

## 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:** Community Cold Weather Response (v2)  
**Date:** October 31, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following Actions be taken regarding Community Cold Weather Response Report, that;

- a) Community Cold Weather Response Report **BE RECIEVED** for information;
- b) **APPROVE** a funding increase extension to the existing Municipal Purchase of Service agreement with London Cares at a total estimated increase of up to \$236,550 (excluding HST) for the period of December 1, 2023, to March 31, 2024, to administer the City of London 2023-24 Cold Weather Response drop-in space and outreach supports, as per the Corporation of the City of London Procurement Policy Section 20.3 e); to the following existing agreements;
- c) **TO AUTHORIZE** and **APPROVE** a one-time funding allocation of up to \$157,224 from the Social Services Reserve Fund for London Cares Homeless Response Services to support security services for 602 Queens Ave;
- d) **TO AUTHORIZE** and **APPROVE** a one-time funding allocation of up to \$42,938 from the Social Services Reserve Fund for CMHA Thames Valley Addiction & Mental Health Services to support security services for 371 Hamilton Road;
- e) **APPROVE** a funding increase extension to the existing Municipal Purchase of Service agreement with CMHA Thames Valley Addiction & Mental Health Services at a total estimated increase of up to \$523,552 (excluding HST) for the period of October 1, 2023, to May 31, 2024, to administer the City of London 2023-24 Cold Weather Response drop-in space, as per the Corporation of the City of London Procurement Policy Section 20.3 e); to the following existing agreements;
- f) **APPROVE** a funding reallocation of \$187,750 (excluding HST) from the existing Municipal Purchase of Service agreement with the Salvation Army Centre of Hope from the 2022-23 winter response to support the extension of shelter bed and shower services for the period of December 1, 2023, to March 31, 2024, to administer the City of London 2023-24 Cold Weather Response, as per the Corporation of the City of London Procurement Policy Section 20.3 e); to the following existing agreements;
- g) That approval **BE GIVEN** to enter into a Single Source contract (SS2023-286) with The Ark Aid Street Mission in the amount up to \$638,000 (excluding HST) for the provision of cold weather response drop-in space from October 1, 2023, to May 31, 2024, in accordance with the City of London's Procurement of Goods and Services Policy section 14.4, clause (e);
- h) That approval **BE GIVEN** to enter into a Single Source contract (SS2023-287) with Safe Space London in the amount up to \$259,000 (excluding HST) for the provision of cold weather response drop-in space from December 1, 2023, to March 31, 2024, in accordance with the City of London's Procurement of Goods and Services Policy section 14.4, clause (e);
- i) That approval **BE GIVEN** to enter into a Single Source contract (SS2023-288) with 519 Pursuit in the amount up to \$60,000 (excluding HST) for the provision of cold

weather response outreach services from December 1, 2023, to May 31, 2024, in accordance with the City of London's Procurement of Goods and Services Policy section 14.4, clause (e);

- j) **To APPROVE** funding from the existing Housing Stability Services budget for the total allocation amount of up to \$100,000 to support costs associated with the cold weather response for those who will remain unsheltered;
- k) Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in connection with the contracts noted in b) through i); and,
- l) The approval given herein **BE CONDITIONAL** upon the Corporation of the City of London entering into new and/or amending existing Purchase of Service Agreements with agencies outlined in the attached as Schedule 1 of this report.

## Executive Summary

The community Encampment Strategy Table as part of the Whole of Community System Response has been in the planning stages of a temporary Cold Weather Response since July, 2023. The table and the many organizations engaged in this work were actively engaged throughout August and into September and October. This report provides an update of the actions taken to support the Cold Weather Response that included the identification of increased basic needs and drop-in spaces for those living unsheltered and to provide these temporary services for up to six months commencing on December 1, 2023. While the recommendations contained in this report are brought forward, exploration of additional indoor space and staffing plans continue to evolve and will be brought forward to Council in November for consideration. These additional plans will include overnight spaces and staffing services.

Housing Stability Services is seeking single source approval in accordance with the City's procurement Policy to implement a temporary Cold Weather Response program to provide lifesaving measures for individuals experiencing unsheltered homelessness this winter who cannot or are unable to access existing emergency shelters, resting spaces or other temporary shelter support services.

Specifically, Section 14.4e) which states:

"The required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience;"

Existing programs are operating at capacity and services are unable to expand to meet the anticipated demand during the winter months. During the warmer months there has also been an increase in people residing in small encampments throughout more isolated areas of the community.

The proposed Cold Weather Response program will allow City teams to work collaboratively with community partners and direct service providing-organizations to create temporary community spaces for the winter months through a multi-agency approach to meet a variety of needs with a variety of interventions.

