
TO: GENERAL COMMITTEE


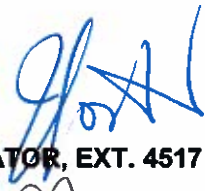
SUBJECT: SHARED SOCIAL SERVICES FACILITY – BARRIE PATHWAYS
MEMORANDUM OF UNDERSTANDING AND REQUEST FOR
START-UP FUNDING

WARD: ALL WARDS

PREPARED BY AND KEY CONTACT: J. FOSTER, BAA, MCIP, RPP
CITY CENTRE REVITALIZATION COORDINATOR, EXT. 4517

SUBMITTED BY: C. LADD, CHIEF ADMINISTRATIVE OFFICER

CHIEF ADMINISTRATIVE OFFICER APPROVAL: C. LADD, CHIEF ADMINISTRATIVE OFFICER



RECOMMENDED MOTION

1. That the City Clerk sign the Barrie Pathways Memorandum of Understanding endorsing the project, its direction, the creation of a not-for-profit new organization and its interim Board of Directors.
2. That \$5,000 be contributed to Barrie Pathways for start-up costs associated with communications, messaging and initiating the planning for their capital campaign to be funded from the Council Priorities Reserve.

PURPOSE & BACKGROUND

Report Overview

3. The purpose of this staff report is to provide Council with an update on the Shared Social Services Facility, now known as Barrie Pathways, and support for the project's direction through the endorsement of their Memorandum of Understanding. The Memorandum of Understanding (MOU) is attached as appendix A. In addition, to initiate the process, start-up costs are required and are being requested from the supporting organizations, including the City of Barrie and Simcoe County.

Background

4. A previous MOU was endorsed by 19 organizations in April 2013, which purpose was to design a clear direction to achieve a facility or facilities that would mitigate homelessness and establish a coordinated shared resources direction to build a long term solution to homelessness and give approval for the creation of the Barrie Pathways Governance Steering Committee.
5. The Pathways Steering Committee produced the draft "Building the Connections" report, dated September 23, 2013. The report lays out the groundwork for a coordinated approach to end homelessness in Barrie and puts together a proposed process and schedule for implementation. The report was later finalized after consultations with participating organizations on September 26 and 27, 2013. City staff was involved in those consultations. Copies of the "Building the Connections" report are available in the Councillor's Lounge.

6. The report sets out a series of recommendations including a Vision, Mission and Mandate.

Vision – Barrie Pathways mobilizes member organizations and the community to end homelessness.

Mission – Barrie Pathways places those impacted by homelessness at the centre of service and support of our member organizations to achieve the highest potential for each individual or family we serve.

Mandate – Barrie Pathways is an advocate for the homeless and those at risk of being homeless. Our member organizations work collectively to build the needed network of facilities and resources to shape harmonized solutions to end homelessness in Barrie. Pathways members work individually and collectively to bring the needed resources to those impacted by homelessness. Engaging Barrie in community created solutions to end homelessness is a vital role. Respecting and empowering the client as an individual and providing opportunity for shelter, food, treatment and training are core directions. These solutions include building and implementing strategies through:

- Crisis intervention
- 24/7 triaging
- Case management
- Training
- Shelter and housing strategies, and
- Advocating and communicating solutions to homelessness

7. On November 4, 2013 the Barrie Pathways presented to Barrie City Council the findings and recommendations from the “Building the Connections” report as well as announced to Council the directions, commitments and agenda of the Governance Steering Committee.

8. On March 21, 2011, Council passed the following Motion:

11-G-061 OPPORTUNITIES FOR ENHANCED SERVICE PROVISIONS THROUGH A SHARED FACILITY – SOCIAL AND HEALTH RELATED SERVICES

“That the General Manager of Infrastructure, Development and Culture meet with representatives of the agencies and organizations providing social and health related services within the City Centre, the County of Simcoe and other levels of government to discuss opportunities for enhanced service provision through a shared facility in an alternative location with proximity to the downtown core and report back to General Committee.”

9. The “Building the Connections” report identifies that a Site Selection and Acquisition Task Force was formed in May 2013 to identify potential sites for a new shared facility. The Committee members include Wayne Hay, Don Revell, Lisa Bertram, Kris Menzies, Karen Hansen, Ron Sheardown and Mark Porter, bringing expertise from the development, commercial realtors, professional planners, construction and business community of Barrie. The Committee has met on a number of occasions and has shortlisted to 10 potential properties all in Ward 2. The Committee is assisting Pathways in site selection, development, financial structure and building considerations.

