
		<ul style="list-style-type: none"> Shelter staff spoke to shelter residents and the anti-social behaviour has reportedly stopped. The shelter should conduct community engagement to help allay the concerns of the local neighbours/residents and help address "NIMBY". 	
15	Out of the Cold Program	<ul style="list-style-type: none"> Will the Board want to offer the Out of the Cold program? This could still operate from the original youth shelter location? If this service continues – it needs to be factored into any future planning. 	Erin to share details of discussion with Board and new Director.
16	Emergency Shelter Services for Men	<ul style="list-style-type: none"> Recognize there is a need for a unified emergency shelter and support service for men. Accept the current model is unsustainable. 	Erin to share details of discussion with Board and new Director.
17	Leadership Succession	<ul style="list-style-type: none"> Details from this meeting and the review conducted by FTP and DCAFS will be shared with new Director and board. 	Erin to share details of discussion with Board and new Director.
18	Welcome to New Director	<ul style="list-style-type: none"> The new Director is encouraged to reach out to the group for information and orientation to the collaborative work in Dufferin. Services are very interconnected. 	Erin to share details of discussion with Board and new Director.

Michelle Hargrave

From: Michelle Dunne
Sent: Tuesday, September 12, 2023 11:19 AM
To: Michelle Hargrave; Rebecca Whelan
Subject: FW: Bill C-310 - An Act to Amend the Income Tax Act (Volunteer Firefighting and Search and Rescue Volunteer Tax Credit)

From: Denise Holmes <dholmes@melancthontownship.ca>
Sent: Tuesday, September 12, 2023 10:40 AM
To: Nicole Martin <nmartin@amaranth.ca>; Jessica Kennedy <jkennedy@eastgarafraxa.ca>; Fred Simpson <fred.simpson@townofmono.com>; Tracey Atkinson <tatkinson@mulmur.ca>; Jennifer Willoughby <jwilloughby@shelburne.ca>; Meghan Townsend <mtownsend@townofgrandvalley.ca>; Carolina Khan <ckhan@orangeville.ca>; Michelle Dunne <mdunne@dufferincounty.ca>; 'gord.johns@parl.gc.ca' <gord.johns@parl.gc.ca>; 'kyle.seeback@parl.gc.ca' <kyle.seeback@parl.gc.ca>; 'marie-claude.bibau@parl.gc.ca' <marie-claude.bibau@parl.gc.ca>
Subject: Bill C-310 - An Act to Amend the Income Tax Act (Volunteer Firefighting and Search and Rescue Volunteer Tax Credit)

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Good morning,

At the meeting of Melancthon Township Council held on September 7, 2023, the following motion was introduced and passed:

Moved by McLean, Seconded by Moore

Be it resolved that:

Whereas there are 90,000 volunteer firefighters in Canada, comprising 71 per cent of all firefighters in the country;

And Whereas there are an estimated 15,000 vacant firefighter positions in Canada;

And Whereas Canadians' reliance on volunteer firefighters is increasing at a time of warmer weather and increased wildfires;

And Whereas governments need to find new ways to incentivize the recruitment of volunteer firefighters in this country;

And Whereas volunteer firefighters are currently eligible for a \$3,000 tax credit each year;

And Whereas Bill C-310 proposes to increase the firefighters' tax credit to \$10,000 per year.

Now therefore be it resolved that the Township of Melancthon calls on all Members of Parliament to vote in support of Bill C-310 to increase the firefighters' tax credit from \$3,000 to \$10,000 to incentivize the hiring of more recruits and to recognize those who already serve.

And further that this motion be circulated to: Dufferin County municipalities; Gord Johns, MP for Courtenay—Alberni; Kyle Seeback, MP for Dufferin-Caledon; Honourable Marie-Claude Bibeau, Minister of National Revenue.

Carried.

Thank you.

Regards,
Denise Holmes



Denise B. Holmes, AMCT | Chief Administrative Officer/Clerk | Township of Melancthon | dholmes@melancthontownship.ca | PH: 519-925-5525 ext 101 | FX: 519-925-1110 | www.melancthontownship.ca |

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