The advancement of the Whole of Community System Response remains a priority as new Supportive Housing and Hubs are opened.

## 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.

## Analysis

### ● 1.0 Previous Reports Related to this Matter

- Winter Response Program Outcome Report Year-over-Year Comparison (CPSC: August 15, 2023)
- 2022-2023 Winter Response Program Outcome Report (CPSC: May 24, 2023)
- 2022-2023 Winter Response and Community Accountability Working Group Funding Reallocation Request (CPSC: April 12, 2023)
- 2022-2023 Winter Response Program and Action and Accountability Working Group Update (CPSC: November 29, 2022)
- City of London 2021-2022 Winter Response Program for Unsheltered Individuals (CPSC: April 20, 2022)
- City of London 2020-2021 Winter Response Program for Unsheltered Individuals (November 2, 2021)
- Update – City of London 2020-2021 Winter Response Program For Unsheltered Individuals (CPSC: April 20, 2021)
- City of London 2020-2021 Winter Response Program for Unsheltered Individuals (CPSC: December 1, 2020)
- Municipal Council Approval of The Housing Stability Plan 2019 to 2024 as Required Under the Housing Services Act, 2011 (CPSC: December 3, 2019)

## 2.0 Discussion and Considerations

### 2.1 Background

The proposal submitted by the Encampment Strategy Table has come after several rounds of direct engagement with various existing service providers and interested parties from across sectors. The elements of a Cold Weather Response have been sought since the planning process began in July. The proposed ability of participating agencies that are enclosed in this report are a result of conversations and actions taken over the course of several months.

The co-chairs of the Encampment Strategy Table undertook and led Community Discovery sessions in August in which service capacity, interest, and needs of the unsheltered community were identified. The planning process also included direct reach out to service providers and collective calls for assistance to organizations through multiple Strategy and Accountability Table meetings.

Through all of this the need for increased basic needs of those living unsheltered was abundantly clear. These needs include provision of essential needs such as showers, washrooms, the provision of increased supports for daytime and overnight drop-in space and focused efforts to address the immediate needs of those that may be encamping or

self-sheltering this winter. Additionally, organizations have looked at how the health and human resources component of staffing a cold weather response could be aided or bolstered by the efforts of more recent Whole of Community System Response partners.

The City of London Housing Stability Services team is working with community collaborators through the encampment strategy table to provide these temporary life saving day/overnight spaces, shelter space and outreach services during the winter months.

London currently funds approximately 300 beds within its existing emergency shelter system. These services are provided by Youth Opportunities Unlimited, Men's Mission including Rotholme Family Shelter, Centre of Hope and Unity Project. These spaces are consistently at or near capacity. The city also currently funds 10 resting space beds operated by London Cares which are also consistently at or near capacity.

The temporary response aims to support individuals in crisis, meet an individual's basic needs, increase connectivity to primary social services and to provide a solution to assist our most vulnerable Londoners to get out of the cold.

Significant background planning since July 2023 has taken place through the encampment strategy table including direct discussions with several community organizations that serve vulnerable individuals experiencing unsheltered homelessness, and while more details remain to be completed related to additional locations for indoor overnight beds and a corresponding staffing plan for such, those details remain unconfirmed, however, the details are expected to be brought back to Council in November for consideration.

#### **Program locations and dates of operation:**

##### **Day Drop-In Space/Shower/Laundry/Washroom/Basic Needs:**

- Ark Aid- 696 Dundas Street Location, October 1, 2023 to May 31, 2024. Open 6 hours per day, 7 days a week, including holidays. Services include showers, laundry, washrooms, basic needs provision.
- London Cares- 602 Queens Ave, December 2023, to March 31, 2024, Open 2 shifts of 3 hours, 5 days a week (M-F). Services include showers, laundry, washrooms, basic needs provision.
- CMHA London Coffee House- 371 Hamilton Road, October 1, 2023 to November 30, 2023 funding is for 3 hours of service per day, 7 days a week, Services include laundry, washrooms, basic needs provision.
- CMHA London Coffee House- 371 Hamilton Road, December 1, 2023 to May 31, 2024 funding is for 4 hours of service per day, 7 days a week, Services include laundry, washrooms, basic needs provision.
- Salvation Army Centre of Hope, 281 Wellington Street, December 2023 to March 31, 2024, Program includes 2 male and 1 female showers, Operates Monday, through Friday from 9am to 12pm.
- Safe Space London, 679 Dundas Street, December 2023 to March 31, 2024, program includes 15 drop-in spaces for women only Tues through Sat.

##### **Night Drop-In Space:**

- Salvation Army Centre of Hope, 281 Wellington Street, December 2023 to March 31, 2024, Program includes 15 additional shelter beds for women only.

