

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 Update
Date: November 21, 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 Update Report, that;

- a) Community Cold Weather Response Report Update **BE RECEIVED** for information;
- b) Civic Administration **BE PROVIDED DIRECTION** by Municipal Council on the preferred option(s) outlined in this report for overnight spaces to support the cold weather plan:
 - i. **DIRECT**, Civic Administration to enter into a contract with The Ark Aid Street Mission in the amount up to **\$826,686 (excluding HST)** for the provision of all services to operate 30 overnight spaces at 696 Dundas Street for the cold weather response overnight spaces from December 1, 2023, to May 31, 2024, as per the Corporation of the City of London Procurement Policy Section 14.2;
 - ii. **DIRECT**, Civic Administration to enter into a contract with The Ark Aid Street Mission in the amount up to **\$1,472,739 (excluding HST)** for the provision of all services to operate 65 spaces at 432 William Street for the cold weather response overnight spaces from January 8, 2023, to May 31, 2024, as per the Corporation of the City of London Procurement Policy Section 14.2;
 - iii. **DIRECT**, Civic Administration to enter into a contract with The Ark Aid Street Mission in the amount up to **\$404,323 (excluding HST)** for the provision of all services to operate 15 overnight spaces at CMHA Coffee House, 371 Hamilton Road for the cold weather response overnight spaces from December 11, 2023, to May 31, 2024, as per the Corporation of the City of London Procurement Policy Section 14.2;
 - iv. **DIRECT**, Civic Administration to enter into a contract with The Ark Aid Street Mission in the amount up to **\$335,216 (excluding HST)** for the provision of all services to operate 10 overnight spaces at CMHA My Sisters Place, 566 Dundas Street for the cold weather response overnight spaces from December 15, 2023, to May 31, 2024, as per the Corporation of the City of London Procurement Policy Section 14.2;
- c) Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in connection with the contracts selected in b); and,
- d) The approval given herein **BE CONDITIONAL** upon the Corporation of the City of London amending/entering into all necessary agreements noting that Civic Administration will report back to Council on the outcome of the negotiated agreements and then further report back to Council on conclusion of the cold weather response.

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 exploring and running to ground viable options for indoor services including overnight space throughout August, September, October and into November. The Encampment table co-chairs held six (6) coalition meetings during the previous months, met with the Business, Developers, and Funders Reference Tables to discuss the Cold Weather strategy. The co-chairs also held 31 one-to-one meetings with local agency leaders and operators to explore and request additional services for the cold weather season.

The community table and partner organizations had looked at many options and while some materialized, others unfortunately did not. During the period of preparing this report, several different scenarios materialized and were pursued by city staff. Noting that the locations presented by community organizations prior to this report writing were in contrast to some of the desired criteria of the Hubs Plan site locations (specifically beds being proposed in Old East Village and a large number of beds being proposed in close proximity to other large-scale services) Civic Administration sought alternative locations than those proposed by some community organizations. Civic Administration reached out to and engaged a number of conventional and unconventional partners to seek space and resources to open overnight locations beyond those listed in this report. One such opportunity presented itself as Civic Administration was approached by the YMCA of Southwestern Ontario with an opportunity to use their recently closed Bob Hayward location. This very generous proposed partnership would allow for nearly one-hundred people to come indoors overnight at that location. As this opportunity was further explored, it became clear the desire to house that many individuals in one location would not be feasible, so a reduced occupancy number was focused on. Civic Administration approached the Ark Aid as they had been ramping up their staffing complement and had proposed to lead other spaces, with a request that they provide Lead Agency services to operationalize the YMCA location. Through discussions with their leadership and their board, the Ark indicated that they had several questions and concerns about being the Lead Agency in operating this site and could not provide that level of responsibility at this time.

