

**Schedule “B”**  
**SSRF Phase 2 Business Case Template**

**SSRF Phase 2 Business Case Template – Service Managers**

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### Introduction

Thank you for your interest in participating in the Social Services Relief Fund (SSRF) Phase 2 initiative. As noted in the initial planning allocation letter from The Honourable Steve Clark, Minister of Municipal Affairs and Housing, Service Managers are required to submit a business case to the Ministry of Municipal Affairs and Housing (MMAH) prior to funding being flowed.

The purpose of the business case process is as follows:

1. To assess Service Managers’ proposed uses of SSRF Phase 2 funding, in terms of eligibility under Program Guidelines, and alignment with local needs in their respective communities; and
2. To ensure that Service Managers’ program delivery planning fulfills specific criteria and reflects consideration of intersecting service systems and issues (see Questions on pages 6-16).

Please submit your completed business case to MMAH by **September 11, 2020 at 5:00 p.m.** Business cases must be submitted through the Transfer Payment Ontario (TPON) system.

Please note, MMAH is not prescribing a specific level of authority to approve business cases. Service Managers should follow their respective organization’s approval process to approve the business case, prior to submitting it to the Ministry. Please also note that Service Manager approval does not guarantee that the business case will be satisfactory to meet the objectives for additional funding.

The level of detail required in responding to each question should be scaled against the types of activities being proposed. For example, fewer details would be needed to propose operating expenses being used to expand existing services for vulnerable people, in comparison to a new and large-scale capital expense (e.g., acquisition or modular housing) being proposed.

MMAH staff will review all business cases received by the deadline with colleagues from the following ministries: Attorney General (MAG); Government and Consumer Services (MGCS); Solicitor General (SOLGEN); Children, Community, and Social Services (MCCSS); Health (MOH); Indigenous Affairs (IAO); and Infrastructure Ontario (IO).

This inter-ministerial approach aims to encourage a diversity of perspectives when reviewing submissions, and to ensure that business cases are consistent with key areas of focus across the health, housing and homelessness, and social services sectors. For more information about the Key Areas of Consideration, please see pages 3-4.

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It is anticipated that every Service Manager will be notified of the final decision regarding their business case by early October 2020, with initial funding anticipated to flow shortly thereafter.

Initial planning allocations for SSRF Phase 2 funding are subject to business case review. MMAH reserves the right to adjust allocations based on: the business cases received; Service Managers’ progress in using their SSRF Phase 2 allocation; and to ensure that SSRF Phase 2 funding aligns with ongoing COVID-19 related needs, and the potential for emerging or new public health emergencies across Ontario.

To ensure SSRF Phase 2 funding is targeted to where it is needed most, MMAH will hold back a portion of the total SSRF Phase 2 funding from funding allocations, and will determine how to allocate it in the coming months based on public health needs.

Service Managers should consider the objectives and performance indicators as outlined in the Program Guidelines when completing their business case.

SSRF Phase 2 will include an operating component and two new capital components. Please refer to the SSRF Phase 2 Program Guidelines for details on eligible uses of funding and the project approval process.

#### **Key Areas of Consideration for Business Case Submissions**

As noted above, business cases will be reviewed by staff from several provincial ministries, who will examine submissions to ensure that they consider key areas of focus for the health, housing and homelessness, and social services sectors. These key areas are as follows:

- Providing assistance to vulnerable members of communities across the province, including: people who are homeless or at-risk of becoming homeless; low-income households; social assistance recipients; people without jobs; households who depend on housing supports to maintain stable housing; people whose financial situation is precarious due to the COVID-19 crisis; people who live in community and supportive housing; and people who depend on social services to meet their basic needs.
  - Some populations, such as racialized communities, youth, seniors, survivors of domestic violence and human trafficking and LGBT2SQ, may be particularly vulnerable and therefore may warrant special consideration in the development of business cases.
  - For more information about vulnerable populations, please see Ontario’s *COVID-19 Action Plan for Vulnerable People* available at: <https://www.ontario.ca/page/covid-19-action-plan-protecting-vulnerable-ontarians>.

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- Assisting social service providers (e.g., Violence Against Women (VAW) services) with accommodation and support services, which are presently at capacity due to physical distancing requirements (this is resulting in vulnerable populations turning to local housing and homelessness systems).
- Promoting the re-design of congregate care settings such as emergency shelters, to move away from traditional approaches (e.g., bunk beds, shared common areas, close spacing) towards more permanent/independent housing solutions that better allow for physical distancing and other measures to protect the safety and well-being of residents and staff. Capital projects such as acquisition, conversion, and modular home developments are in scope for this funding. For more information, please refer to the Program Guidelines.
- Promoting cost effectiveness of service delivery in congregate care settings (e.g., renting space versus owning a building in order to provide services and supports, or vice versa, as well as the cost effectiveness of permanent housing versus emergency shelters).
- Supporting the housing needs of individuals released into the community from provincial institutions (e.g., health institutions, correctional facilities, and the child welfare system), where some individuals may be at risk of entering into homelessness.
- Supporting renter households (e.g., rental assistance), who may be in rental arrears and at a high risk of becoming homeless.
- Providing culturally responsive and appropriate housing and homelessness supports to Indigenous people.
  - Indigenous populations are over-represented among those experiencing homelessness and are more likely to experience health conditions that may increase vulnerability to COVID-19, particularly in high-risk congregate care settings such as emergency shelters.
  - There is also a significant demand for Indigenous safe spaces for temporary housing, testing, self-isolation, and recovery from COVID-19, including within rural and urban settings.

