

Report to Strategic Priorities and Policy Committee

To: Chair and Members, Strategic Priorities and Policy Committee
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Health and Homelessness Whole of Community System Response RFP
2023-199 Hubs Implementation Plan Results
Date: September 25, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, the following actions **BE TAKEN** with respect to the award of the contracts for Request for Proposal (RFP) RFP-2023-199 Hubs Implementation Plan: Lead Agencies London's Health & Homelessness Whole of Community System Response as an irregular result, as per City of London Procurement Policy Section 12.2 (c) "Committee and City Council must approve an RFP award with an irregular result greater than \$15,000":

- a) That Request for Proposal 2023-199 **BE AWARDED** to each of the following organizations to provide Hubs for an initial two-year commitment at a total estimated operating cost of \$15,650,424; with an option to renew operating contracts for up to four (4) additional one-year terms at the City's sole discretion, based on satisfactory services, performance, and funding/budget availability:
 - i. Atlohsa Family Healing Services Inc. at 550 Wellington Road, Building J in the estimated amount of \$2,118,146 per year;
 - ii. Youth Opportunities Unlimited at 800 Commissioners Road, Building 16 and 329 Richmond Street in the estimated amounts of Year 1: \$1,317,500 and Year 2: \$1,983,800;
 - iii. Canadian Mental Health Association Thames Valley Addiction and Mental Health Services at 556 Dundas St. in the estimated amount \$1,425,562 per year;

The proposals submitted by all proponents meet the City's requirements and are in compliance with the Procurement of Goods and Services Policy, in accordance with Schedule 1 attached hereto: for a total operating and capital investment of up to \$20,616,024. Of which:

- b) that Civic Administration **BE DIRECTED** to allocate up to \$10,388,716 for operating for 2024 and 2025 from the Provincial Homeless Prevention Program;
- c) that Civic Administration **BE DIRECTED** to seek funding from the Fund for Change to fund the capital requests received to support the three hubs in the total estimated amount of up to \$4,965,600 for the provision of the initial hubs implementation;
- d) that Civic Administration **BE DIRECTED** to seek funding from the Fund for Change to fund the estimated operating costs of the Canadian Mental Health Association Thames Valley Addiction and Mental Health Services transitional beds to be located at 705 Fanshawe Park Road West for the provision of the initial two (2) year contract term for hubs implementation at an approximate cost of \$5,261,708 pending necessary development and Planning Act approvals;
- e) a one-time funding allocation of up to \$1,500,000 from the Social Services Reserve Fund **BE APPROVED**, if required, should ineligible costs under existing provincial funding sources be identified while finalizing the agency purchase of service contracts and budgets;
- f) that Civic Administration **BE AUTHORIZED** to undertake all administrative acts, including review of sites and support for Planning Act applications to align current or future hub sites with criteria, and any activities associated with additionally requested funding necessary in relation to this project;
- g) that the approval given herein **BE CONDITIONAL** upon the Corporation entering into a Purchase of Service Agreement with Youth Opportunities Unlimited, Canadian Mental Health Association Thames Valley Addiction and Mental Health Services and Atlohsa Family Healing Services Inc;
- h) that Civic Administration **BE DIRECTED** to continue to work with the community on the hubs implementation to establish additional opportunities for future procurement of additional spaces;

- i) that the annual funding approval noted in a) above is **SUBJECT TO** the availability of funding through the City of London, and/or other funding sources;
- j) the attached proposed bylaw (Schedule 2) **BE INTRODUCED** at the Municipal Council meeting to be held on October 17, 2023 to:
 - a. **AUTHORIZE** the Deputy City Manager, Social and Health Development, or written designate, to approve the Municipal Purchase of Service Agreement between The Corporation of the City of London and each hub provider for the purchase of services to provide and operate three hubs;
 - b. **AUTHORIZE** the Deputy City Manager, Social and Health Development, or written designate, to execute the Municipal Purchase of Service Agreements with each hub provider.

Executive Summary

The purpose of this report is to recommend that the City of London enter into a Municipal Purchase of Service Agreements with: Youth Opportunities Unlimited, Canadian Mental Health Association Thames Valley Addiction and Mental Health Services and Atlohsa Family Healing Services Inc to provide services to operate three hubs in support of the whole of community response. The recommendation aligns the City's competitive procurement process through a culmination of co-design work that has been influenced by the results of multiple community engagement sessions, online feedback, direct business and developer consultation, and supported by the voices of those with lived and living experience.

Previous Reports Pertinent to this Matter

- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC; February 28, 2023)
- May Progress Update - Health and Homelessness Whole of Community System Response (SPPC; May 9, 2023)
- June Progress Update - Health and Homelessness Whole of Community System Response (SPPC; June 20, 2023)
- July Progress Update - Health and Homelessness Whole of Community System Response (SPPC; July 24, 2023)
- London's Health & Homelessness Whole of Community System Response Proposed Hubs Implementation Plan (SPPC; July 24, 2023)
- August Progress Update – Health & Homelessness Whole of Community System Response

Linkage to the Corporate Strategic Plan

This report aligns with the strategic areas of focus in the 2023-2027 City of London Strategic Plan. The City of London Strategic Plan (2023-2027) identifies housing and homelessness as a key area of focus, and housing and homelessness work is identified throughout the Strategic Plan, impacting all areas of life for Londoners.

Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness
- Improved safety in London's shelters system

Wellbeing and Safety

- Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life
- Housing in London is affordable and attainable

Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond

the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness to attain and retain permanent housing. This work supports recovery efforts through a coordinated response that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing. The City of London Strategic Plan (2023–2027) identifies Housing and Homelessness as a key strategic area of focus. In addition, housing and homelessness work is identified throughout the Strategic Plan, impacting all areas of life for Londoners.

Analysis

1.0 Background Information

1.1 Health & Homelessness Whole of Community System Response

The Whole of Community System Response process has been a targeted effort to address the health and homelessness crisis in London as the number of individuals experiencing homelessness and housing deprivation has grown at significant rates, along with the complexity or acuity of needs amongst those that are most marginalized in the community. The complex health challenges associated with the effects of living unsheltered have also led to far too many preventable deaths.

There have also been far reaching impacts on the social, economic, and cultural health and wellbeing of the community as a result of this crisis. It has been clearly recognized that despite best efforts, the way we had been working was no longer effective – that a different response was required. Through the collaborative work of more than 200 individuals across 70 organizations from a diversity of sectors a strategic roadmap for a transformative system response was created – the Whole of Community System Response.

The response is a people-centred, housing-centric system that meets people where they are, without judgment, offering culturally safe, low barrier, inclusive care that is violence and trauma informed, built on an anti-oppression and anti-racism framework, and underpinned by a consistent harm reduction approach. This approach also instills a belief that housing is healthcare and a fundamental human right. The highest priority is placed on providing direct connections to the right housing and housing with supports for every individual and ensuring the integration of service functions in multiple sites to provide the necessary supports a person needs in a timely way.

This response is a single, holistic, “all doors lead here” system of care, anchored by two foundational elements – hubs and housing. There will be multiple sites throughout the community built to serve the most marginalized community members with a range of care and service from 24/7 safe spaces and access to basic needs, to health care, harm reduction and addiction treatment services, and housing supports. The system will support the highest acuity people to move safely inside, help them stabilize, wrap around them with supports and connect them to the right type of housing and help them stay successfully housed.

Ultimately, this response would see an estimated 10-15 hubs and 600 highly supportive housing units in place, beginning with three to five hubs and 100 highly supportive housing units by the end of this year.

In March, Council approved the Whole of Community System Response and directed that Civic Administration proceed with implementation. In July, Council approved the Hubs Implementation Plan and directed civic administration to undertake a competitive procurement process to select the Lead Agencies and their corresponding sites for the implementation of the first five Hubs and report back with the results and sources of financing for approval. At that time, civic administration was also directed to secure sources of financing to support the implementation of the first five Hubs including a request through the London Community Foundation for access to the Health and Homelessness Fund for Change. Throughout the Hubs Implementation Plan development process, a series of community engagement sessions were held in which feedback was collected to assist Council in their decision making related to the selection of lead agencies and Hub sites. This community engagement feedback is included in this report, along with preliminary feedback from those with Lived and Living Experience of homelessness. This report and the supporting information attached to it are the culmination of the many community and lived experience engagement sessions.

