

DATE	MONDAY, DECEMBER 9, 2024
SUBJECT	SERVICE DELIVERY REVIEW – ADULT & TRANSITIONAL SUPPORT
REPORT NO.	SDR-36

RECOMMENDATION

That Council of the Municipality of Greenstone approve the following:

1. **THAT** Council direct staff to negotiate with MCCSS to increase the Provincial contribution for operation of the Geraldton Family Resource Centre to offset the annual deficit; and
2. **THAT** Council direct staff to determine if the name of the Geraldton Family Resource Centre can be changed to the Greenstone Family Resource Centre; and
3. **THAT** Council approve the draft Geraldton Family Resource Centre Policy as presented and direct staff to bring back a By-Law for final approval; and
4. **THAT** Council direct staff to have ongoing discussions with MCCSS regarding terminating the Municipality's contractual obligation with MCCSS in respect to the Adult Protective Services Worker Program if another Developmental Services Program in the District would be willing to assume program delivery; and
5. **THAT** Council direct staff to negotiate with MCCSS to increase the Provincial contribution for operation of the Protective Services Worker Program to offset the annual deficit.

SERVICE SUMMARY

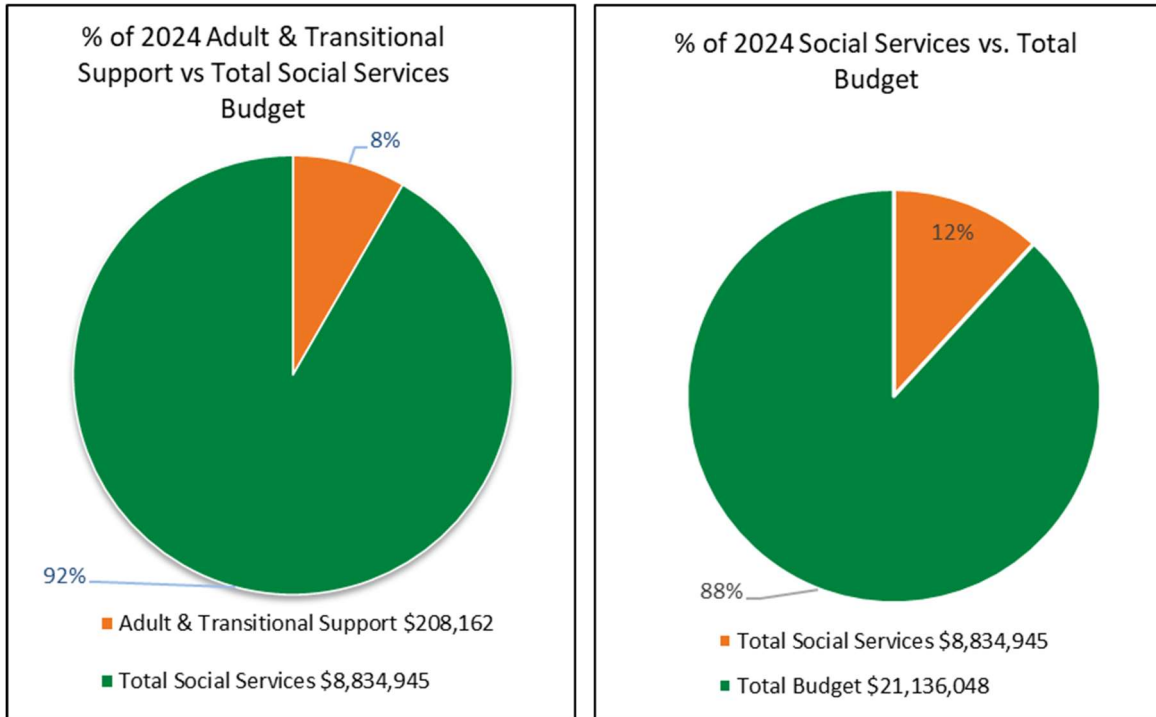
SERVICE	ADULT & TRANSITIONAL SUPPORT
DEPARTMENT	Community Services
SUMMARY	The Municipality of Greenstone operates a 10 bed women's shelter in Geraldton that provides emergency shelter services and outreach services. The Municipality of Greenstone provides developmental services in Greenstone through its Adult Protective Services Worker Program.
MANDATORY	No
LEGISLATION	No
BY-LAWS	By-Law 22-05
FEES/CHARGES	N/A