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### MMAH Contacts

If you have any questions regarding the completion of this business case, please contact your respective MMAH Municipal Services Office (MSO) or Housing Programs Branch staff contact, as noted below:

Toronto and Indigenous Partners: <b>Bailey Anderson</b>	<a href="mailto:Bailey.Anderson@ontario.ca">Bailey.Anderson@ontario.ca</a>
MSO Central: <b>Ian Russell</b> <ul style="list-style-type: none"> <li>• Serving: Durham, Halton, Hamilton, Muskoka, Niagara, Peel, Simcoe, and York</li> </ul>	<a href="mailto:Ian.Russell@ontario.ca">Ian.Russell@ontario.ca</a>
MSO Western: <b>Tony Brutto</b> <ul style="list-style-type: none"> <li>• Serving: Brantford, Bruce, Chatham-Kent, Dufferin, Grey, Huron, Lambton, London, Norfolk, Oxford, St. Thomas, Stratford, Waterloo, Wellington, and Windsor</li> </ul>	<a href="mailto:Tony.Brutto@ontario.ca">Tony.Brutto@ontario.ca</a>
MSO Northeastern: <b>Cindy Couillard</b> <ul style="list-style-type: none"> <li>• Serving: Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry Sound, Sault Ste. Marie, and Timiskaming</li> </ul>	<a href="mailto:Cindy.Couillard@ontario.ca">Cindy.Couillard@ontario.ca</a>
MSO Northwestern: <b>Andrew Carr</b> <ul style="list-style-type: none"> <li>• Serving: Kenora, Rainy River, and Thunder Bay</li> </ul>	<a href="mailto:Andrew.Carr@ontario.ca">Andrew.Carr@ontario.ca</a>
MSO Eastern: <b>Mila Kolokolnikova</b> <ul style="list-style-type: none"> <li>• Serving: Cornwall, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, and Renfrew</li> </ul>	<a href="mailto:Mila.Kolokolnikova@ontario.ca">Mila.Kolokolnikova@ontario.ca</a>

### Description of Evaluation Ratings for Questions

In the event of significant changes to the public health environment, the Ministry reserves the right to revise allocations in order to address emergency/critical situations.

Responses will be evaluated using a qualitative approach, in order to confirm initial planning allocations, and will rate submissions as “satisfactory”, “needs more detail”, or “unsatisfactory”.

#### **Satisfactory:**

Responses fully address the information requested in each question, and clearly demonstrate a link to the “Key Areas of Consideration for Business Case Submissions” criteria. Evidence is also provided to reinforce each response (e.g., reference to a source document). Evaluators have few or no follow-up questions for the Service Manager. The end result of a satisfactory business case is to seek clarification on a few

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questions during the review process, if applicable, confirmation of the initial planning allocation, and flowing of funds as originally communicated in the Minister’s allocation letter.

#### **Needs More Detail:**

Responses partially address the information requested in each question, and partially demonstrate a link to the “Key Areas of Consideration for Business Case Submissions”. Some evidence is provided to reinforce each response (e.g., reference to a source document), however not a complete amount. Evaluators have some follow-up questions for the Service Manager. The end result of a business case which needs more detail is to seek more information and clarification during the review process from the Service Manager prior to flowing funds as originally communicated in the Minister’s allocation letter.

#### **Unsatisfactory:**

Responses do not satisfactorily address the information requested in each question, and do not demonstrate a compelling link to the “Key Areas of Consideration for Business Case Submissions”. Little to no evidence is provided to reinforce each response (e.g., reference to a source document). Evaluators have a significant number of follow-up questions for the Service Manager. The end result of an unsatisfactory business case is to seek more information and clarification during the review process from the Service Manager and consider adjusting the initial planning allocation.

#### **Business Case Questions**

In responding to the questions below, Service Managers encouraged to make references to:

- Independent research;
- Council and Board reports;
- Strategic planning documents;
- Media reports;
- Anticipated cashflow requirements; and
- COVID-19 data, guidelines, and enforcement requirements issued from local public health units, as appropriate

Please be clear and concise in your responses in the business case in order to minimize the amount of follow-up required. If more space is required, a separate document may be submitted as an appendix to the business case submission. The level of detail required in responding to each question will depend on the type and scale of activities being proposed. For example, fewer details would be needed to propose operating expenses being used to expand existing services for vulnerable people, in comparison to a new and/or large-scale capital expense (e.g., acquisition and modular housing) being proposed.

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<b>Service Manager:</b>	Manitoulin-Sudbury District Services Board
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<b>Initial Planning Allocation (as indicated in the allocation letter):</b>	\$897,838
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**Question 1**

- a) Please describe the current COVID-19 experience in your Service Manager area from March 2020 to present (e.g., number of confirmed cases; related deaths; urgent public health emergencies; impacts on the economy and social service capacity). Elaborate on any leading and innovative practices to address COVID-19, and any challenges and risks your area has experienced. Please include statistics that show the change in services between pre- and post-COVID-19, to help reviewers understand the impact of COVID-19 in your community.
- b) Will your SSRF Phase 2 initial planning allocation be sufficient to meet the level of need in your community? How is the level of need in your community being determined?