2.0 Discussion and Considerations

2.1 Purpose

The purpose of this report is to recommend that the City of London enter into Purchase of Service Agreements with: Youth Opportunities Unlimited, Canadian Mental Health Association Thames Valley Addiction and Mental Health Services and Atlohosa Family Healing Services Inc; to operate the first three hub sites to support initial implementation of London's Health & Homelessness Whole of Community System Response. The Deputy City Manager, Social and Health Development will execute the standard form Purchase of Service Agreement as provided for by By-law No. A-7924-5 attached as Schedule 2.

The City of London requested proposals from experienced and qualified proponents to provide Hubs related services. This new program supports the initial implementation steps of the whole of community response and together with the new highly supportive housing units, add much needed capacity to a system that is already operating beyond capacity.

2.2 Procurement Process

A Request for Proposal was issued on August 4, 2023 through Procurement & Supply Operations and was posted on london.bidsandtenders.ca with a closing date of September 5, 2023. A bidders conference question and answer session was held on August 15, 2023 with seven (7) interested parties attending. Interested proponents also participated in meetings conducted during a Building Permit & Approvals Consultation Period that was made available to proponents by appointment between August 21st and 30th, 2023.

Submissions were received from four (4) organizations and were evaluated against the requirements outlined in RFP-2023-199 by staff from Municipal Housing Development, Social and Health Development and an external non-lead agency representative with assistance from Procurement and Supply. All four (4) submissions passed the mandatory criteria and were evaluated to be responsive proposals.

The submissions received from Atlohosa Family Healing Services Inc., Youth Opportunities Unlimited and the Canadian Mental Health Association Thames Valley Addiction and Mental Health Services (CMHA) are being recommended for award as they were the three highest scoring proposals of the four proposals received. Atlohosa's submission included an ability to meet all requirements of operating a hub site and is adding immediate additional capacity to the community. Youth Opportunities Unlimited submission included an ability to meet all requirements of operating a hub through the provision of services at multiple sites and will be adding immediate additional capacity to the community and the CMHA proposal, although a multi-site submission, was also determined to meet the requirements of the hubs implementation plan.

Civic Administration is seeking Council award for three (3) Hub proposals, following the process undertaken through the Procurement of Good and Services policy, section 12.2 (c) "Committee and City Council must approve an RFP award with an irregular result greater than \$15,000". An irregular result is where the RFP award is greater than the available City budget.

This RFP result is consistent with the unique funding arrangement that has been communicated throughout this implementation process. Noting that the capital budget was always intended to be provided through the “Fund for Change” for these initial Hubs.

2.3 Additional Proposal Details:

Atlohsa Family Healing Services Inc.

Atlohsa Family Healing Services Inc is proposing a hub site in alignment with the Whole of Community Response at 550 Wellington Rd in the J Building at Parkwood Hospital. The proposed hub will bring the existing space to the standard of a hub as defined in the Proposed Hubs Implementation Plan. Atlohsa is in a short-term lease with St Joseph’s Health Care London to September 30, 2023, with the possibility to renew. Atlohsa’s proposed Indigenous health and homelessness hub will, if successful, provide up to 18 transitional and 10 respite beds at a capital cost of \$1,303,750 and an operational cost of \$2,118,146.

Atlohsa has secured alternative funding for purchasing of 10 Pallet Shelters, which reduces the capital cost of 10 net new beds. Additionally, they are contributing additional services from other funding resources which are dedicated to supporting the wraparound nature of the hub.

Address	Open	Beds	Capital	Operating
550 Wellington Rd.	December 2023	18 Transitional 10 Respite	\$1,303,750	\$2,118,146

Details of the Atlohsa Family Healing Services Inc. proposal can be found in Appendix A-1.

Youth Opportunities Limited (YOU):

Youth Opportunities Unlimited is proposing a hub site in alignment with the Whole of Community Response at Building 16, 800 Commissioners Road East. The proposed hub is approximately 4,200 square feet and offers eleven closed and private rooms, nine of which have exterior windows, as well as a large communal space, a conference room, kitchen, washrooms and two exterior entrances with vestibules, one of which is a side entry point away from the street. The two other closed and private rooms overlook the communal space and could be modified to provide staff space with oversight of the other areas within the site. YOU’s intention is also to enclose and cover a private outdoor area providing green space for program delivery, recreation and for those with pets, regardless of the weather. YOU intend to staff the facility to provide a 1:5 staff to participant ratio.

The building will require renovations to meet the needs of a Hub but provides an excellent starting point; the nine windowed rooms will provide spaces for private transitional stays, and the communal space offers opportunity for six respite beds so the site could accommodate up to 15 participants at any given time. However, YOU see this site as only a piece of the provision of the Hub model of care, as they envision youth being triaged reflective of their needs. This could be to the Hub for the highest acuity individuals, but it could also be to their youth shelter, to one of two dedicated spaces that they would allocate at YOU housing downtown, or to Children’s Aid Society (CAS), Community Services Coordination Network (CSCN) or another community partner – all entirely dependent upon what will best serve the young person. YOU sees the Hub as part of a continuum of care, ensuring that their supports continue to be customized and appropriate to the unique needs of each individual. YOU will be entering into a short-term lease with London Health Sciences Centre with the possibility to renew. The proposed Youth health and homelessness hub will, if successful, provide up to 9 transitional and 6 respite beds at a capital cost of \$3,123,550 and an operational cost for Year one of \$1,317,500 and for Year two of \$1,983,800.

The YOU proposal is looking to extend an existing collaborative approach with community partners like London Health Science Centre to support the right access to care in their spaces. This includes providing clinics within their downtown campus and requires a capital investment to support. This capital investment will allow primary medical care to be more accessible for those youth through the Richmond Street site and who may be further triaged to a variety of YOU services and supports. Further, besides those under a YOU roof, this model would also extend their case management supports to homeless youth whose medical needs require inpatient care at LHSC, ensuring that preliminary housing work has already been started before those individuals are discharged.

Considering the potential for supply chain issues and the extent of the required construction, the renovation of Building 16 will not be completed until May 2024. Consequently, YOU has indicated they will have a phased approach to implementing the full extent of the Hub. In the interim, six resting spaces will be added to the YOU Youth Shelter through the conversion of space within the facility. There are two multipurpose rooms at the shelter that will be converted to accommodate three resting space beds in each. These resting spaces will continue to operate until the full Hub is launched in May, 2024.

Address	Open	Beds	Capital	Operating
329 Richmond Street	December 2023	6 Respite	\$1,064,367	Year 1: \$1,317,500
800 Commissioner's Rd. E	May 2024	9 Transitional	\$2,059,183	Year 2: \$1,983,800

Details of the Youth Opportunities Unlimited proposal can be found in Appendix A-2.

Canadian Mental Health Association and Thames Valley Addiction and Mental Health Services

Canadian Mental Health Association Thames Valley Addiction and Mental Health Services (CMHA) is proposing a hub site in alignment with the Whole of Community Response in a multi-site model. The first site at 556 Dundas Street would provide 10 respite beds with the second site at 705 Fanshawe Park Road West requiring a rezoning to be able to provide 20 transitional beds. The proposed Dundas Street site is approximately 6,500 square feet.

The building at 556 Dundas Street is ready to provide respite hub spaces pending a small renovation to the exterior gate which will be completed prior to opening for admissions. The transitional space site in addition to requiring a rezoning will require renovations to meet the needs of a Hub.

The proposed Women and female-identifying individuals health and homelessness 10 respite bed site at the 556 Dundas Street site has a proposed capital cost of \$40,500 and a proposed operational cost of \$1,425,562.