To mitigate this and to address the questions and concerns, the City stepped up and offered to serve as the lead and oversee the initiative by taking on a number of the responsibilities including issues management, public engagement, administrative oversight and daytime/weekday staffing. Civic Administration, with the intent to act as the lead for the response- re-approached the Ark to seek the provision of staffing services to complement this response and operationalize the space for 65 individuals (a number the Ark had indicated they were comfortable with).

Despite this, the Board of the Ark again wrote to indicate that they would not be in a position to provide the necessary staffing services, and instead were going to focus on their preferred plans of opening thirty beds at their Dundas Street location and working to ramp up an opening of 60 beds at the Bishop Cronyn Memorial Church at William St and Queens Ave. In discussions to find an alternate staffing partner with other agencies, there were various reasons for a lack of interest in staffing the space, including the challenge that the YMCA response would end March 31, 2024, where other locations have been proposed to operate until the end of May. Civic Administration has explored numerous potential options for opening the YMCA site and have taken the necessary steps in tandem with the YMCA to be ready to action next steps, however, there remains no viable operating or staffing plan to effectively utilize this space.

This report provides an update of the actions taken to support the Cold Weather Response that included the identification of increased overnight spaces for those living unsheltered and to provide these temporary services for up to four to six months commencing on December 1, 2023. These additional plans include overnight spaces and staffing services to support up to 120 individuals to get in out of the cold this winter. These 120 spaces are in addition to spaces that have been identified in the previous report and recent housing programs, including:

- 41 beds at Salvation Army Centre of Hope
- 15 beds at Safe Space London
- 5 beds at London Cares Resting Space
- 16 respite beds to be provided through existing Hubs procurement
- 18 transitional beds to be provided through existing Hubs procurement
- 44 individuals housed this fall experiencing homelessness with Indwell
- 25 individuals housed this fall experiencing homelessness with London Cares/London Health Sciences Centre
- The HSS team has housed 252 people in 167 households so far in 2023 as well there have been 284 households housed through community housing.

Civic Administration is seeking council direction on Council's preferred option(s) to support overnight spaces for the cold weather response. The options presented in this report represent what the community organizations have identified they are able and willing to provide as far as overnight space goes. The extent of preparation from all organizations throughout the last few months and more recently as plans altered is greatly appreciated. Each option provides Council with a choice to make based on a number of factors, be it either cost, location, number of beds, or expected opening dates.

A procurement in emergency approval is being utilized in accordance with the City's Procurement Policy to procure temporary services to support the overnight spaces of the Cold Weather Response program providing 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.

Existing programs are operating at capacity and services are unable to further expand to meet the anticipated demand during the winter months beyond what they have already. 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 overnight spaces for the winter months through a multi-agency approach to meet a variety of needs with a variety of interventions. Civic Administration has previously brought forward the first iteration of those community commitments in the October 31, 2023, SPPC report.

The advancement of the Whole of Community System Response remains a priority as new Supportive Housing and Hubs are opened. Temporary measures such as the steps taken to support vulnerable people during inclement weather are challenging to operationalize, sustain, and yet serve as a necessary increase in compassionate care during some of the harshest months of the year. Sustaining the existing system to operate and continuing to scale and open elements of the Whole of Community System Response provides the best opportunity to successfully reduce the number of Londoners experiencing homelessness.

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

- Community Cold Weather Response (SPPC: October 31, 2023)
- 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 “London’s Health & Homelessness Response: Encampment Strategy table 2023/2024 Cold Weather Response Plan” has come after many sessions of direct engagement with various existing service providers and interested parties from across sectors. The options in this report identify all proposals that have come forward through this engagement process to support overnight spaces and are discussed further below.

About London’s System Response & the Cold Weather Response “CWR” Plan

London is facing a dire health and homelessness crisis. Too many Londoners are suffering and dying on our streets, and all Londoners are experiencing the whole of community impacts of this crisis.

Since 2020, nearly 200 individuals associated with homelessness-serving organizations have died in London. At present in London, approximately 2000 community members are living unhoused today.