**Note:** The intent of this question is to better understand the needs and challenges in your communities. This response will not impact the overall assessment of your business case.

**Question 1 a) Response:**

Public Health Sudbury and District does not formally report on COVID cases just for the Manitoulin-Sudbury District. Having said that, we do know that the Sudbury District has had 4 COVID cases and that the Manitoulin District has had 4 COVID cases well. No deaths have been reported.

On March 9, 2020, Manitoulin Family Resources agency took the proactive position to begin to separate various program staff by fields and sectors to different work locations. On March 11, their thrift store, which shares a building with their agency’s food bank, was closed to the public, in an effort to reduce the threat of community transmission. Their thrift store can be a densely crowded area, as they offer necessary household and clothing items, donated to them by the public in good to new state, items starting at \$0.25 and selling for no more than \$5. For many, this is where they are able to get their children’s clothing, their winter coats, footwear, etc., and it is also a key support to the residential women’s shelter that operates from the same property, and from which the food bank and thrift store originated. Women and children both entering the Violence Against Women shelter and discharging to different homes are able to access food, clothing, and household needs that have occurred due to their emergency situation. Both the food bank and thrift store are vital to community the well-being, in the VAW sector, as well as the larger vulnerable population.

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On March 13, the agency sent home all staff who could work remotely. The community-based counsellors that work with the women in their women's shelter have offices in the building attached to the shelter, as do the admin positions of the agency. The community-based counsellors that were sent home in an effort to secure a second tier of staffing for the shelter should there be staffing issues due to illness; they began to adapt their programs to offer phone support and virtual services for their clients. The bookkeeper and Executive Director remained on-site, as they do not have the IT capacity for agency work needed of those positions to be accessed and completed remotely. The shelter adopted a text and crisis line to support women who were in danger in their homes and unable to phone in. As the importance of social/physical distancing came to be understood, there was further recognition that they could not offer VAW residential services in the 10-bed format that they were funded to provide. They were forced to restrict new admissions to local women who were in physically dangerous situations, as their capacity to house individuals was reduced to 3-4, and with only one area that could be themed as an isolation/quarantine area. Each new admission had to remain in the isolation area for 14 days, meaning that they could not bring another individual into the shelter until the isolation area became available. This process remains in effect today and is a requirement of anyone who is away from the shelter overnight, per Ministry guidelines (see attached).

Women who wished to access their program from other parts of Ontario could not be accommodated due to lack of physical space to allow for safety requirements. Women's shelters began to receive guidance documents around congregate setting and directives from the Ministry of Health. Unfortunately, throughout this period, the crisis line calls and requests for counselling for VAW dropped quite dramatically. From the VAW sector they were hearing of women having no way to be away from their abuser (sharing same house and both isolating at home resulting in increased monitoring of activities and contacts), as well as fear of entering a shelter and becoming ill as a result, not knowing what would happen. Locally they had a DV murder-suicide within this time.

This past month they have begun to return their community-based counsellors into their main building but, due to social distancing and building structure they have had to limit their access to one week/month for each of the 4 counsellors. Each additional staff member accessing the building puts the physical distancing measure at risk in the general workspace, and the admin side is still attached and sharing an air flow system with the shelter proper. In addition, the offices had been previously shared (2 per) and are not large enough for 2 individuals to maintain distance. For women residing in the shelter proper who access these counsellors they have been able to theme the gazebo in their fenced yard to have sessions physically distanced in fresh air. While this has been acceptable for the later part of the summer, they do not have additional space to provide for their counsellors when the cooler weather begins. As a result of needing to maintain distancing as well as attempt to house more individuals safely they have been working to reduce the space that counsellors, finance, and admin access, but they have also lost the capacity to allow women from

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the general community come and access counselling services and drop in support, as they are limited to essential visitors to secure the wellbeing of the VAW residents. They have also lost the ability to borrow space from other agencies/service providers, as they work to return their own staff to sites in safe ways and maintain distancing.

The community-based counsellors that are attached to their VAW shelter offer counselling, support, safety assessments, court support for testifying victims, and referral services to women and children in the areas of woman abuse, sexual assault (historical and recent), addictions’ support for women who have experienced trauma, transitional housing support, concurrent therapeutic groups for children who have experienced the abuse of their mothers, and “Mothers in Mind”, a clinical parenting group for moms with traumatic history and children between the ages of age 0-4 that assists them with developing appropriate bonding and attachment relationships and form healthy relationships. These programs need to be a safe access point for women and children at risk. COVID has proven to them that too many high-risk situations remain under radar by those who cannot reach out to say to say they need assistance without having an actual safe physical space to attend to. This has been highlighted again with another DV murder charge being laid within their catchment this past month.

Regarding their food bank and thrift store, the mid-March requirement of those over the age of 70 to remain at home as much as possible, being considered high risk, meant that their volunteer base that operates these programs was required to stay home, for their health and safety. They were able to secure 2 food bank volunteers that were able to work with their program coordinator to maintain food bank operations. Due to social/physical distancing they recognized the need to expand the food bank square footage; with the thrift store already closed they repurposed the space on a temporary basis to create zones of operation. This allowed 3 individuals to work in the overall space with distance, but also has meant the continued loss of their thrift store, which is how they generate the funds to operate. The food bank, however, remained a priority, as they saw their monthly numbers of individuals served increase from just over 300 to between 1200 and 1500 per month since the pandemic began.