The proposed Women and female-identifying individuals health and homelessness 20 transitional beds site at the 705 Fanshawe Park Road W site has a proposed capital cost of \$497,800 and a proposed operational cost of \$2,630,854.

With the need to re-zone and extent of the required construction to renovate the 705 Fanshawe Road W. site, the space is not expected to be operational for quite some time. However, if approved, the respite spaces have an anticipated opening in December 2023.

Address	Open	Beds	Capital	Operating
556 Dundas St.	December 2023	10 Respite	\$40,500	\$1,425,562
705 Fanshawe Park Road West	May 2024 (Pending Rezoning)	20 Transitional	\$497,800	\$2,630,854

Details of the CMHA proposal can be found in Appendix A-3.

3.2 Next Steps:

Pending Council approval, Civic Administration will work with the three organizations to execute service delivery contracts that support the proposals and ensures the identified hubs standards of care, municipal accountability provisions and outcome metrics are included in the signed agreements. Additionally, Civic Administration, with council direction, would seek capital and operating funding from the Fund for Change to fund the capital requests received to support the three hubs in the total amount of \$4,965,600 and operating costs of the Canadian Mental Health Association Thames Valley Addiction and Mental Health Services transitional beds for the provision of the initial 2-year term for hubs implementation at an approximate cost of \$2,630,854 per year to support the provision of the initial hubs implementation.

Additionally, Civic Administration will reach out to the community to ensure additional conversations and adjustments are made to the necessary planning work for additional hubs and that any future

procurement activities are supported by the City's Council approved Procurement of Goods and Services policy.

4.0 Financial Impact

The total costs associated with the three recommended proposals are outlined in Schedule 1. Funding for the capital costs associated with the successful proposals will be sought from the Fund for Change. Funding of \$5.4 million per year for 2 years (\$10.8 million in total) has been identified through the provincial Homeless Prevention Program funding and within existing Housing Stability Services budgets to fund the operating costs for the successful proposals.

The remaining operating costs to fund the first two years of operations of the hubs, specifically the transitional beds component of the CMHA proposal, will also be sought from the Fund for Change. Should ineligible costs under the existing provincial funding sources be identified while finalizing the service delivery contracts and budgets, the Social Services Reserve Fund will be utilized to cover any ineligible costs up to a maximum of \$1,500,000. Some ineligible costs could include expenses related to service delivery needs beyond the identified administration allocation. This includes, but not limited to, management salary costs, security costs, other identified costs that do not support frontline service delivery.

Recently the Federal Government made commitments in funding under the Housing Accelerator Fund for the City of London where certain components align with the key elements of the Whole of Community System Response including Hubs and Highly Supportive Housing. The relevant funding announcement includes the following:

Investments in Affordable Housing (\$20M)

The investments in affordable housing can provide additional supply of housing over the period of the Housing Accelerator Fund Program and over the longer term through the acquisition of land.

\$20,000,000 – Municipal, developer, and non-profit-led construction of affordable housing – Funding of various programs to support affordable housing. This program will also build highly supportive housing as set out in London's Whole of Community Health and Homelessness System Response.

Investments in Community-related Infrastructure that Supports Housing (13.7M)

The investments in community-related infrastructure that supports housing related infrastructure will provide opportunities to fund projects that are required to support the supply of housing over the period of the Housing Accelerator Fund Program and over the longer term through the construction of servicing projects that will provide capacity for future growth.

\$10,000,000 – Community Hubs to provide Timely & Direct Pathways to Housing – Funding to support London's Whole of Community Health and Homelessness System Response which develops an integrated model of care offering a range of functions through a network of community hubs. Community hubs will provide wrap-around services including direct pathways to housing, supported by the development of highly supportive housing units.

Civic administration will continue to work with federal and provincial partners to secure sustainable ongoing funding for these first 3 hubs, as well as additional hubs to be added to the system in the future.

Prepared and Submitted by: **Craig Cooper, Director, Housing Stability Service, Social and Health Development**
Recommended by: **Kevin Dickins, Deputy City Manager, Social and Health Development**

Schedule 1: Recommended Agencies for Awarding of RFP-2023-099

Agency	Address	Open	Beds	Capital	Operating Year 1	Operating Year 2
Atlohsa Family Healing Services Inc.	550 Wellington Rd.	December 2023	18 Transitional 10 Respite	\$1,303,750	\$2,118,146	\$2,118,146
Youth Opportunities Unlimited	329 Richmond Street	December 2023	6 Respite	\$1,064,367	\$1,317,500	\$1,983,800
	800 Commissioner's Rd. E	May 2024	9 Transitional	\$2,059,183		
CMHA	556 Dundas St.	December 2023	10 Respite	\$40,500	\$1,425,562	\$1,425,562
	705 Fanshawe Park Road West	May 2024	20 Transitional	\$497,800	\$2,630,854	\$2,630,854
Total:				\$4,965,600	\$7,492,062	\$8,158,362

Schedule 2:

Bill No.
2023

By-law No.

A by-law to authorize the Deputy City Manager, Social and Health Development to approve a Municipal Purchase of Service Agreement with each hub provider for the operation of three hubs

WHEREAS section 2 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, provides that municipalities are created by the Province of Ontario to be responsible and accountable governments with respect to matters within their jurisdiction and each municipality is given powers and duties under this Act and many other Acts for the purpose of providing good government with respect to those matters;

AND WHEREAS section 10 of the *Municipal Act, 2001* provides that the City may provide any service or thing that the City considers necessary or desirable for the public, and may pass by-laws respecting same, and respecting economic, social and environmental well-being of the City, and the health, safety and well-being of persons;

AND WHEREAS The Corporation of the City of London is a service manager under the *Housing Services Act, 2011*;

AND WHEREAS section 13 of the *Housing Services Act, 2011* provides that service managers may establish, administer and fund housing and homelessness programs and services and may provide housing directly;

AND WHEREAS subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. The Deputy City Manager, Social and Health Development, or written designate, is authorized to approve the Municipal Purchase of Service Agreements between The Corporation of the City of London and each hub provider for the purchase of services to provide and operate three hubs.
2. The Deputy City Manager, Social and Health Development, or written designate, is hereby delegated authority to execute a Municipal Purchase of Service Agreements with each hub provider.
3. This by-law comes into effect on the day it is passed subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Passed in Open Council on October 17, 2023 subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Josh Morgan
Mayor

Michael Schulthess
Deputy City Clerk

First Reading –
Second Reading –
Third Reading –

Appendix A-1

Atlohsa Family Healing Services Inc. Proposal Summary

Description	Proponent Details
Hub Site - provide the property address(es):	550 Wellington Road
Hub Size - provide the total gross floor area in square feet	11,000 ft ²
Emergency Care Establishment	Yes
Priority Population to be served:	Indigenous people
Range of Services to be provided:	Indicate "Lead" or "Partner" below
- 24/7 Safe Places	Lead
- Basic Needs	Lead
- Community Engagement	Lead
- Transportation	Lead
- Property Management (Cleaning/Janitorial, Maintenance & Repairs, etc.)	Lead
- Housing Access Support	Lead
- Income Supports	Lead
- Integrated Care Planning	Lead
- Justice System Services	Lead
- Medical Stabilization Beds	n/a
- Quick Access and Intentional Connections to Acute & Primary Care	Lead
- Translation and Interpretation	n/a
Beds to be provided:	# of Each / Total
- Number of Transitional Beds	18
- Number of Respite Beds	10

Annual Operating Budget	Estimated Annual
Administrative Costs – staff wages and benefits, etc.	\$1,010,616
Building Costs – lease, utilities, maintenance, etc.	\$784,066
Participant and Support Services – supplies, transportation, services and supports	\$222,600
Lead Agency Program Administration – max. 5%	\$100,864
Total (represents operating budget for both locations)	\$2,118,146

Atlohsa Family Healing Services Inc. Proposed Hub Site:

550 Wellington Road South



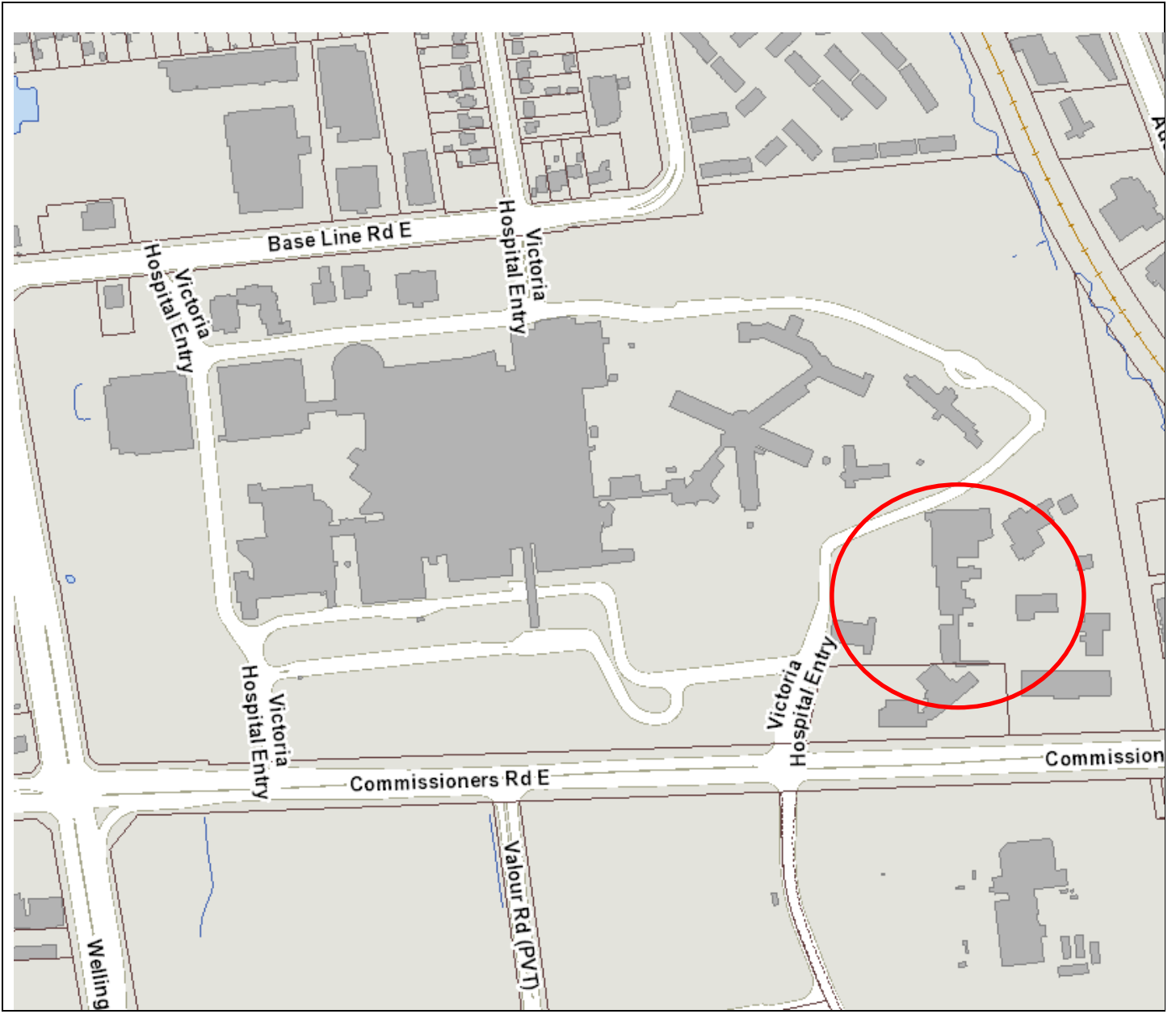
Appendix A-2

Youth Opportunities Unlimited Proposal Summary

Description	Proponent Details
Hub Site - provide the property address(es):	Building 16, 800 Commissioners Road East
Hub Size - provide the total gross floor area in square feet	4,200 ft ²
Emergency Care Establishment	Yes
Priority Population to be served:	Youth
Range of Services to be provided:	Indicate "Lead" or "Partner" below
- 24/7 Safe Places	Lead
- Basic Needs	Lead
- Community Engagement	Lead
- Transportation	Lead
- Property Management (Cleaning/Janitorial, Maintenance & Repairs, etc.)	Lead
- Housing Access Support	Lead
- Income Supports	Lead
- Integrated Care Planning	Lead
- Justice System Services	Lead
- Medical Stabilization Beds	Lead
- Quick Access and Intentional Connections to Acute & Primary Care	Lead
- Translation and Interpretation	Lead
Beds to be provided:	# of Each / Total
- Number of Transitional Beds	9
- Number of Respite Beds	6

Annual Operating Budget	Estimated Year 1	Estimated Year 2
Administrative Costs – staff wages and benefits, etc.	\$879,400	\$1,202,500
Building Costs – lease, utilities, maintenance, etc.	\$256,100	\$524,900
Participant and Support Services – supplies, transportation, services and supports	\$119,300	\$161,900
Lead Agency Program Administration – max. 5%	\$62,700	\$94,500
Total	\$1,317,500	\$1,983,800