This is a crisis that has been decades in the making. There are many complex factors that have led us to this point, not the least of which, a dramatic increase in the volume and complexity of health and housing needs and impacts. There is no mistaking that this

has far reaching impacts on individual lives and on the social, economic, and cultural health and wellbeing of our community.

Throughout 2022, Londoners from many sectors and backgrounds said, loud and clear, that something needed to change – to save lives, to better deliver healthcare and housing for the most marginalized community members in London, and to address the whole of community impacts of this crisis.

Created by the Community, for the Community

The Health & Homelessness Whole of Community System Response is a uniquely-local system transformation designed in a collaborative process that included more than 200 individuals across 70 local organizations representing a diversity of sectors – community health and social services, institutional healthcare, education and academia, emergency services, business and economic development, land and housing development and multiple levels of government. It has been further shaped by a range of Londoners, through a series of in-person and virtual community engagement opportunities, which resulted in several thousand total inputs, and it will continue to be informed by those with lived and living experience.

Strategic Roadmap for a Transformative System Response

The community response represents the culmination of nearly 9 months of intensive community-driven collaboration and something that has never been done before in London. What makes this plan and the process to design it truly different and unique is a commitment by a range of individuals and organizations to come together to work differently in a collaborative model that has broken down silos and brought together collective expertise and good practices to build a cohesive system.

The plan is a strategic implementation roadmap, taking into consideration a variety of community inputs and the insights of diverse subject matter experts. It has the confidence and endorsement of leaders across sectors.

It has also necessarily been developed quickly, in response to the dire health and homelessness crisis facing our community, and so 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. Therefore, it is not a detailed operational plan but represents a holistic implementation strategy to ensure that all Londoners, from elected officials, funders, and partners to individual community members, can understand and engage with this whole of community transformation.

Foundational Anchors: Hubs & Housing

This community-informed response is a single, holistic “all doors lead here” system of care, anchored in two foundational elements - hubs and housing. It proposes multiple locations distributed 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 healthcare, harm reduction and addiction treatment services, and housing supports.

The system will support the highest acuity Londoners to move safely inside, help them get stabilized, wrap around them with supports, connect them to the right housing and help them stay housed. Because in London, Ontario, we believe that housing is healthcare and that it is a fundamental human right.

Interim Measurers: Cold Weather Response Plan

There is a high degree of confidence in the system response including the Hubs implementation plan and the challenge being faced as a community is still incredibly complex.

As an interim measure while the Hubs and Highly Supportive Housing are built-out, those who are housing deprived need client-centred options to stay safe during the winter months. More than ever with the increased number of people who are unhoused, a range of self-directed, drop-in, and sheltering options need to be made available to get people out of the cold, especially during extreme cold weather events. The Cold Weather Response plan is intended to provide aid from the deprivation people who are experiencing homelessness face today, as an interim measure while Hubs and Highly Supportive Housing are developed.

It is anticipated that the CWR plan will create a future framework for an Inclement Weather Strategy designed to support those who are housing deprived during inclement weather conditions year-round. It is also anticipated that the CWR plan will right-size (scale down) as Hubs and Highly Supportive Housing are onboarded, becoming the foundation for an ongoing Outreach Strategy (formerly Encampment Strategy) supporting people who are housing deprived.

Standards of Care: Cold Weather Sites

Cold weather sites standards have been developed as a values-based approach and are designed to support consistent care delivery across locations.