2024 BUDGET SUMMARY

2024 Expenditures: \$208,162

2024 Revenues: -\$273,217

Net Budget: -\$65,055



STAFFING

	Positions	Hours Worked per Year
Full Time FRC	4	2,184
Casual FRC	8	350
Full Time THSP	1	1,820
Full Time APSW	1	1,820
Administrative Assistant	1	20%
Director of Community Services	1	35% during office hours

GERALDTON FAMILY RESOURCE CENTRE

Emergency Shelter

The emergency shelter has 4 full time employees and casual staff to provide 24-hour services. Due to lack of availability of casual staff, the shelter has had to utilize other community services staff, outreach staff, and the Director of Community Services to ensure the shelter remains operational. There is no manager/supervisor for the Geraldton

Family Resource Centre; therefore, the Director of Community Services is always on call (evenings/weekends/holidays). The Municipality has made attempts to recruit a Manager of Community Services who would manage the Geraldton Family Resource Centre and the Municipality's two daycare centres. The compensation for this position will be reviewed to ensure it is competitive.

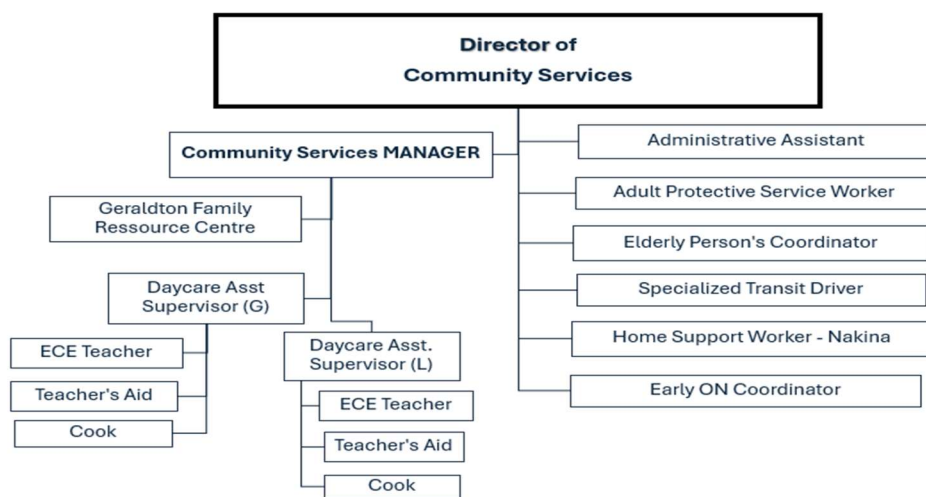
Transitional Housing Support Program

The Transitional Housing Support Program (THSP) has 1 full time employee.

Adult Protective Service Worker Program

The Adult Protective Service Worker Program has 1 full time staff who provides service to approximately 16 individuals within Greenstone. When the full time staff is away on sick leave or vacation, the Director of Community Services covers the vacancy.

ORGANIZATIONAL CHART



SERVICE BACKGROUND

Geraldton Family Resource Centre

The Geraldton Family Resource Centre was built in 1984 and opened in 1985. It will be celebrating 40 years of service to women and children in Greenstone in 2025. Funding for Emergency Shelter Services and Transitional Housing Support Program is from the Ministry of Children, Community and Social Services.

The Geraldton Family Resource Centre is the only Municipal run, governed by a Council, women's shelter in the Province of Ontario. There is one shelter in the Province of Ontario that is governed by a District Services Administrative Board, and it is in Parry Sound. All other shelters are not-for-profit and governed by boards.

Emergency Shelter Services

The Geraldton Family Resource Centre is a 10 bed women/children's shelter. The Centre serves the areas of Marten Falls, Aroland First Nation, Nakina, Geraldton, Longlac, Caramat, Ginoogaming First Nation, Long Lake #58 First Nation, Jellicoe, Beardmore and any other clientele who need to access our service regardless of jurisdiction.