Building 16, 800 Commissioners Road East



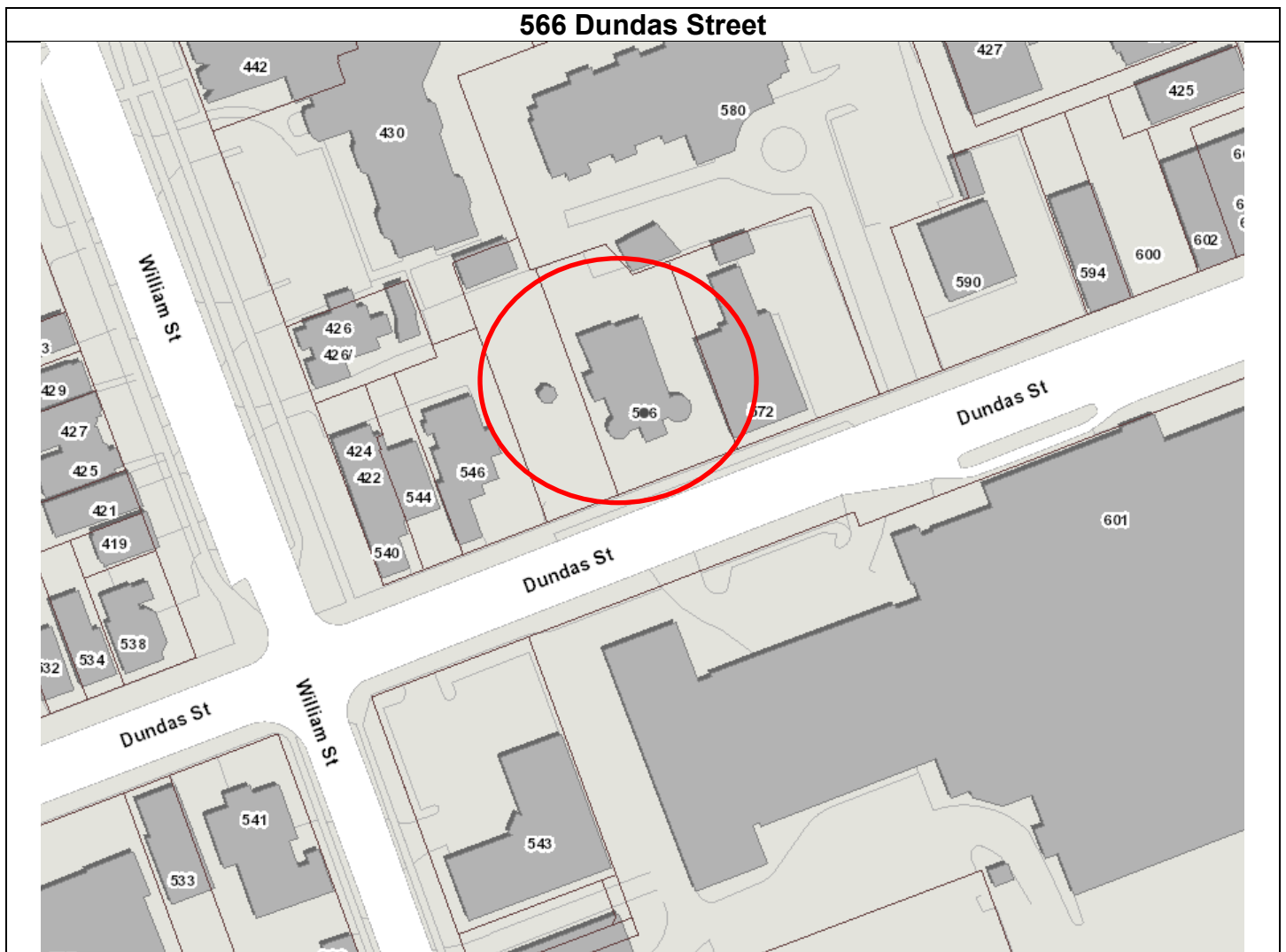
Appendix A-3

Canadian Mental Health Association Proposal Summary

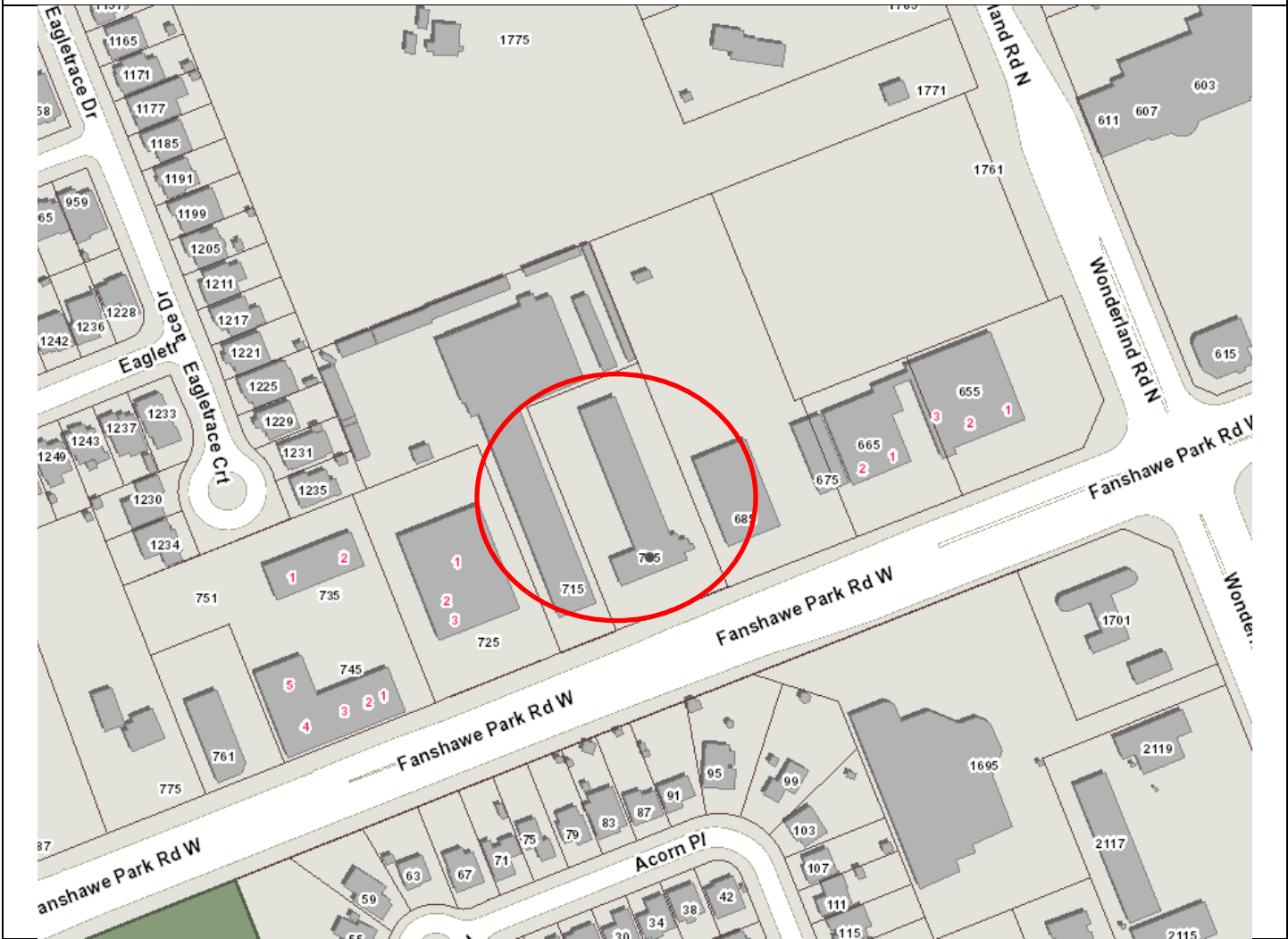
Description	Proponent Details
Hub Site - provide the property address(es):	566 Dundas Street
	705 Fanshawe Park Road W
Hub Size - provide the total gross floor area in square feet	566 Dundas: 6,500 ft ²
	705 Fanshawe Park Rd: 11,000 ft ²
Emergency Care Establishment	566 Dundas St: Yes
	705 Fanshawe Park Road W: No
Priority Population to be served:	Women and people identifying as female
Range of Services to be provided:	Indicate "Lead" or "Partner" below
- 24/7 Safe Places	Lead
- Basic Needs	Lead
- Community Engagement	Lead
- Transportation	Lead
- Property Management (Cleaning/Janitorial, Maintenance & Repairs, etc.)	Lead
- Housing Access Support	Lead
- Income Supports	Partner
- Integrated Care Planning	Lead/Partner
- Justice System Services	Partner
- Medical Stabilization Beds	Partner
- Quick Access and Intentional Connections to Acute & Primary Care	Partner
- Translation and Interpretation	Partner
Beds to be provided:	# of Each / Total
- Number of Transitional Beds	20
- Number of Respite Beds	10