- Anti-Racism/Anti-Oppression Framework:
 - Cold weather sites will centre anti-racism and anti-oppression practices and recognize intersectionality. For our shared work, anti-racism is defined as the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably (NAC International Perspectives: Women and Global Solidarity); anti-oppression is defined as strategies and actions that actively challenge existing intersectional inequities and injustices towards equity-deserving groups (Canadian Race Relations Foundation); and intersectional refers to the recognition that membership in more than one group is a reality for many (City of London Anti-Racism and Anti-Oppression Framework).
- Communication:
 - Transparent communication is the act of both positive and challenging information being shared amongst all collaborators in a way that allows all to see the why behind the words. At cold weather sites, we are committed to decision-making and discussion processes that aim to bring people to the table, ensuring we're on the same page with open communication that has a core of kindness and respect.
- Community Engagement & Relationships:
 - To ensure the principle of whole-of-community is integrated within the work of cold weather sites, we will proactively engage with surrounding neighbourhoods, and neighbourhoods will have ongoing opportunities to positively engage, work to resolve conflict and provide feedback. This will include private community members, neighborhood groups, BIAs, businesses, and agencies.
- Culturally safe:
 - All cold weather sites are based on respectful engagement that recognizes and strives to address power imbalances inherent in the healthcare and social service systems. Our aim is to create an environment free of racism and all types of discrimination, where people feel safe and engaged. This involves ongoing assessment of social-location and dynamics between service providers, organizations, and the people we serve. It is a commitment to ongoing learning, education, and adaptation.
- Empowerment Model:
 - At cold weather response services, people are supported to exercise their independence and agency. We acknowledge that everyone has the right to

make choices about how they live and the supports they need. The dignity of individuals in their choices is a priority while maintaining orientation and work toward goals. In conversation, collaboration and decision-making around spaces, design, processes, and standards of care, we will keep an individual's ability to choose their experience and standard of care top-of-mind.

- Ensuring Choice in Care:
 - At cold weather sites, autonomy within services delivery is practiced through a participant-centered and participant-directed lens. Services work at cold weather sites is done in unison with the participant to identify their needs and strengths. Transparency is provided in available supports and options to promote agency in their engagement with services.
- Harm reduction approach:
 - Harm reduction is a continuum of supports that focuses on mitigating the potential harms of substance use, and the structures which create harm for people who use drugs. At cold weather sites, this is enacted through the substance use continuum of care from distribution of harm reduction equipment to referrals for evidence-based treatment and support programs. It emphasizes dignity of the individual, accepting them where they're at, avoiding judgment and working to challenge existing systems and policies that create more harm (e.g., criminalization of drug use).
- Informed by social determinants of health:
 - The social determinants of health (SDH) are non-medical factors that influence health outcomes. At cold weather sites, we recognize that SDH have an important influence on health inequities - the unfair and avoidable differences in health status seen among individuals and between communities.
- Low-Barrier:
 - Low-barrier service relies on well-articulated expectations of organizations, staff, and participants to maintain communication, collaboration, and safety. Low-barrier can often be misconstrued as a term for 'no-rules' when in reality it reflects a high standard of care, mutual respect and shared accountability. At cold weather sites, this is not simply about physical design. This is a foundational way in which all work is done, from facility design, to supporting staff, to ongoing assessment and adjustment of spaces. It ensures mechanisms that allow for participants and staff to assess and address barriers as they arise and acknowledges there are unforeseen circumstances and a fluid environment which necessitate adaptability and evolution, including responding to the changing circumstances and culture on the streets. We will meet people where they are: if challenges arise, the conversation begins with how the agency, space and staff can adjust to meet the individual.
- Trauma and violence informed:
 - At cold weather sites, we respect individual experience both known and unknown. The assumption that all individuals come with histories that may affect their interactions with people, services and systems is foundational to our trauma and violence informed care (TVIC). We acknowledge the responsibility lies with service providers and organizations to ensure their interpersonal interactions and spaces are informed by these assumptions with the goal of creating spaces and interactions which are safe and supportive. This includes the ongoing adjustment of services and reinterpretation of spaces to be ever improving through this lens.
- Shared accountability and engagement:
 - At cold weather sites, all participants share responsibility for outcomes and for engaging with available services. Responsibility does not sit on the shoulders of one individual, team or organization. Staff and organizations share accountability for upholding the values and standards of care which provide the foundations of support. Participants share accountability for working collaboratively toward their established and person-centered goals. Lead

organizations hold the primary responsibility for ensuring the values of accountability are upheld internally, with participants, partner organizations and community.