- Safe Space London, 679 Dundas Street, December 2023 to March 31, 2024, program includes 15 overnight drop-in spaces for women only.

**Additional Outreach:**

- 519Pursuit outreach services from December 2023 to May 31, 2024, Reaching the most marginalized and hard to find individuals living unsheltered during the winter.
- London Cares outreach services from December 2023 to March 31, 2024, Reaching the most marginalized and hard to find individuals living unsheltered during the winter.

**2.3 Procurement Process**

Civic Administration (Purchasing and Supply) is recommending that the single source procurements for the listed agencies in this report be made under Section 14.4 e) of The Corporation of the City of London Procurement of Goods and Services Policy, stating there is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract and/or the required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience to ensure the continuity of the identified services for 2022-23. Outlined in Schedule 1 of this report.

Several of the Service Providers outlined in Schedule 1 of this report have an existing Purchase of Service agreement with The City of London as a result are recommended to have their contracts amended which in accordance with section 20.3 (e) would require City Council approval. Those agencies who do not, Civic Administration will be looking to implement new contracts with those organizations. Pending approval, funding will be administered through new contracts and contract amendments to 2023-24 agreements.

**3.0 Financial Impact/Considerations**

The total amount of approved funding is up to \$2,105,014. The source of funding will be through Housing Stability Service budgets and Social Services Reserve Fund. Funding for this response is available on a one-time basis.

Attached as Schedule 1 “Cold Weather Response Expected Costs” provides a breakdown by agency of service to be provided, cost estimate, and duration.

**Recommended by:** Kevin Dickins, Deputy City Manager Social Health Development

Cc:  
 Lynne Livingstone, City Manager  
 Scott Mathers, Deputy City Manager, Planning & Economic Development  
 Kelly Scherr, Deputy City Manager, Environment, and Infrastructure  
 Anna Lisa Barbon, Deputy City Manager, Finance Supports  
 Barry Card, Deputy City Manager, Legal Services  
 Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services  
 John Paradis, Deputy City Manager, Enterprise Supports

**Schedule 1: Cold Weather Response Expected Costs**

<b>Program/Service</b>	<b>Duration Up To:</b>	<b>Agency</b>	<b>Cost Estimate</b>	
Day Drop-in	8 months	Ark Aid Street Mission	Staff Costs	\$475,000
			Operating Costs	\$108,000
			Participant Costs	\$55,000
			Admin (5% max.)	0
			<b>TOTAL</b>	<b>Up to \$638,000</b>
Day Drop-in	4 months	London Cares Homelessness Response	Staff Costs	\$76,193
			Operating Costs	\$20,100
			Participant Costs	\$8,470
			Admin (5% max.)	\$5,237
			<b>TOTAL</b>	<b>Up to \$110,000</b>
Day Drop-in Security	4 months	London Cares Homelessness Response	<b>TOTAL:</b>	<b>Up to \$157,224</b>
Day Drop-in	6 months	CMHA Thames Valley Addiction & Mental Health Services	Staff Costs	\$203,942
			Operating Costs	\$96,546
			Participant Costs	\$73,476
			Admin (5% max.)	\$18,699
			<b>TOTAL</b>	<b>Up to \$392,663</b>
Day Drop-in Security (afternoon hours only)	6 Months	CMHA Thames Valley Addiction & Mental Health Services	<b>TOTAL:</b>	<b>Up to \$42,938</b>
Day Drop-in	2 months	CMHA Thames Valley Addiction & Mental Health Services	Staff Costs	\$67,982
			Operating Costs	\$32,182
			Participant Costs	\$24,492
			Admin (5% max.)	\$6,233
			<b>TOTAL:</b>	<b>Up to \$130,889</b>
Shelter bed and showers	4 months	The Salvation Army Centre of Hope	Operating Costs	\$144,705
			Participant Costs	\$32,000
			Admin (5% max.)	\$11,045
			<b>TOTAL</b>	<b>Re-allocation of \$187,750</b>
Day and Overnight Drop-in	4 months	Safe Space	Staff Costs	\$169,000
			Operating Costs	\$66,000
			Participant Costs	\$12,000
			Admin (5% max.)	\$12,000
			<b>TOTAL</b>	<b>Up to \$259,000</b>
Outreach	6 months	519Pursuit	Staff Costs	\$58,100
			Operating Costs	\$0
			Participant Costs	\$1,900
			Admin (5% max.)	\$0
			<b>TOTAL</b>	<b>Up to \$60,000</b>
Outreach	4 months	London Cares Homelessness Response	Staff Costs	\$116,250
			Operating Costs	\$4,300
			Participant Costs	0
			Admin (5% max.)	6,000
			<b>TOTAL</b>	<b>Up to \$126,550</b>
			<b>TOTAL</b>	<b>\$2,105,014</b>