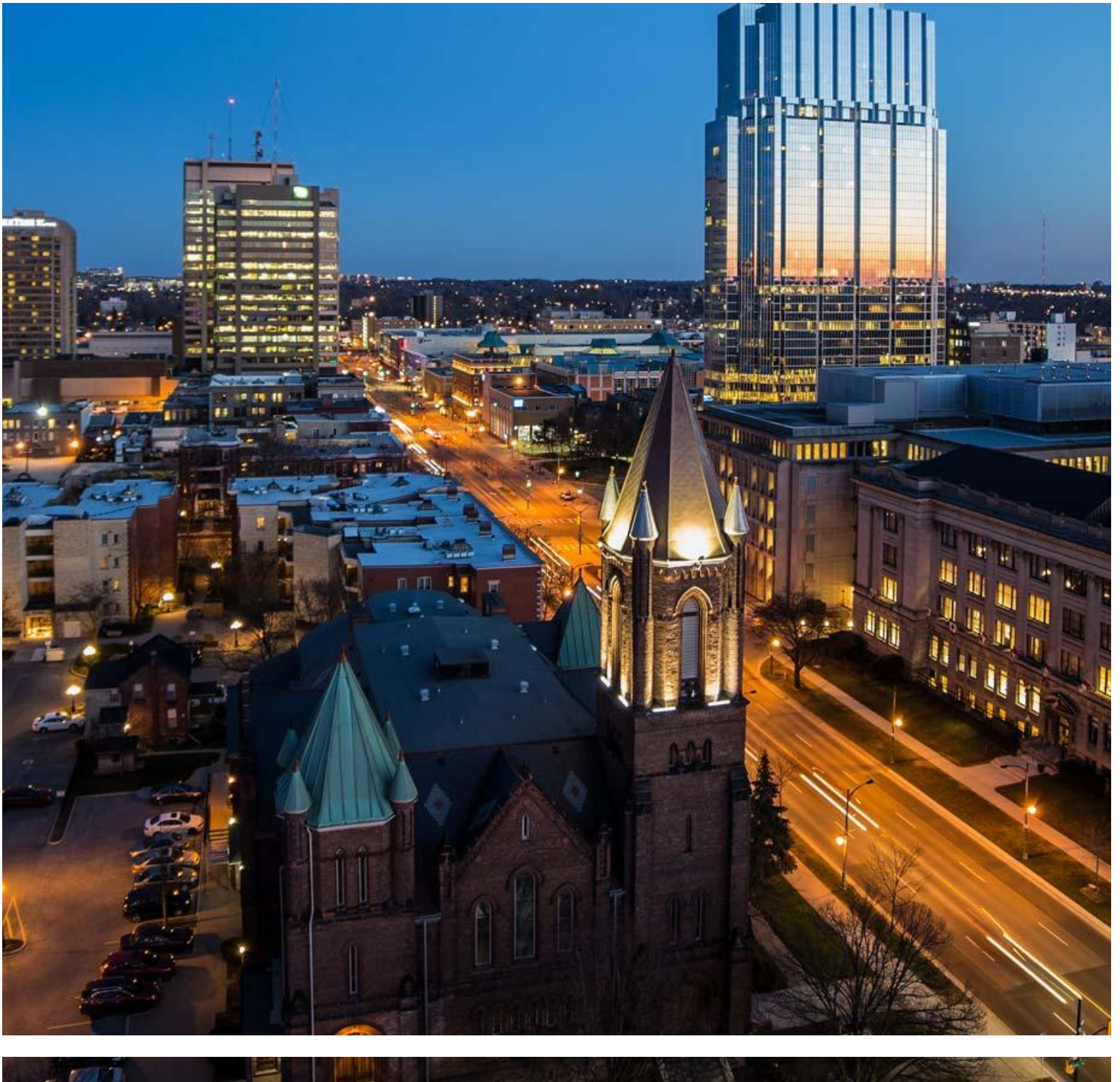
Annual Operating Budget	Estimated for 566 Dundas	Estimated for 705 Fanshawe Park Rd.	Annual
Administrative Costs – staff wages and benefits, etc.	\$816,417	\$1,506,685	\$2,323,102
Building Costs – lease, utilities, maintenance, etc.	\$415,444	\$1,242,199	\$1,242,199
Participant and Support Services – supplies, transportation, services and supports	\$124,812	\$230,340	\$355,152
Lead Agency Program Administration – max. 5%	\$68,889	\$127,134	\$196,023
Total	\$1,425,562 *	\$2,630,855 *	\$4,116,475

*Final annual operating amounts to be confirmed prior to contract execution.



705 Fanshawe Park Road West





LIVED & LIVING EXPERIENCES INTERIM SUMMARY REPORT

23 AUGUST 2023



PREPARED BY:
DR. JACOBI ELLIOTT
DANICA FACCA PHD(C)

PURPOSE

The City of London's Whole of Community System Response was designed using a harm reduction and trauma informed approach to support community members of all backgrounds who are marginalized and experiencing homelessness by providing pathways to health services and housing that meets people where they are without judgment and offers culturally safe, low barrier, and inclusive care.

A feature of this response will be the development of community 'Hubs', currently the work is focused on design and implementation. The City of London solicited participation from community members who have lived or living experience with homelessness to engage in consultation sessions to provide vital input that will inform the design and implementation of the Hubs along with supportive housing.

The purpose of this interim summary is to summarize the information collected from the community members in the following areas:

- Current needs and areas of improvement
- Current services being used
- Current barriers of service use
- Key services or features to include in the Hubs
- Key takeaways and recommendations for Hub design



METHODS USED

A qualitative approach (individual and focus group interviews) was used to understand community members' current experiences of homelessness and their interaction with community supports within the London area. Focus groups and/or individual interviews were conducted by experienced staff members across 5 local organizations which currently support community members experiencing homelessness. The nature of inquiry within the focus groups and individual interviews was to identify current services community members experiencing homelessness rely on for support, current barriers of this service use, and key services or features to inform the design and implementation of the Hubs and supportive housing. The focus group and individual interview guides were semi-structured, and community members were provided an honorarium.

DATA COLLECTION AND ANALYSIS

Data collection processes across individual and focus group interviews was mixed: some focus groups were audio-recorded and transcribed verbatim for analysis, while others captured data through reflexive hand-written notes. Data collection took place over the course of July and early August 2023. In total, 5 focus groups and 9 individual interviews were conducted with 59 community members. Appropriate qualitative analysis techniques were carried out. An iterative, thematic analysis approach was used by researchers at St. Joseph's Health Care London. Members of the research team analyzed all transcripts and notes. Thematic codes were tracked in a tabular matrix using exemplar quotes from interview transcripts to enrich thematic findings where applicable.



FINDINGS

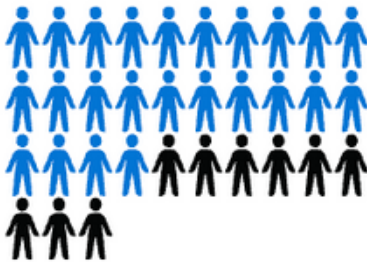
COMMUNITY MEMBERS'
EXPERIENCES

DESCRIPTIVE CHARACTERISTICS

Participants were invited to complete a demographic survey following the interview. To date, sociodemographic characteristics of **33** community member participants have been captured and analyzed below (see Appendix A). Of those 33 participants:



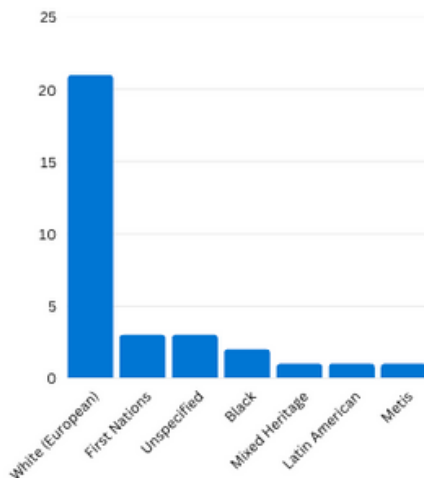
Average age across was **39 years old**



Majority of participants (75%) identified as **male**

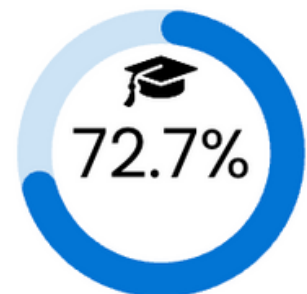


Most participants (69.70%) identified as **heterosexual**



Approximately two-thirds of participants (65.63%) identified as **White (European)**

Most participants (72.7%) had received a **high-school diploma** as their highest form of education



English was the preferred language across all participants (100%). Over three-quarters (81.82%) of participants identified their primary residence within an urban area.

CURRENT NEEDS & AREAS OF IMPROVEMENT

During the focus group discussions, community members openly shared their current needs and highlighted examples of where more support is desired.

Current needs identified by community members included:

- Lack of beds/space in shelters
- Lack of affordable housing options
- Lack of accessible housing options

Areas of improvement identified by community members included:

- Increased accessible housing options (e.g., apartments) for those living with physical disabilities
- Increased accessible transportation options (e.g., accessibility friendly taxis) to healthcare facilities like hospitals
- Increased beds/space in shelters
- Increased mental health training for staff working with those who have mental health or addiction needs
- Increased mental health resources
- Increased support with accessing transitional housing
- Increased support with job searching and government-based assistance programs (e.g., Employment Insurance, Ontario Disability Support Program)
- Increased support with securing identification documents (e.g., health cards, birth certificate, license)



WOMEN-IDENTIFYING COMMUNITY MEMBERS NOTED THE IMPORTANCE OF INCLUDING GENDER-SPECIFIC SPACES (I.E., WOMEN ONLY) TO IMPROVE SAFETY FOR THOSE WHO ARE SEX WORKERS OR SEEKING SUPPORT FOR GENDER-BASED SEXUAL VIOLENCE.