With respect to their thrift store items that had already been in stock, they’ve been able to provide needed items to residents of their VAW shelter, to those they provided services to through their homeless support program, and to some individuals who have called in needing access to specific items (pick up at the door). They are working to expand some of these remote delivery services with some COVID-support funding, but ultimately need to re-establish the thrift store to meet the basic needs of their communities, especially those with low income.

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### Question 1 b) Response:

The SSRF Phase 2 initial planning allocation will not be sufficient to meet the level of need in your community based on the financial numbers established in this business case. The level of need in our community has been determined by the number of individuals served mentioned in our response in question 1 a).

The food bank saw their monthly numbers of individuals served increase from just over 300 to between 1200 and 1500 per month since the pandemic began.

### Question 2

Has your initial SSRF funding already been fully spent? If the answer is no, please provide a rationale. Will your initial SSRF funding plan change with the additional funding provided? Please elaborate.

### Question 2 Response:

Our initial SSRF funding will be spent by October 31, 2020.

Our initial SSRF funding plan will not change with the additional funding provided as these funds will be allocated directly to one agency and the first initial round was directly correlated to the vulnerable population that we service. That same population will continue to be served through the Community Homelessness Prevention Initiative.

### Question 3

a) Have your local priorities shifted due to the COVID-19 pandemic? Please explain. Have your planned investments under other affordable housing, supportive housing, and homelessness programs (e.g., the Ontario Priorities Housing Initiative (OPHI); the Canada-Ontario Community Housing Initiative (COCHI); and the Community Homelessness Prevention Initiative (CHPI)) been diverted due to COVID-19 related pressures? If so, please describe the fiscal impact of these changes and what activities/initiatives have been deferred as a result.

b) Please describe how your SSRF Phase 2 funding would be used in accordance with your long-term housing and homelessness goals, and in the context of the following documents: local COVID-19 recovery plans and housing strategies; Investment Plans under other affordable housing, supportive housing, and homelessness programs; and your updated Housing and Homelessness Plan.

c)

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#### **Question 3 a) Response:**

Our planned investments for the Ontario Priorities Housing Initiative have been deferred as a result of COVID-19. Ontario Priorities Housing Initiative is meant to address local housing priorities, including affordability, repair and new construction. On November 7, 2019, the Manitoulin-Sudbury DSB was advised that our business case request to swap funding with another Service Manager was successful. Our revised planning allocation for Year 3 is now \$510,300. In January 2020, we began the process of swapping our Year 2 funding into Year 3 however due to COVID, we have been unsuccessful in facilitating the reallocation of some Service Managers’ OPHI Planning allocations.

Pre-COVID, our business case to Swap funding from Year 1 into Year 3 allowed us to create a larger pool of funding and provide adequate time to seek out eligible project proponents, solidify additional funding resources, build partnerships and complete project selections for proposed project developments into 2021-22. With the pandemic in full force, it has been difficult to accomplish any of those tasks, if at all. The Manitoulin-Sudbury DSB is amenable to any deferral of funds or swapping opportunities that would generate a larger pot of funding and to be available to attract suitable proponents in one project phase (Year 3).

The Canada-Ontario Community Housing Initiative and the Community Homelessness Prevention Initiative have not been diverted due to COVID-19 related pressures.

#### **Question 3 b) Response:**

Retrofit modifications to the VAW shelter would allow Manitoulin Family Resources to safely return to offering services to their previous capacity. Additional bathrooms would be installed, allowing for designated bathrooms to coordinate with designated bedrooms. Current offices would be converted to additional bedrooms to alleviate sharing of rooms and facilitate physical distancing between clients. Other previous staff spaces (offices, workroom) would be converted to additional client space, as the common living room area can only accommodate 2 individuals, distanced. The previous staff lunchroom would become part of the client space, to allow for staggered kitchen access in 2 locations within the building and time to disinfect between assigned times. The shelter, proper, space would be expanded, door access between it and offices of others would be moved and this would allow for separation of the two HVAC systems to reduce airborne transmission in the event of an outbreak. Additionally, should there be an outbreak, this provides the agency with the required space to provide for the 3 cohorts of individuals (COVID-positive, COVID-exposed and ill, COVID-exposed and well) that they would be required to provide ongoing care to. As a congregate setting providing residential care to individuals whose physical safety is in danger by not being admitted and housed

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within this building, they must remain able to minimize all outbreaks but continue to provide care to all housed within in the event of its occurrence.

Extension and renovations to the current physical building that is housing their food bank and was housing their thrift store would allow for those programs displaced by the shelter retrofit to return to operation. This allows women and children at risk of and/or having experienced abuse and violence, to return to therapeutic programming and support to overcome these situations, access transitional housing support, be connected with other services (victim services, victim witness assistance program, Ontario Works, mental health and addictions’ services, parenting programs, child care, etc.). It would also create a visible safe access point of centralized services. Their VAW program, both the residential shelter and the community-based counsellors are based out of Mindemoya but provide the services to the Districts of Manitoulin and Espanola, from Sagamok First Nation/Massey area to Nairn Centre. Services will continue to be delivered to those communities in person, as well as virtually when safe to do so. This community location, however, would provide an access point for other community service providers to also meet with clients in a safe, physically distanced location, which is a need for all social service providers who provide services to the most vulnerable at this time.