ANALYSIS

10. The Barrie Pathways is requesting that the City endorse the direction being taken through the acceptance of the "Building the Connections" report recommendations, acceptance of the 10 step agenda in preparation for the not-for-profit creation of the Barrie Pathways Board of Directors. The 10 step agenda is included in part B, on page 3 of the MOU.
11. Barrie Pathways is requesting acceptance of the Interim Board of Directors which includes Richard Forward representing both the City of Barrie and the Barrie Municipal Non Profit Housing Corporation.
12. It is recommended that the City Clerk sign the MOU on behalf of the City of Barrie, endorsing the project, its direction, the creation of a not-for-profit new organization and interim Board of Directors.
13. In addition, Barrie Pathways is seeking funding from their supporting organizations for the initial stages of the shared facility initiative. Such funds would assist with start-up costs associated with items such as, united messaging amongst the partner organizations, communications and initiation of a community campaign, the initiation of planning for their capital campaign and disbursements.
14. Other organizations that have made a contribution of \$2,500 to \$5,000 include the Barrie Municipal Non Profit Housing Corporation, the David Busby Street Centre, the Canadian Mental Health Corporation and the Downtown Barrie BIA. Pathways is making a presentation to Simcoe County on January 29, 2014, where they will be requesting funding from the County.

ENVIRONMENTAL MATTERS

15. There are no environmental matters related to the recommendation.

ALTERNATIVES

16. There are alternatives available for consideration by General Committee:

Alternative #1

General Committee could not provide direction to sign the MOU and not provide funding in the amount of \$5,000.

This alternative is not recommended as the City supports the provision of social services in a shared facility within the community. The MOU provides the direction for achieving and realizing the accomplishment of a shared facility in Barrie. In order to continue to move forward with the initiative, costs will be incurred. The City has demonstrated its commitment to the shared facility initiative with the passing of Council Motion 11-G-061 seeking opportunities for a shared facility. The City has previously supported the initiative through sponsorship of the June 2011 Community Symposium featuring the under-one-roof model, hosted in Barrie and through in-kind contributions of staff time and assistance as well as use of city resources. A shared social services facility would provide a positive community benefit.

Alternative #2

General Committee could revise the amount of the contribution to an amount less or more than \$5,000.

This alternative is available.

FINANCIAL

17. A Shared Social Services Facility with proximity to the downtown core will allow service providers to share resources and provide better assistance to its clients which results in a positive benefit to the community. Council has demonstrated its support for the initiative by Council Motion and previous contributions.
18. The 2014 Business Plan includes \$25,000 for Council Priorities, however this budget is fully committed to payment of the 5-Points Parkette Lease. Therefore it is recommended that the \$5,000 start-up contribution be funded from the Council Priorities Reserve as one of Council's Strategic Priorities is to create a vibrant and healthy city centre which includes enhancing safety through actions such as ending homelessness.

LINKAGE TO 2010-2014 COUNCIL STRATEGIC PLAN

49. The recommendations included in this Staff Report support the following goals identified in the 2010-2014 City Council Strategic Plan:

- Create a Vibrant and Healthy City Centre

Appendix A: Barrie Pathways Memorandum of Understanding

APPENDIX "A"

Memorandum of Understanding



To: Dawn McAlpine, City Clerk, City of Barrie

Subject: Agreement for the creation of the Barrie Pathways Organization

This Memorandum of Understanding is made this September 25, 2013;

Parties:

1. Barrie Pathways Project
(Co-Chairs Pathways Interim Barrie Pathways Board)
2. City of Barrie
70 Collier Street,
Barrie, ON L4M 4T5

Background

1. Pursuant to Schedule "A" Memorandum of Understanding ("MOU") dated April 10, 2013, 19 organizations, whose work is directed to mitigating homelessness, gave approval for Phase Two of the Pathways project, the creation of the Barrie Pathways Governance Steering Committee;
2. The Pathways Governance Steering Committee ("Committee") was comprised of:

Name	Organization	Position
Doriano Calvano	Simcoe County	Chair
Rob Armstrong	YMCA	Chair
Byron Kean	Salvation Army	Member
Glen Newby	New Path Foundation	Member
Mark Sheffer	Barrie Police	Member
Nancy Roxborough	CMHA	Member
Patricia O'Connor	Out of the Cold	Member
Richard Forward	BMNPHC / City of Barrie	Member
Sara Peddle	David Busby Street Centre	Member

3. The shared belief direction by which the Governance Steering Committee was formed included:
 - Build a process by which community organizations can coordinate cooperative service delivery efficiently;
 - Design a Governance and Operations direction that enhances service delivery,
 - Facility direction and respects organizational autonomy and philosophy;
 - Create a facility or facilities direction that enables service delivery to mitigate homelessness and that is supported by a clear Operations and Governance model that respects organizational philosophy;
 - Value and respect the individual autonomy and the harm reduction policy of member organizations;
 - Form the organizational capacity to achieve a client-centred model for shared facility/facilities;
 - Place the client at the centre of all organizational services and programs;
 - Build and develop an integrated triage-based assessment model for treatment and support for client needs;
 - Work to advance the delivery of integrated cross-organization services;
 - Support the creation of a case-management and shared-information strategy to advance greater client potential, and;
 - Advance a coordinated shelter & housing strategy.
4. The direction of the Committee was to establish a distinct operations and governance organization and to report back in the fall of 2013 to gain acceptance and/or revisions of Pathways recommendations;
5. The Committee met four times in May and June of 2013 and worked with facilitators William Moore, John Lister and Lynn Strachan;
6. On September 23, 2013 the Committee approved the *Barrie Pathways Governance Steering Committee Draft Report – building the connections*.
7. The recommendations of the draft report was reviewed by organizations in final consultations on September 26th and 27th, 2013;
8. From the final consultation and amended recommendations, if any, Barrie Pathways will be created as a cooperative not for profit corporation;

9. On November 4th, 2013 Barrie Pathways presented to Barrie City Council the *Barrie Pathways Governance Steering Committee Draft Report – building the connections* report;
10. At the same meeting of Barrie City Council the Pathways project announced the following directions, commitments, agenda and agreement contained herewith.

Agreement

In consideration of the mutual promises, covenants and agreements contained herein, the receipt and sufficiency of which is mutually acknowledged, the parties hereto agree as follows:

- A. We accept the recommendations contained within the *Barrie Pathways Governance Steering Committee Draft Report – building the connections and as amended at final consultations September 26th and 27th, 2013*;
- B. We accept that the Barrie Pathways Interim Board will complete the following ten step agenda in preparation for the not for profit creation of Barrie Pathways and preparation for the final election of the Barrie Pathways board:
 - 1) MOU prepares for not for profit incorporation. The agreements set out and information contained within this report will form the basis for incorporation;
 - 2) Appoint interim board (slate within MOU);
 - 3) Review Pathways Governance Report – building the connections and revise if needed;
 - 4) Execute Interim Pathways Communications Direction;
 - 5) Define priority task forces;
 - 6) Recruit task force chair & key members;
 - 7) Draft task force Terms of Reference (one page);
 - 8) Task forces begin work and report back to interim board;
 - 9) Create Pathways Business Plan including and not restricted to budgets, program direction, facility hub plan, advocacy and communications, and;
 - 10) Member consultation of Pathways Business Plan, approval, and appointment of final Pathways board of directors.

C. We accept the following slate of officers for the Barrie Pathways Interim Board:

Name	Organization	Board Position
Doriano Calvano	Program Supervisor County of Simcoe, Social & Community Services Division	Co-Chair
Nancy Roxborough	Chief Executive Officer Canadian Mental Health Association	Co-Chair
Sara Peddle	Executive Director David Busby Street Centre	Member
Richard Forward	General Manager, Infrastructure, Development and Culture City of Barrie Chair, Barrie Municipal Non Profit Housing Corporation	Member
Craig Stevens	Managing Director Downtown Barrie BIA	Member
Mark Sheffer	Inspector Barrie Police Services	Member
Peter Sundberg	Executive Director Barrie Food Bank	Member
Patricia O'Connor	Director Barrie Out of the Cold	Member
TBA	Major Salvation Army	Member
Glen Newby	Chief Executive Officer New Path Youth & Family Services President and CEO New Path Foundation	Member

Agreed to this date:	Signature and Position:
Date:	Barrie Pathways Interim Board Co-Chairs, Doriano Calvano and Nancy Roxborough