CURRENT SERVICE USE

Community members expressed their current service use by discussing the organizations and networks where they prefer to go to for various areas of support and the specific contexts in which they find these supports valuable and essential. The organizations community members identified demonstrates the **diverse nature of support** required to meet the intersectional needs of this population which ranged from basic living needs (i.e., shelter, food, essential items) to healthcare needs, inclusive of mental healthcare, harm-reduction addictions support, and outreach services for those experiencing gender-based sexual violence.



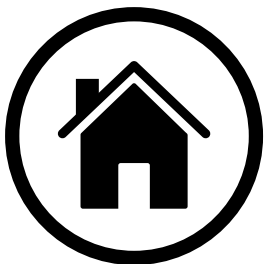
FINANCIAL SUPPORT:
COMMUNITY HEALTH CENTER
SANCTUARY LONDON



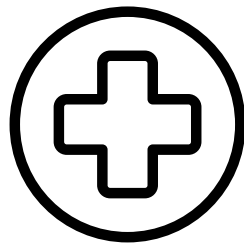
FOOD SUPPORT:
519 PURSUIT
GOODWILL RESOURCE CENTRE
SANCTUARY LONDON



TRANSPORTATION SUPPORT:
HOME BUS
MOBILITY FIRST



HOUSING SUPPORT:
HOUSING STABILITY BANK
LONDON CARES
MEN'S MISSION
MY SISTER'S PLACE
STREETSCAPE
THE SALVATION ARMY



HEALTHCARE SUPPORT:
COMMUNITY HEALTH CENTER
METHADONE CLINIC
NEEDLE EXCHANGE
PARKWOOD INSTITUTE
REGIONAL HIV/AIDS CONNECTIONS (RHAC)



MENTAL HEALTH SUPPORT:
CANADIAN MENTAL HEALTH
ASSOCIATION (CMHA)
MY SISTER'S PLACE
REACH OUT CRISIS LINE
STREETSCAPE

CURRENT BARRIERS

Current barriers community members identified facing included:



Lack of comprehensive and/or consolidated information of current resources was a barrier for some as they relied on **“word of mouth” (Men’s Mission)** communication to inform their options of where to go to for support. In other cases, long waiting lists to get a bed led others to go **“back on the streets” (Men’s Mission)**.

For those who found themselves lucky enough to get a bed, lack of security and/or shared rooms dissuaded them from staying as they felt uncomfortable in spaces where there was no security and/or space to lock up their personal belongings that, while on the surface may appear to look like “junk,” carry a deeper meaning from a survival standpoint.

“ A LOT OF PEOPLE...HOARD THINGS BECAUSE THERE’S LIKE A SCARCITY ANXIETY...THEY GET WORRIED LIKE ‘OH, I’M GONNA LOSE THIS [OR HAVE IT STOLEN IF I STAY]’ ”
(QUINTIN WARNER HOUSE)

HUB SERVICES & KEY FEATURES

Throughout focus group discussions, community members further shared key services and/or features they felt should be included in the Hub design. These features reflect the current landscape of needs identified at the outset of the focus group discussions and point towards a **strong desire for consolidated wrap around services inclusive of housing, healthcare, and social supports:**

- Access to technology (e.g., computer, phone, Wi-Fi)
- Accessible washrooms and transportation options to and from site
- Family-friendly and/or couple designate rooms
- Gender-specific spaces (e.g., women-only rooms for those with children and/or experiencing gender-based and sexual violence)
- Healthcare services (e.g., nurses and personal support workers on site)
- Housing support services (e.g., resources, case managers)
- Identification document support services (e.g., birth certificate, health card, license)
- Job support services and counselling
- Mental health services (e.g., crisis counselling, addictions support)
- Personal item storage spaces with locks
- Pet-friendly
- Private shower spaces
- Private sleeping spaces
- Safe injection spaces

HUB SERVICES & KEY FEATURES

When asked about location, community members expressed that the Hubs would be best located downtown by areas that are close to main intersections, arterial bus routes, and pre-existing community supports.

Along with location considerations, community members with families—children, spouses, pets—strongly advocated for spaces designed with diverse family structures in mind. The thought of having to access a Hub and have family members denied or separated was nonnegotiable for many, especially those with children. For those without children or spouse/s, consideration for pet allowance was important as they provide key support and companionship.

“IF I WAS...AT A HUB, I WOULD EXPECT ENOUGH ROOM FOR MY FAMILY TO BE THERE TOO”
(ROTHOLME FAMILY SHELTER)

“COUNSELING [WOULD BE] VERY IMPORTANT [SO I CAN FIGURE OUT] WHERE I AM IN MY JOURNEY [AND HOW I CAN] GET OUT OF THE SITUATION [I'M IN].”
(MEN'S MISSION)

Counselling—for mental health support, addictions support, crisis support—was highlighted by many community members as a necessary service feature. When discussing the merits of counselling and what they would hope to gain, community members remarked that talking to someone in this context would give them a way to figure out next steps and set goals like obtaining transitional housing, finding a job, improving their physical and/or mental health, and by extension, meaningfully participating within their local community.



HUB DESIGN

KEY TAKEAWAYS & RECOMMENDATIONS

The community member feedback gathered provides valuable insights into the essential features that should be included in the Hub design to create a safe, inclusive, and supportive environment. Overall, community members shared a strong desire for **consolidated wrap around services** inclusive of housing, healthcare, and social service supports. Engaging with local stakeholders and service providers will be crucial in implementing these features effectively and creating a building that serves as a model of inclusivity and well-being within the community.

HUB DESIGN

KEY TAKEAWAYS & RECOMMENDATIONS

- **Accessible Layout:** Prioritize accessibility by building ramps, elevators, and wider doorways to ensure community members of all abilities can move freely on premises.
- **Diverse Family Design:** Design spaces for various family structures (e.g., single individuals, couples, families with children, individuals with support animals). Honoring diverse family structures recognizes the importance of person-centered design for marginalized groups and will further reduce access barriers.
- **Downtown Location:** Build in a downtown central location to provide convenient access to public transportation (e.g., main bus routes) and essential services while also facilitating opportunities for community engagement within the broader urban context.
- **Gender-Specific Spaces:** Incorporate gender-specific spaces (e.g., bathrooms, changing rooms) to ensure community members of various gender identities feel safe.
- **Harm Reduction Facilities:** Designate an area for harm reduction services. This area should be staffed by trained professionals who can provide support, resources, and education to community members who may be dealing with substance use challenges.
- **Healthcare Services:** Collaborate with local healthcare providers to establish on-site healthcare services to provide access to primary care and preventive health services.
- **Mental Health Services:** Collaborate with local organizations to establish on-site mental health services to provide access to counseling and other mental health resources.
- **Safety and Security:** Implement appropriate security measures including well-lit pathways, surveillance cameras, and secure entry points.
- **Secured Personal Item Storage:** Integrate lockable and secure personal item storage units to provide community members with a sense of ownership and security for their belongings, minimizing the risk of theft/loss.