By repurposing the current food bank/thrift store in this way, they must secure a new building for those programs. Their region experienced very few cases of COVID-19 in the first wave. Much of this is credited to the positions taken by their community leaders, including the lockdown of several communities that were designated as high risk. Food bank requests dropped in the first week of the pandemic, however they then saw a surge increase of providing to 1200-1500 individuals per month instead of their average 325-330. They have continued to modify their makeshift set up through this period of time, physically distancing the zones of the 3 individuals working, and theming outside space for client pick up. This will not be feasible through the winter. More importantly, the province anticipates the second wave to be a larger concern, and the food bank sector, which has experienced a food surplus in recent months, is expecting a food shortage over the coming months. It’s also been noted that in the provincial financial crisis several years back, the full impact on food bank usage was noted about 18 months after the start of the crisis. This means their food bank sector must be prepared to meet those ongoing, increasing hunger, housing, and stability needs of the vulnerable sectors over the next 2 years. As a member of FeedOntario and Food Banks Canada, their food bank has been able to build food storage capacity through this time, as well as accept food donations to maintain their supplies. The closure of their thrift store has meant a loss of self-generating revenue at a minimum of \$1000/week. It’s also meant that many community individuals are going without much needed items that they can’t otherwise afford, a large concern as students return to school and they prepare for the winter months ahead. As a result, they will be implementing a delivery drop off service that will see food, basic household needs, and clothing delivered to residents in community, as they have no place for them to come and access. This service will be provided to residents of Manitoulin and Espanola/Massey/Sagamok, as requested, through a COVID-funding.

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Sudbury East and Sudbury North would be serviced through the Food banks in those areas. By purchasing a cargo van, their ability to deliver items would be more feasible, as well as financially viable, and they would be able to deliver items to community partners, such as the Espanola Food Bank Markstay Food Bank and Chapleau Pentecostal Church, as further access points.

Building a new, larger food bank/thrift store is going to be required to deliver appropriate programs that meet health and safety needs of patrons, volunteers, and staff. The building must allow for physical distancing of both patrons and staff, appropriate air flow, the ability to properly sanitize and disinfect spaces accessed by community members. It will require separate entrances for the two programs, to allow for confidentiality and offering services that are dignity-centred, as well as donation and delivery drop offs for both programs. As the capacity needs have increased through the food bank, they have begun to accept skids and pallets of non-perishables, as well as meat, fish, etc. They need access for those deliveries to arrive and be stored within. As a member of FeedOntario food baskets are prepared to provide a minimum of 7 days’ worth of food to individuals, though COVID response encouraged that 14 days be provided when possible. To meet the needs of up to 1500 individuals per month, this simply requires more space.

While they are cognizant of the client needs for the return of the thrift store, they also require that operation for the income it generates to support itself and community needs. In addition to their monthly food bank usage they also operate a Christmas basket campaign. Last December they provided over 1050 baskets to individuals and families in their region. The local community provided over \$65 000 in donations for this program, as it is so needed, and this was further supported by their own revenue. The income generated through the thrift store is essential to ongoing program operations.

#### **Question 4**

Please describe how your SSRF Phase 2 funding would be used to promote resiliency in your local housing and homelessness system in the event of future pandemic waves (e.g., advancing permanent housing solutions to homelessness), and how you will adhere to public health guidance, as well as municipal COVID-19 recovery strategies and plans.

#### **Question 4 Response:**

Having access to clothing and household needs at a modest cost (or without cost when necessary) is crucial for many to be able to maintain household survival. This will become more crucial as prices continue to increase. Having access to food on a monthly basis (or more if required) is crucial to health maintenance, and pre-COVID statistics identified that individuals who access a food bank in Ontario typically go without eating 1 to several days per month in order to survive financially with housing and needs. With food shortages expected, and ongoing price increases, accessibility

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to food, including the delivery of it due to lack of transportation, the food bank operation is crucial to the wellbeing of those in their region.

#### **Question 5**

Please describe how your operating and capital funding would be used to benefit the broader service systems in your community (e.g., emergency shelters and unsheltered needs such as encampments; supportive and transitional housing; discharge planning from correctional facilities to avoid homelessness; social assistance; Violence Against Women and victim services systems).

#### **Question 5 Response:**

Capital funding for retrofit of VAW residential shelter to address required physical distancing, required isolation/quarantine area expansion to allow for new admissions as well as care for ill individuals, ability to cohort clients, acquisition of bedroom and bathroom space to allow for needed client capacity (individuals not sharing rooms if not family), and reducing likelihood of transmission from community based counsellors, finance department, and admin staff into VAW shelter space through separation of airflow systems, and separation of program staff.

Funding for building expansion allows for community-based counsellors to provide safe service to both VAW shelter residents and those still in community who may need to be linked to VAW shelter service. It further provides for continuity of agency business in the event of a shelter outbreak when all non-shelter staff would be prevented from entering the building, as well as an access point for VAW clients to meet with Victim Witness Assistance Program staff, Victim Services staff, and other relevant community service providers to meet with clients.