The Geraldton Family Resource Centre provides services to all self-identified women (including two-spirited, cisgender or transgender women) 16 years of age and older, with or without dependents, who experience or are at risk of experiencing violence and/or abuse. All women and their dependents will be provided with access to emergency shelter services regardless of their ability, age, class, citizenship/immigration/refugee status, race, ethnicity, sexual orientation, political or religious beliefs, ethno-cultural background, First Nation, Metis or Inuit identity, language, mental wellness needs or use of substances (internal procedures are in place in respect to no use or substances on site, harm reduction, and behaviour on site while using substances).

The Geraldton Family Resource Centre has the following program objectives:

- To provide community-based emergency shelter and crisis support services for women and their dependents who have experienced, are at risk of experiencing or have been or are being affected by violence and/or abuse;
- To provide crisis phone counselling, including assistance with safety planning, providing information on rights, options and available services, referrals, and system navigation;
- To support safety planning for women and their dependents who are experiencing or are at risk of experiencing or have been or are being affected by violence and/or abuse.

The Geraldton Family Resource Centres services include:

- Supportive counselling
- Temporary safe and secure shelter residence
- Residential supports including food, personal needs items, bedding
- Emergency transportation
- Referrals to alternative accommodation
- Assistance with housing applications
- Provision of information about rights, options and available services
- Development of safety strategies/plan for women and their dependents
- Assistance with information about legal systems, immigration, transportation and cultural interpretation
- Crisis line services
- Community outreach to women
- Advocacy on behalf of women and their dependents

Food Security

Since 2020, the Geraldton Family Resource Centre has been successful in receiving funding for food security through The District of Thunder Bay Social Services Administrative Board - Homelessness Prevention Program Food Security. This is a one time funding that the Municipality has applied for annually. This funding has increased our ability to provide outreach services in the community to at risk women by meeting their food security needs but also providing safety planning, harm reduction supplies, and assistance in completing housing applications. Since the program began, we have seen an increase in need in the community for at risk women, many who are homeless. From April to September 2024, we provided food security to 105 adults and 78 children. Once this funding is no longer available, there will be an unmet need in the community. The program has annually received approximately \$16,000 to meet this food security need.

Emergency Shelter Data					
	2020	2021	2022	2023	2024 As of October 31
Individual women	27	35	26	23	16
Indigenous Women served (self-identified)	23	27	19	20	12
Individual Children	9	33	16	20	10
Women Resident Days	250	486	541	604	331
Dependent Days	62	414	938	658	275
Crisis Calls	78	58	71	80	45
Non-Crisis Calls	302	601	629	272	177
Note: This data is specific to women and children who receive emergency shelter services, are requesting emergency shelter services, or crisis support through the crisis telephone line, or direct shelter telephone line.					

Emergency Shelter Funding & Operating Expenses					
	2020	2021	2022	2023	2024
MCCSS Funding	444,089	432,708	433,602.02	433,155	460,247
One time funding (Capacity, Rural & Remote, Child & Youth, CRRF (Covid), and Federal	36,436.85	124,206	244,738.51	125,364.08	39,904.65
Operating Expenses	508,368.22	578,683.48	572,385.36	512,855.05	478,385
Deficit offset by taxpayers	27,317.37	21,769.48	0	0	18,138

Transitional Housing Support Program (THSP)

The Transitional and Housing Support Program (THSP) is for women who seek support after experiencing abuse by their partners or significant others (including caregiver or other immediate family/household member) or survivors of human trafficking.

THSP provides a continuum of supports and services to women and their dependents to:

- Access stable housing
- Obtain relevant supports to address and heal from violence/trauma
- Begin a path to independence and sustainability

THSP objective is to:

- Increase the safety of clients and their dependents
- Provide support to maximize the capacity of clients and their dependents to live free of violence
- Assist and advocate for clients and their dependents regarding their health, safety, and well-being
- Help to heal from violence and support their dependents in recovering from the effects of witnessing violence
- Strengthen their connections to safe and affordable housing supports and additional services, as needed
- Build their capacity, leading to sustainable livelihoods

Services and supports provided by the THSP program include:

- Referrals to different supports (i.e. financial, legal, etc.)
- Information regarding housing and support with housing applications
- Ontario Works and ODSP among other applications

Transitional Housing Support Program (THSP) Data					
	2020	2021	2022	2023	2024 As of October 31
Individual Women	45	75	129	105	107
Interactions (calls/texts/emails)	190	277	703	469	313
Women's Groups	8	2	11	9	25
Note: This data is specific to women who seek outreach support (not currently residing in the shelter) and women who are transitioning from emergency shelter services to their own home.					