APPENDIX A

Sociodemographic characteristics of community member participants

Demographic characteristic	Total Number of Participants (N = 33)	
	<i>n</i>	%
Biological Sex at Birth		
Male	25	75.76%
Female	8	24.24%
Gender Identity		
Male	24	75.00%
Female	5	15.63%
Prefer not to answer	2	6.25%
Other	1	3.13%
Sexual Orientation		
Heterosexual/Straight	25	69.70%
Prefer no answer	5	15.15%
Two-Spirit	2	6.06%
Bi-sexual	2	6.06%
Lesbian	1	3.03%
Racial/Ethnic Identity		
White (European, North American)	21	65.63%
First Nations	3	9.38%
Unspecified	3	9.38%
Black	2	6.25%
Mixed Heritage	1	3.13%
Latin American	1	3.13%
Metis	1	3.13%
Education		
Highschool	24	72.73%
Unspecified	3	9.09%
Trade or Technical School Certificate	2	6.06%
Grade 9 or less	2	6.06%
College or University Degree	2	6.06%
Born in Canada		
Yes	24	72.73%
No	4	12.12%
Prefer no answer	4	12.12%
Unsure	1	3.03%
Primary Residence		
Urban	27	81.82%
Rural	3	9.09%
Unspecified	3	9.09%

Health and Homelessness Whole of Community System Response

Hubs Implementation Plan Engagement Results

September 15, 2023

Prepared by



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Section 1.0:

Introduction

Health and Homelessness in London

London is facing a dire health and homelessness crisis. To address this crisis, a collective of community experts across sectors have designed a system response that is the first of its kind in London, and unique in Ontario. That group included more than 200 individuals representing nearly 70 local organizations in community health and social services, institutional healthcare, education, emergency services, business and economic development, land and housing development, and multiple levels of government.

The Whole of Community System Response will support the entire community – those who are most marginalized, those working in the system, and those trying to provide support, including businesses and community members who also experience the impacts of this crisis.

The Hubs Implementation Plan

The Hubs Implementation Plan is a roadmap to help the most marginalized Londoners move safely inside, become stabilized, supported, and connected to the right housing, and to help them stay housed.

The plan represents the culmination of nearly nine months of intensive community-driven collaboration and something that has never been done before in London. It is a strategic implementation roadmap, taking into consideration a variety of community inputs and the insights of diverse subject matter experts. It is intentionally designed to evolve in lockstep with community feedback, changing conditions, and lessons learned as the system is established, including continuous feedback from those with lived and living experience.

Following Council endorsement of the Hubs Implementation Plan, City staff will now undertake a competitive procurement process to identify lead agencies and proposed locations for the first five Hubs, which are intended to be established by December 2023 and continue advocacy efforts for funding to support the implementation of the plan.

About the Community Engagement

To help with increased awareness and provide Londoners more opportunities to ask questions and provide feedback on the Hubs Implementation Plan, engagement opportunities continued between August 30 and September 12. Residents were invited to attend any one of the five council-directed sessions. Additionally, two business-focused sessions were held in collaboration with the Old East Village BIA, Downtown BIA, and Chamber of Commerce.

Residents were also invited to provide feedback through the GetInvolved.London.ca website and at Councillor-held ward meetings.

Specific questions were not asked during the engagement sessions or on the GetInvolved.London.ca site; rather, residents were invited to share their questions and comments about the Whole of Community System Response and the Hubs Implementation Plan, focusing on what was most important to them.

The Community Engagement Session Approach

Community engagement sessions used the format of a formal presentation followed by a question-and-answer period. After the question-and-answer period, one-on-one informal discussions occurred with attendees who had further questions. Attendees who had comments about the Whole of Community System Response or the Hub Implementation Plan were encouraged to submit their comments via comment cards or through the GetInvolved.London.ca site.

Over 380+ residents and business owners took the opportunity to engage with City staff, Councillors, and subject matter experts and discuss their questions and comments. Through the formal questions-and-answer period, over 100 questions were asked. The questions focused on operations, implementation, financials, services and supports, safety and security, and Hub locations, aligning closely with the themes in Section 2.0 of this report.

The community engagement sessions were well-received by residents. Comment cards noted that the information shared was well-presented and informative, the question-and-answer period was beneficial, the conversational approach was welcomed, the presenters took the time to respond to questions thoughtfully and thoroughly, and the opportunity to connect with City staff, Councillors, and subject matter experts was appreciated.

“Kudos should go out to the team who did the presentation on the Hubs Implementation Plan. They provided a lot of information that hasn’t been noted in the media and allayed our concerns. They took the time to field all of the questions that the group had. “ ~ Engagement Session Participant

GetInvolved.London.ca Site

During the consultation process, the Health and Homelessness Whole of Community System Response page on the GetInvolved.London.ca site had 2,434 unique visitors, and the Hubs Implementation Plan was downloaded 964 times. In total, 203 submissions were received through the online form, which included 117 individual submissions and 86 comment cards.

Purpose of this Report

Responses provided through comment cards at the engagement sessions and submissions through the GetInvolved.London.ca site were collated into a single document.

A thematic analysis was then conducted to identify common themes across all responses. As part of the thematic analysis, each response was read carefully to understand the content, and responses that included multiple ideas were split so that each idea could be themed separately to ensure accuracy in the number of responses to a particular theme.

The purpose of this report is to outline the themes derived from the community engagement process. Section 2.0 contains a list of themes, along with summary statements that describe the responses related to the theme.

The feedback will be used to help inform Council decisions, including locations and lead agencies for the first five Hubs.

Definitions

The term n= is used to identify the number of times a particular theme was identified in the responses. Themes are ordered from highest to lowest reporting frequency as indicated by the n=.

Section 2.0:

Engagement Results

The following themes were derived from the feedback provided through comment cards at the engagement sessions and submissions through the GetInvolved.London.ca site. The themes focus on feedback related to the Hubs Implementation Plan. A series of summary statements have been included for each theme to provide further detail. The themes reflect the feedback received as of September 12, 2023.

Wraparound Services (*n=46*)

Respondents noted that the Hubs Implementation Plan should:

- Address the multi-faceted issues that cause homelessness, such as affordable housing, access to social services, mental health support, economic challenges, etc.
- Be inclusive of the range of services, supports, and approaches individuals experiencing homelessness require.

Safety and Security (*n=35*)

Respondents noted that the Hubs Implementation Plan should:

- Integrate multiple strategies to ensure the safety of residents and businesses.
- Have security, inside and outside of Hubs, to support the safety of Hub residents, staff, and neighbours.
- Consider how to address residents' fears related to safety and security issues.
- Include how crime, substances, violence, fires, theft, and property damage will be addressed in and around the Hubs.

Financial Investment (*n=25*)

Respondents noted that the Hubs Implementation Plan should:

- Be funded by sources other than the City of London, so Londoners are not required to pay the total cost of the Hubs.
- Provide financial reports that outline how financial resources are being spent.
- Incorporate additional information, details, and rationale about the cost of the Hubs.

Location of Hubs (*n=24*)

Respondents noted that the Hubs Implementation Plan should:

- Ensure that Hubs are located away from residential areas, school zones, businesses, and areas in the downtown where there are special events.
- Include a plan to keep community spaces (e.g., parks) safe for all residents to enjoy.
- Be located throughout the city so all neighbourhoods are involved and absorb the responsibility equally.

Substance Use (*n=22*)

Respondents noted that the Hubs Implementation Plan should:

- Include how substance use challenges will be addressed.
- Incorporate referrals to or offer effective treatment options.

Section 3.0:

Conclusion

Feedback gathered through the engagement sessions and GetInvolved.London.ca aligned with the key components of the Hubs Implementation Plan, such as providing wraparound services, addressing safety and security concerns, being prudent and transparent with financial investments, considering the location of Hubs carefully, and addressing substance use challenges.

While some respondents reported they are supportive of Hubs, others were concerned that Hubs will not offer an appropriate solution. Those who supported Hubs noted that the Hubs Implementation Plan is an “excellent plan that Londoners should be proud of themselves, City staff, and Council for creating.” Respondents noted that the Hubs Implementation Plan covers complex issues, is well presented, and is comprehensive. Those who were not in support of Hubs were concerned that it was an untested model and were concerned about the negative impact of Hubs on London.

Each theme noted in Section 2.0 has been considered in the Hubs Implementation Plan and will continue to be addressed through the implementation of the Hubs and reflected in the expected results. The feedback provided will be used to help inform Council decisions, including locations and lead agencies for the first five Hubs.