Funding for new food bank/thrift store would allow resumption of needed services of making inexpensive household goods and clothing available to the public, as well as meeting the much-expanded needs of the food bank and its larger client base. The larger building is needed to meet the physical distancing, air flow, capacity, and disinfection/health and safety needs of the building’s attendees, as well as capacity of the ever-growing client numbers. Incorporating the purchase of a cargo van would allow for the expanded delivery of needed household goods, clothing and food into the communities throughout their service region, to both houses and access points.

#### **Question 6**

Please describe how your SSRF Phase 2 funding would be used to meet the critical and diverse needs of clients in your communities (including Indigenous communities, clients discharged from correctional facilities, youth, seniors, and other vulnerable population groups). For more information about vulnerable population groups, please see pages 3-4.

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### Question 6 Response:

VAW programs meet the needs of those fleeing physically violent relationships, needing safe temporary supportive accommodation and support for themselves and their dependents, while also offering counselling, transitional housing support, parenting programs, court support, and referrals to other services on a spectrum of need. Services may be provided in a residential facility or accessed within a community agency by members of the public, depending on the presentation and needs, which are always needing to be reassessed due to threat to safety and wellbeing.

Food bank and thrift store services are available to all members of the community, and are delivered out into community as possible, through community-based outreach. They know from internal reporting, and confirmed by FeedOntario statistics, that 1/3 of their Food Bank recipients are children, and that seniors are the fastest growing population to access food banks due to need. Manitoulin Family Resources has recorded a steady increase in food bank usage since it first opened under the umbrella of the VAW program. Last December’s Christmas count and this spring’s COVID count set unprecedented records and they expect this to continue this fall.

### Question 7

Please provide the following information:

- How is your initial planning allocation anticipated to be used in each fiscal quarter (Q2 to Q4 in 2020-21). Please indicate your anticipated cashflow for operating expenses and capital commitments in the chart below.
- **Note:** Operating cash flow will be advanced based on need up to 75% of your operating allocation for your first payment;
- The anticipated number of households to be assisted;
- The anticipated number of capital spaces/facilities to be created/retrofitted;
- The anticipated activities/services for which your SSRF Phase 2 funding would be used (operating and capital funding);
- Steps taken to ensure that operating funding will be spent by **March 31, 2021**, and capital funding committed by **January 31, 2021** (completion by **December 31, 2021**); and;
- Risks, mitigation strategies, and steps taken to address capacity challenges.

### Question 7 Response:

Anticipated Number of Households to be Assisted: Food bank previously served 325/month, during height of phase one served 1200-1500/month; thrift store served approximately 500/month pre-pandemic. Delivery program of food and goods would be completely new and serve expanded catchment area. Anticipate food bank will serve 600-700 individuals/month, Christmas campaign will serve 1200 individuals,

## Schedule “B” SSRF Phase 2 Business Case Template

thrift store to serve 350 individuals/month in a delivery format. Thrift store currently not able to operate at all.

Capital Spaces/Facilities created/retrofitted: 2 building retrofits related to service delivery of VAW programs to allow for safe physical distancing, 1 new facility created to support those in low socioeconomic status and at risk of homelessness, also required to allow for safe physical distancing, or programs will not be able to reopen.

Anticipated activities/services:

Operating: community delivery of program items from food bank and thrift store (household items, small furniture, clothing, emergency needs, personal needs, food); because they can't currently offer the programming on-site due to space limitations and risk of community transmission they will purchase a cargo van and deliver items to households and/or agencies through Espanola/Manitoulin. They will purchase PPE for the staff member involved, as well as cover some fuel costs of the program, given that the thrift store is not currently operational and is how the program has generated funds to cover costs to date. The delivery aspect will be crucial should the province require isolation again, but is currently a reality for those at high risk, or without transportation, and due to the fact that their thrift store cannot currently open to the public due to lack of physical space and risk.

Capital: retrofit of VAW shelter to allow increased bathroom/bedroom pairings and physical distancing, required for increased client capacity. Meeting spaces used by VAW clients are being repurposed to this end to allow for 10 bed facility to function at optimal level, thereby increasing safety to women and children at risk (currently can only accept 3 to ensure physical distancing). Second capital retrofit is to provide meeting spaces, safely through physical distancing and in a setting with a separate airflow system for VAW clients and other community service workers to meet vulnerable, high risk clients (as community space in VAW shelter has been lost to shelter needs for accommodation). New capital funding will construct a new food bank/thrift store – each having designated space from the other, but linked, physically designed to allow for safe physical distancing, safe disinfection practices, and improved air flow, all to ensure safe attendance by those vulnerable populations that attend (low SES, many high health risks). This will allow both programs to return to steady operations, while the food bank is able to meet the increased client count due to COVID, and have expanded capacity for food storage (evidenced need during pandemic)

Steps taken to mitigate risks, ensure funding is spent by deadlines: Quotes have been obtained on all steps required as outlined above. Operating costs would begin immediately, capital costs have been quoted on needs, next steps in terms of site plans, approvals, etc., would occur.

