



# INFORMATION REPORT

<b>TO:</b> Chair and Members Emergency & Community Services Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> June 8, 2011	
<b>SUBJECT/REPORT NO:</b> Notre Dame Emergency Shelter and Outreach Services Update Report (CS110048) (City Wide)	
<b>SUBMITTED BY:</b> Joe-Anne Priel General Manager Community Services Department	<b>PREPARED BY:</b> Brian Kreps 905-546-2424 Ext. 4288 Gillian Hendry 905-546-2424 Ext. 4818
<b>SIGNATURE:</b>	

## Council Direction:

Not applicable

## Information:

## Introduction

Since the early 1990's, Notre Dame House, which provides both emergency shelter and outreach services, has strived to meet the complex needs of street-involved and homeless youth in Hamilton. The Community Services Department has worked with the Good Shepherd Centres to provide funding to meet the operational costs for this service. The funding arrangement for Notre Dame has been in flux since Provincial rules changed in 2006 rendering the original funding arrangement unworkable. The Good Shepherd Centre has continued to operate Notre Dame House without adequate and stable funding and the City has assisted with one-time funding with either provincial or federal funding to off-set the deficit depending on funding availability. In 2010, the City provided additional funding for Notre Dame House in the amount of \$120,000 after the Ministry of Community and Social Services (MCSS) authorized additional one-time funding for the Consolidated Homelessness Prevention Program (CHPP).

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As outlined in Report CS11019 – 2011 Funding for Emergency Shelter and Intensive Case Management Services, received by Emergency and Community Services Committee (E&CS) at its meeting of February 17, 2011, Notre Dame House will receive the following funding from the municipality in 2011:

<b>Funding Source</b>	<b>Amount</b>
OW Emergency Hostel per diem payments (municipal/ provincial cost-share)	\$251,120
Annual Consolidated Homelessness Prevention Program payments (100% provincial)	\$497,152
One-time funding from Delivering Opportunities for Ontario Renters (DOOR)	<u>\$200,000</u>
<b>Total</b>	<b>\$948,272</b>

Using the one-time funding from the Delivering Opportunities for Ontario Renters (DOOR) reserve gives Good Shepherd a predictable funding stream for 2011. Further assessment will be undertaken of the Notre Dame Outreach Service to determine how to address this funding gap in 2012 and beyond.

### **Funding for Notre Dame House**

Notre Dame House was created in the 1990's in response to community concerns that homeless youth were not being served adequately through existing services (Health and Social Services Committee Report 97-173). The Notre Dame House service model was developed by Good Shepherd Centres to meet the unique needs of homeless and street-involved youth. Notre Dame provides outreach services on a 24-hour basis as a way to build relationships with youth and prevent them from becoming homeless. The outreach services include supports such as meals, laundry, showers and access to counselling.

Emergency shelter services are funded by municipal service managers through the Ontario Works emergency hostel per diem payment. The emergency hostel per diem is cost shared with the Province. The emergency hostel per diem, currently \$43.00 per day, is intended to cover the cost of overnight accommodation, meals and basic supervision for the emergency shelter residents.

Originally, the cost of both the emergency shelter and outreach services at Notre Dame House was covered through per diem payments. Under the General Welfare Assistance Act, outreach support services like those at Notre Dame could be funded through the per diem payment. With the introduction of the Ontario Works Act, 1997 this flexibility disappeared. In 2001, a Provincial Audit identified that the City of Hamilton's funding arrangements with Notre Dame were not in compliance with the legislation. Following this conclusion, City Staff worked closely with provincial staff to

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identify a long-term funding solution. Report SSC06003 identified that while, “all parties agree that the personal support services ...are critically important to adequately support homeless...youth” no long-term solution was identified.

Since then, there have been short-term funding arrangements.

- In 2008, combined funding from a variety of sources covered the cost of the support services.
- In 2009, the support services were covered through a one-time transfer of funding from unspent funds in the Domiciliary Hostels Program to the Consolidated Homelessness Prevention Program (CHPP).
- In 2010, MCSS approved the request for a permanent transfer of funding from the Domiciliary Hostel Program to CHPP. Now, \$497,152 in funding is provided to Notre Dame House on an annual basis for support services. An additional \$120,000 in one time funding was paid from the DOOR Reserve which is time limited funding.
- In 2011, Notre Dame will receive \$497,152 from CHPP for support services. \$200,000 in DOOR funding has been budgeted on a one-time basis to support the outreach services.

During 2011, staff will work with Good Shepherd and its partners in the Street Youth Planning Collaborative to further review the Notre Dame Outreach Services, its connections to other services and determine the most appropriate funding approach.

The following table provides an overview of municipal funding for Notre Dame House since 2005.

<b>Notre Dame</b>							
<b>Funding</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>TOTAL</b>
<b>Emergency Shelters</b>	456,272	255,793	251,215	223,126	267,286	278,738	1,732,430
<b>CHPP</b>	424,043	499,447	564,593	523,770	514,292	497,157	3,023,302
<b>Total</b>	<b>880,315</b>	<b>755,240</b>	<b>815,808</b>	<b>746,896</b>	<b>781,578</b>	<b>775,895</b>	<b>4,755,732</b>

### **Notre Dame Review**

In 2009, the Housing and Homelessness Division contracted with MCC Workplace Solutions, Inc. to conduct a review of Notre Dame House's services to determine if the right services were being funded at an appropriate level.

The review's objectives were to:

- To develop a comprehensive picture of Notre Dame House' current program and financial model
- To develop a recommendation for a long-term funding model

The review resulted in recommendations on a wide range of issues from data collection practices, program evaluation, program design to cost allocation practices. Several key recommendations are listed below:

- Develop clear program outcomes that can be measured to determine the program's effectiveness.
- Evaluate the meal program (part of the outreach services) to determine what outcomes it was achieving and if those outcomes meet the City's and community's goals.
- Evaluate case loads and roles for youth support workers to ensure that staff time is used effectively and efficiently.
- Assess efficiency and effectiveness of the service model and whether it could be improved through structured case conferencing.
- Use fund-raising capacity for indirect agency allocations (administration).
- If the Notre Dame Program is experiencing a deficit, Good Shepherd Centres needs to develop strategies to manage the deficit in year.

Staff from Housing and Homelessness Division and Good Shepherd Centre staff met several times in 2010 to implement the report's findings. Significant progress has been made.

- Notre Dame's budget has been separated into shelter and outreach operations.
- Good Shepherd has adjusted their expense allocations to reflect a more rigorous accounting methodology.

- Good Shepherd Centre's 2011 budget for Notre Dame House included a contribution toward the cost of indirect agency allocations.
- Good Shepherd contracted with the Social Planning and Research Council to do an evaluation of the meal program.

### **Conclusion**

In 2011 and 2012, Housing and Homelessness Division staff will work with Good Shepherd Centre and the Street Youth Planning Collaborative to clarify the role of the Notre Dame emergency shelter and outreach services within the youth service system and how it should best be funded on a sustainable basis.