Priority Populations: Serving High Acuity Individuals

It is widely acknowledged that there are folks from many different backgrounds, experiences and levels of acuity experiencing homelessness in London. This plan is focused, intentionally, on serving the high acuity populations because those are the populations that have historically been underserved and who suffer from a complexity of health issues and comorbidities. They are the most visible on our streets and amongst the most marginalized.

It is the expectation for all cold weather response programs to work together to ensure the maximum number of individuals can be served this winter. The inherent challenges in this new approach are recognized and will likely require adjustments to be made along the way by all services.

Functions & Practices: Cold Weather Sites

The following details the common core functions of Cold Weather Sites and minimum practices that are expected in the implementation of these functions.

Minimum Practices: Managed Sites (indoor)

- Sites are set-up and staffed adequately to be welcoming and create a safe environment for all participants, visitors, and staff.
- Participants are met with the goal of addressing their basic needs, including but not limited to water, food, clothing, hygiene supplies and harm reduction practices.
- Sites are set-up to provide participants access to washrooms, shower (where possible) resting and/or sleeping accommodations.
- Participants have the opportunity to engage in social and community building activities.
- Sites have facility management plans that, including but not limited to, address neighbourhood relations, visitors, transportation services, security, staffing spaces, waste management, sharps disposal, etc.

Minimum Practices: Supporting Self-Sheltering (outdoor)

- Promote and support Encampment Safety Guidelines, including providing fire alternative supplies.
- Participants are met with the goal of addressing their basic needs, including but not limited to water, food, clothing, hygiene supplies and harm reduction practices.
- Types of sheltering options:
 - Crash beds (new & increased existing capacity during extreme weather)
 - Drop-In day spaces
 - Overnight spaces
 - Drop-In overnight spaces
 - Short term stays
 - Longer term stays
 - Increased capacity of shelter beds (existing & new)
 - Warming spaces (extreme weather events)

Location Criteria: Cold Weather Sites

Choosing the right locations for a Cold Weather Site this year has been a challenge. As sites have been proposed or planned, some have fallen through and unable to come forward. This includes community agencies seeking spaces as well as the City. A wide variety of potential location criteria have been considered, based as closely as possible to the Hubs plan including arterial roads and not near childcare facilities, etc.

This feedback from a wide variety of collaborators is valued and respected and has been used to develop criteria for the initial Hubs and should be considered whenever possible in locating Cold Weather Sites.

- i. A client-centered and compassionate approach for those being served, which facilitates access and promotes dignity;
- ii. The whole of community impacts of this crisis, and those areas of London that may have been disproportionately affected by challenges related to this crisis;
- iii. The priority to create a feeling of safety and security within this new system for all Londoners, including individuals being served, business owners and customers, and community members in neighbourhoods;
- iv. The urgency of this crisis and a strong whole of community drive toward a new system approach, including ensuring net new spaces and facilitating implementation this year;
- v. A goal to meet agency and community criteria while not being overly rigid and restrictive, so as to eliminate more than gain options for locations across the community.

From public consultations, we heard and understood that Londoners share a spirit of compassion and a desire for new approaches to this crisis, and also some concern and worry about service operations and how locations may impact the places they live and work.

Cold Weather Sites should be located near:

- Arterial roads
- Transit routes

Cold Weather Sites should not be located in close proximity to:

- Elementary schools
- Not directly adjacent to licensed childcare centres
- Not in parks or directly park adjacent
- Not within residential neighbourhood interior

What this means specifically, for Cold Weather Sites:

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- Should ensure their properties are well kept and that cleanliness and safety are prioritized both inside and outside the space;
- Neighbourhood engagement should be a priority;
- Transportation to other external services and appointments should be considered.