All needs to occur in order to return programs to previous capacity, as well as increase to meet needs that were created by pandemic. If not, all funding is received, projects will be prioritized in order to best meet all that they can.

## Schedule "B"

### SSRF Phase 2 Business Case Template

#### Projected Cashflow and Commitments Q2 to Q4 (2020-21)

Activity	Quarter 2	Quarter 3	Quarter 4	Total	Number of Households Assisted	Number of units created/renovated
<b>Emergency Shelter Solutions</b> (e.g., operating funding themed for shelters, motels/hotels)	\$	\$51,414	\$	\$51,414	57	Expands capacity with distancing from 3-10
<b>Housing with Related Supports</b> (e.g., operating funding themed for housing allowances)	\$	\$	\$	\$	#	N/A
<b>Services and Supports</b> (e.g., operating funding themed for food security, cleaning, personal protective equipment, transportation)	\$	\$40,000	\$	\$40,000	4,500	N/A
<b>Homelessness Prevention</b> (e.g., operating funding for landlord outreach and mediation, shelter diversion programs) <u>Do not</u> include funds for emergency financial assistance in the form of payment of rental arrears or rent banks here; indicate below.*	\$	\$0	\$	\$	#	N/A
<b>*Homelessness Prevention – Rent relief</b> (e.g., operating funding for short-term rent relief or rent bank initiatives)	\$	\$	\$	\$	#	N/A
<b>Capital Component – New Facilities</b> (e.g., acquisition, conversion, modular housing)	\$	\$796,947 New food bank/thrift store	\$	\$796,947	4,050	7
<b>Capital Component – Upgrades to existing facilities</b> (e.g., renovations of existing facilities)	\$	\$300,127 (Conversion of current food bank to VAW/ community counselling program space)	\$	\$300,127	100	5
<b>Administration Fees</b> (up to 3% of total allocation)	\$	\$	\$	\$	#	#
<b>Total</b>	\$	\$1 188 488	\$	\$1 188 488	8,707	22

## Schedule "B"

### SSRF Phase 2 Business Case Template

#### Question 8

- a) Rental assistance is an eligible operating expense under CHPI and the initial \$148 million in SSRF funding. Please describe how renters at risk of becoming homeless due to rent arrears have been assisted through these existing programs.
- b) With the lifting of the moratorium on evictions, what is the projected need for rent assistance that you anticipate in your service area? How will you mitigate the risk of an increase in homelessness related to a potential increase in eviction applications due to rental arrears?

#### Question 8 a) Response:

**Please indicate the following:**

- **Funding amount(s) allocated to assist renter households at risk of homelessness under existing programs (e.g., CHPI) - \$44,924**
- **Number of households supported this fiscal year under existing programs - 39 households.**

Through the SSRF funding (Phase 1), we ensured that 6 families were not homeless. The funding was not allocated due to rental arrears but rather to ensure that First Nations families were not left stranded without housing as they could not return to their homes on leased land. As a result of COVID, local First Nation areas declared a state of emergency therefore no one could come and go from their homes so when secondary land owners returned to their property, they were denied access therefore required alternated accommodations for a short time period.

#### Question 8 b) Response:

**Please indicate the following:**

- **How much SSRF Phase 2 funding will be allocated towards assisting renter households at risk of becoming homeless? 500-700/month**
- **How many households do you estimate will be assisted given the potential rent arrears that may have accumulated in your service area? 40**

Locally, we provide a Direct Shelter Subsidy to clients to ensure that their rent can be paid. We have experienced as a landlord that people fell short in their rental payments therefore the Manitoulin-Sudbury DSB will work with our tenants to ensure that payment arrangements are made to re-pay back the arrears.

The majority of the challenges that we have seen thus far are with respect to hydro arrears and disconnection notices as the utility companies just started the process of resuming this work in August.

## Schedule "B"

### SSRF Phase 2 Business Case Template

#### Question 9

**Please complete this section if proposing funding under the Capital Component. Please provide your best projected information below. Note: Capital projects are subject to final approval through the Project Information Form in TPON.**

Please outline why your capital project(s) would be the best theme of funds (e.g., availability of facility space in your community; rationale for renting versus owning a space to provide services; renovate/update, re-design, and new spacing within existing or new facilities to meet local public health requirements), and how program objectives will be met (e.g., assisting vulnerable people with long-term housing solutions).

Please outline the following for each proposed project:

- Specify the Capital Component
- When proposed capital projects will be committed (refer to Program Guidelines for key dates)
- Estimated timing for construction start/renovation work, and completion (refer to Program Guidelines for key dates)
- Proposed funding amount and number of units created/ renovated per proposed capital project
- How ongoing operating costs related to the capital project(s) will be addressed, and note if you are working with partners regarding obtaining and/or developing facility space (e.g., Infrastructure Ontario; interested proponents; local service agencies)
- Explain if any other sources of funding will be themed for your capital project(s), to address full project costs

#### Question 9 Response:

1)Retrofit capital component – VAW shelter (after HST recovery):

- Reno bedrooms to bathrooms: plumbing - \$34,014.37 construction - \$8,356.77
- Purchase/install fire doors to meet code for sleeping area of expanded client space for physical distancing bedrooms and separation of HVAC systems: - \$9,042.78

Expands capacity for VAW shelter from servicing 3 individuals physically distanced back to original capacity of 10; operating costs provided through MCCSS. Additional unexpected costs may be covered by CRRF through MCCSS. Work would be anticipated to begin in this quarter.