Transitional Housing Support Program Funding & Operating Expenses					
	2020	2021	2022	2023	2024
MCCSS Funding	44,653	58,617	58,616.98	58,617	58,617
Additional top up (Marjorie House/MCCSS)	2500				37,101
Operating Expenses	54,447.99	46,937	91,628.63	49,766.11	68,112
Deficit offset by taxpayers	7,299.99	0	33,011.65	0	0

Adult Protective Service Worker Program

Funding for the Adult Protective Service Worker Program is from the Ministry of Children, Community and Social Services.

The fundamental objective of the Adult Protective Service Worker Program is to support adults with a developmental disability who are living on their own to live as independently, safely, and securely as possible in the community.

Adult Protective Service Workers interact directly with the adult who has a developmental disability to help them access and maintain services and supports including generic services and supports available to any member of the community. The Adult Protective Services Worker helps by supporting the individual to learn ways of managing their life in the community.

The underlying intent of the program is for the Adult Protective Services Worker to work directly alongside individuals who have a developmental disability to develop a trusting, respectful working relationship with them to understand the person's strengths, areas for development and goals. This partnership should encourage active participation and self-determination on the part of the person who has a developmental disability in setting and working towards their goals.

Eligible adults 18 years of age or older with a developmental disability are suitable for the Adult Protective Services Worker program if the involvement of the Adult Protective Services Worker would not duplicate or replace a similar program that is currently in place or available to support an individual's needs, and they:

- Currently live on their own or plan to move to a more independent (non-Ministry-funded developmental services) community setting.
- Have limited or no significant social supports.
- Need, and request, the type of assistance that is within the mandate of the Adult Protective Services Worker program.

There is no upper age limit for applying to receive Adult Protective Services Worker services and supports.

The relationship between the Adult Protective Services Worker and the person who has a developmental disability is voluntary, which means that the person is not compelled to accept the services of the Adult Protective Services Worker program. The Adult Protective Services Worker is expected to provide services, within their mandate, to people who have a developmental disability who seek their help. The Adult Protective Services Worker does not have guardianship or legislated custodial authority for the individuals they support.

Adult Protective Services Worker (APSW) Program Clients Served					
	2020	2021	2022	2023	2024 As of October 31
Individual Clients	21	22	19	18	16

Adult Protective Services Worker Program Funding & Operating Expenses					
	2020	2021	2022	2023	2024
MCCSS Funding	95,941	99,693	100,941	100,941.00	100,941
One time funding MCCSS	10,000	0	0	0	0
CRRF	2,383.45	0	0	0	0
Operating Expenses	107,354.33	114,313.97	116,569.06	122,316.91	114,369
Deficit offset by taxpayers	0	14,620.97	15,628.06	21,375.91	13,428 *Anticipating that by end of 2024 it will be \$16,000 to \$17,000

SURVEY

Surveys were conducted for this SDR with 83 responses received.

Question 1: Are you aware that there is a women's shelter in Geraldton that provides emergency shelter services to all women in Greenstone who had been or are at risk of abuse?

Yes - 72

No - 11

Question 2: Are you aware that the Geraldton Family Resource Centre offers outreach programming to women in Greenstone who are in transition and may be contemplating leaving an abusive relationship or environment, or have left the relationship?

Yes - 64

No - 19

Question 3: Do you support the Municipality funding the Geraldton Family Resource Centre?

Yes - 55

No - 14

Require more information - 14

Examples of Feedback Include:

- Should be funded entirely by the province.
- You can't dispose of all programs and businesses in Geraldton. Geraldton has always been the HUB of this Municipality, lets get it BACK to where it was in the past.
- Services should only be for residents of Greenstone not those from outlying communities since Greenstone taxpayers have to kick in to cover any financial shortages.
- Safety for our women and children is paramount.
- There is a high need for this service in our area
- Government funding should be enough. I don't need more taxes being charged twice.

Question 4: Do you support any deficits for the APSW Program being funded by tax dollars?

Yes - 29

No - 29

Require more information - 25

Examples of Feedback Include:

- Should be entirely funded by the province.
- Supporting our most vulnerable population is the right thing to do.
- Aren't there other agencies that are funded and responsible for this?
- There are other agencies, programs available to help such individuals.
- Government funding is enough I don't need my tax dollars to pay for this twice.

Question 5: Please choose the statement you agree with most.

The Municipality should seek outside agencies to run these programs – 38

The Municipality should continue to run these programs and fund any deficits with Municipal tax dollars – 18

I do not have an opinion on this issue – 27

KEY PERFORMANCE INDICATORS

The Municipality of Greenstone is contractually obligated to provide quarterly and annual statistical information to the Ministry as per their required data elements that allows us to measure set performance indicators (i.e. individuals served, length of time, language spoken, Indigenous, etc.)

- Increase in Visibility: Attendance at more community events and engagement with other organizations to promote services;
- Number of Individuals using the Transitional Housing Support Program: Increase to the number of women who receive services;
- Number of Housing Related Supports: Increase in services for housing related supports.

ASSET USE

Geraldton Family Resource Centre

This facility is valued at \$1,255,800 and recommended rehabilitations of \$1,138,950 over the next 10 years. Greenstone's Asset Management Plan also includes \$294,085 in miscellaneous office and computer equipment for this location.

Adult Protective Service Worker Program

Assets consist of office furniture along with IT resources of laptop and printer, with an approximate valuation of \$6,000.

Community Services Administration

Community Services Administrative Assistant, Manager of Community Services and Director of Community Services are involved in the administration of the programming and work out of the main administrative office. General office space and office furniture along with telephone and IT resources are used including the IT network, printers, and desktop/laptops valued at +/- \$50,000.

ANALYSIS

OPTIONS

IMPROVING IN-HOUSE PROCESS AND PERFORMANCE:

Geraldton Family Resource Centre

The Geraldton Family Resource Centre has a Policy and Procedure Manual as per the contractual obligation with MCCSS. In review of internal Municipal policies, there is no policy for the Geraldton Family Resource Centre approved by way of By-Law by Council.

A policy will ensure the safety and security of our clients and staff, and that the Municipality meets all Ministry standards and requirements.

Recommendation: THAT Council approve the draft Geraldton Family Resource Centre Policy and direct staff to bring back by way of By-Law.

The Geraldton Family Resource Centre jurisdiction is all of Greenstone not just Geraldton; therefore, the name should reflect the service area served.

Recommendation: THAT Council direct staff to determine if the name of the Geraldton Family Resource Centre can be changed to the Greenstone Family Resource Centre.

Adult Protective Service Worker Program

There have been discussions regarding the potential long term lease of a rental vehicle for the APSW Program. The annual deficit is based on increased medical and optometrist travel (kilometres, meals, hotel expenses for staff) to Thunder Bay for our aging clients. The monthly rental of a vehicle and the average annual number of kilometres will need further analysis to determine if there will be any cost savings.

To decrease some transportation costs, the Adult Protective Services Worker Program could request support, when appropriate, from a DSO agency in Thunder Bay to assist our clients who have medical appointments in Thunder Bay. The clients could travel independently to out-of-town medical appointments through the Specialized Transit Program. This would only apply to clients who could independently travel using the specialized transit program as per those policy guidelines.

COST AVOIDANCE: OPERATING COSTS AND CAPITAL INVESTMENTS:

Geraldton Family Resource Centre

Annually the wages and benefits will continue to increase as per our Collective Agreement.

The Geraldton Family Resource Centre staff are currently among the highest paid shelter staff within our District and Northern Ontario. The staff at Faye Peterson House in Thunder Bay have had increases to their pay scale which see their staff being paid at \$33.38. This wage is comparable to our staff.

In 2023 and 2024, the Geraldton Family Resource Centre has struggled, at times, to keep the shelter operational due to sick leaves and the number of casual staff who are unavailable to work during the weekdays as they work full time at other places of employment. These staffing challenges have increased overtime and casual wage costs.

NEW REVENUES:

Geraldton Family Resource Centre

One-time federal funding sometimes comes available which the Geraldton Family Resource Centre was successful in obtaining, specifically during COVID-19. MCCSS also offers annual minor capital grants through application. MCCSS has minimally increased the base funding for the shelter over the years and the increases have not met inflation. The Municipality has and will continue to request additional assistance from the MCCSS to cover the annual deficit that is offset by taxpayer. Other shelters do fundraise to help offset their operating expenses. As a Municipal run shelter, the Geraldton Family Resource Centre does not actively fundraise from taxpayers, who already subsidize the shelter, as this would take away from other not-for-profit run organizations within Greenstone.