2)Conversion of an existing property to expand service capacity of VAW services to shelter residents and community access for those not in shelter, while maintaining congregate living standards to prevent outbreak (after HST recovery):

- Convert pre-COVID food bank/thrift store building into space for VAW shelter clients to meet with their VAW counsellors (whose former offices are being

## Schedule "B"

### SSRF Phase 2 Business Case Template

converted to bedrooms and bathrooms for shelter capacity); doubling size of building (1750 ft<sup>2</sup> to 3500 ft<sup>2</sup>) allows for physical distancing with clients, it can be a community space for workers of other agencies to attend for clients with safe distancing, clients can be transported to site by taxi; additional VAW shelter personnel can be housed there to further reduce community transmission risk to shelter residents and provide appropriate distancing space for residential clients in expanded residential space:  
construction - \$300,126.80.

Ongoing operating costs to be covered by existing organizational funding, simply relocation of personnel and access point for clients to allow for physical distancing and health and safety of shelter residents as well as community clients and staff. Work anticipated to begin in this quarter. Other social service agencies and mutual clients would benefit from theme of the common access point.

3) Construct new food bank/thrift store (3500 ft<sup>2</sup>) – separate shipping and receiving areas, separate entrances, car port for program vehicles, separate entrances respecting client services and confidentiality. Building would be 50 ft wide x 70 ft long to allow for physical distancing of patrons and clients (open spacing, floor markers), and 9ft ceilings to allow for air flow, disinfection practices: construction - \$709,650.40.

- Land purchase for new construct: allowance of \$40 000 unless provided in kind through Infrastructure ON on neighbouring property
- Ground prep for new building and street entry \$40 000
- Security cameras: \$2785.59
- Accessibility system for doors: \$4511

Currently waiting to hear from Infrastructure ON about property access, possibly in-kind. New building would meet physical distancing and health and safety standards that are not possible in the current building, in order to run both programs. Programs are accessed by members of all communities within the district of Manitoulin. New program currently being undertaken to expand access and delivery of these programs to the Espanola region through the Emergency Community Support Fund. Ongoing operational costs would be financially supported by the operational thrift store, currently closed due to impact of COVID-19, as current building could only support small food bank operation as a result of pandemic. (Food bank usage numbers surged, and lack of physical space meant distancing could not be maintained without complete closure of thrift store.) Food, clothing, and household items are all available to vulnerable populations at little to no cost. 300 to 1500 individuals served per month through food bank, over 1000 households served at Christmas. Thrift store generally serves over 500 customers/month, item count sold varies but avg of \$2,500/month.

#### **Question 10**

Please outline how funding will be delivered in a quick and timely manner (e.g., leveraging existing community partnerships; strengthening outreach activities; adding funds to an existing service; stacking with other funding opportunities; streamlining

## Schedule “B”

### SSRF Phase 2 Business Case Template

client intake and assessment; and taking lessons learned from other funding initiatives into consideration, such as temporary pandemic pay).

#### **Question 10 Response:**

All of the deliverables outlined above work through a pre-existing multi-service agency that has multiple community partnerships across social service sectors, including victim services, anti-human trafficking, indigenous and mainstream health care organizations, police services, court services, children’s services, addiction and mental health services, etc. The programs outlined above have a proven record of need, growth, and access, and require these expansions to deliver programs to that existing need in a COVID-informed and vulnerable community-minded practice. Steps outlined will strengthen community access in ways that support physical distancing, periods of required isolation at home, quarantining for shelter residents, reducing risk of outbreak in community and congregate settings, etc.

#### **Question 11**

Please describe your contingency plan if your proposed capital project(s) cannot be funded by the Ministry or completed once approved. Please outline how funds could be redirected promptly to an alternative capital project (if applicable), or eligible operating expenses within the fiscal year.

#### **Question 11 Response:**

Alternative funding would need to be sourced for retrofit of VAW shelter, as capacity must be reached, physical distancing must be maintained, and outbreak management guidance documents issued from the province must be followed.

Funding that may be issued for the food bank building conversion and new food bank acquisition will be themed in the best means to meet the needs outlined above, though may be scaled accordingly depending on amount issued.

#### **Question 12**

If additional funding were to become available in the future (i.e., reallocations of funds, or the allocation of holdback funding), what other initiatives/projects would you undertake to address immediate pandemic needs and long-term housing-based solutions to homelessness post-COVID-19? Please provide a detailed description on how you could potentially theme additional funds and deliver in an expedited manner.

#### **Question 12 Response:**

If future funding were to become available, we would be able to fully fund our Phase 2 project as well as expand this project to ensure that the rest of the District is provided with thrift store services. These services would be provided directly through the food

**Schedule “B”**  
**SSRF Phase 2 Business Case Template**

bank for the most vulnerable population. We would explore the idea of having our food banks fully operational (with food and staffing costs) for more days in month than they currently are open (which in most cases is only 1 or 2 days a month).

We would also entertain the idea of transitional housing with support services should funding be available and sustainable as we don't have any in any part of our District.

**Additional Information**

If you would like to provide any additional information, please do so here.

**Additional Information Response:**