Recommendation: THAT Council direct staff to negotiate with MCCSS to increase the Provincial contribution for operation of the Geraldton Family Resource Centre to offset the annual deficit.

Adult Protective Services Program

The Municipality has and will continue to request additional financial assistance from the MCCSS to cover the annual deficit that is offset by taxpayers.

Recommendation: THAT Council direct staff to negotiate with MCCSS to increase the Provincial contribution for operation of the Protective Services Worker Program to offset the annual deficit.

ALTERNATIVE SERVICE DELIVERY INCLUDING SHARED SERVICES OR CONTRACTING OUT:

Geraldton Family Resource Centre

Historically, there was a point where the shelter was not operating satisfactorily, and discussions had occurred with the Municipality, the Ministry, and another women's shelter in the district about the potential of that shelter assuming the Geraldton Family Resource Centre. The shelters within the district are currently not wanting to assume this role as the issue is not about the leadership of the Geraldton Family Resource Centre but of not being adequately funded by MCCSS for the services it provides.

Adult Protective Service Worker Program

Discussions have also begun with the Ministry of Children, Community and Social Services regarding the increases in annual deficits to taxpayers for a developmental program that should be fully funded by MCCSS. MCCSS has been advised of the recommendations made in this service delivery review. Staff recommends ongoing discussions with MCCSS regarding terminating the Municipality's contractual obligation with MCCSS, in respect to the Adult Protective Services Worker Program, if another Developmental Services Program in the District would be willing to assume program deliver.

Recommendation: THAT Council direct staff to have ongoing discussions with MCCSS regarding terminating the Municipalities contractual obligation with MCCSS in respect to the Adult Protective Services Worker Program if another Developmental Services Program in the District would be willing to assume program delivery.

To decrease some transportation costs, the Adult Protective Services Worker Program could request support, when appropriate, from a DSO agency in Thunder Bay to assist our clients who have medical appointments in Thunder Bay. The clients could travel independently to out-of-town medical appointments through the Specialized Transit Program. This would only apply to clients who could independently travel using the specialized transit program as per those policy guidelines.

SERVICE STRUCTURE AND STAFFING REALIGNMENT:

Geraldton Family Resource Centre

The Geraldton Family Resource Centre moved to 12-hour shifts prior to the pandemic. This model has provided consistency in staff. Due to the lack of casual staff, overtime does occur when staff are ill or are using their vacation time. Recruitment efforts for casual staff remains ongoing.

DISCONTINUING THE SERVICE (IF APPLICABLE):

Geraldton Family Resource Centre

This is not recommended as it would result in women and children who are fleeing from violence not having access to safe emergency shelter services or outreach services. On average 26 women and 15 children annually utilize emergency shelter services. On average 100 women annually utilize the outreach program.

Adult Protective Service Worker Program

This is not recommended as it would result in 16 people with a developmental disability without assistance to be able to live independently in the community.

The APSW Program is a stand-alone program and has no direct supports from any developmental services agency. The history of how the Municipality of Greenstone acquired this program is not known. It can be hypothesized that this program was once part of the Town of Geraldton social services that transferred over to the Municipality during amalgamation.

Developmental services for Thunder Bay and along the North Shore (up to Marathon, Rossport, and Nipigon) are provided by Lutheran Community Care who is the host agency for Developmental Services Ontario – Northern Region, and the primary contact point for people seeking information about supports available to adults with developmental disabilities.

Preliminary discussions have begun with Lutheran Community Care to determine if they would consider expanding their district to include Greenstone.

FINANCIAL IMPACT

New Revenues

There are no new revenues available.

Cost Avoidance

Costs will continue to increase each year with inflation and annual wage increases as per the Collective Agreement.

Contracting Out

Due to the specialized nature of providing care to vulnerable persons, contracting out would be difficult given the contractual obligations.

If the Director of Community Services was unable to perform duties for a significant period, and the Manager of Community Services position remained vacant, other shelters in the district could be contracted to assist in the short term.