Development Plan: Cold Weather Operators

Expression of Interest:

Based on the Cold Weather Response Plan, Health & Housing partners were invited to self-identify to be part of the development process.

Development Process:

With backbone support, partners who self-identified to be part of the development process worked collaboratively with other self-identified partners to build a client-centred approach with a continuum of Cold Weather Response support options with these initial options being presented and approved by Council in October.

Development Cycle:

A committee of the Encampment Table participated in and supported the development process. The Encampment Table reviewed and made recommendations, as well as endorsed the Plan. Health & Housing – Strategic & Accountability Table reviewed and supported the Plan as well as set fund development direction. London – City Council will review and approve the plan within bylaw requirements and potential funding.

Implementation Process:

Self-identified partners work collaboratively within and across sites to build approved managed and self-sheltering plans.

Implementation Cycle:

The Backbone Team with assistance from the Encampment Table support, monitor and evaluate Cold Weather Sites.

Qualify Improvement & Evaluation:

A third-party evaluator with direction, support and monitoring from the Encampment Table deploy data, assessment, and synthesis of implementation.

The elements of a Cold Weather Response have been sought since the planning process began in July. The additional proposed spaces and the ability of participating agencies that are enclosed in this report are a result of a multitude of conversations and actions taken over the course of several months as outlined below.

Implementation Timeline: Cold Weather Response Plan

Activity & Who	Inputs & Outputs	Timing
Share CWR plan with Strategy & Accountability Table & seek interest from H&H partners	Template outlining operational elements: population served, housing model, scale of service, etc.	Aug. 4
Expressions of interest from H&H partners to participate in CWR plan	Completed template naming agency lead.	Aug. 16
Discovery Cycle: Meeting #1 Self-identified operators & support team	Match resources & potential sites, develop base plan.	Aug. 22
Met with Business Reference table to share CWR plan	CWR plan shared with table	Aug. 28
Development Cycle: Meeting #2 Self-identified operators & support team	Finalize individual site plans.	Aug. 31
Review & recommendations (CWR Plan) by Encampment Table	Review Encampment Strategy with CWR development plan.	Sept. 5
Review & recommendation (CWR Plan) by SAT co-chairs	Review Encampment Strategy with CWR development plan.	Sept. 12
Review & recommendation (CWR Plan) by Workforce co-chairs	Review Encampment Strategy with CWR development plan.	Sept. 14-22
CWR Planning: One-on-One Mtgs with Self-identified operators & support team	Support development individual agency plans & map-out CWR plan.	Sept. 5 - 22
Seek recommendations & support from Developer Reference Table	Review plan & seek direction & support to ensure appropriate spaces.	Sept. 14
Seek recommendations & support from Funder Reference Table	Review plan & seek direction & support to ensure appropriate funding.	Sept. 13
Review, modify & approve plans by H&H: Strategy & Accountability Table	Encampment Table co-chairs presents 2023 Cold Weather Response Plan.	Sept. 28
Submit 2023 Cold Weather Response Plan to City staff	Encampment Table co-chairs presents 2023 Cold Weather Response Plan.	Oct. 10
Seek recommendations & support from Strategy and Accountability Table	Review plan & seek direction & support to ensure appropriate spaces.	Oct. 11
Submit 2023 Cold Weather Response Plan to Strategic Priorities and Policy Committee "SPPC"	2023 Cold Weather Response Plan report submitted to Clerks.	Oct. 17
Implementation Phase: Cold Weather Response Operators & Stakeholders	Cold Weather Response Plan implementation discussions begin	Oct. 18
Special Priority and Policy Committee	City staff presents 2023 Cold Weather Response Plan.	Oct. 31
City Council	Approved plan adopted by SPPC	Nov. 7
Submit additional 2023 Cold Weather Response Plan for overnight beds to City Council	Additional overnight spaces for the 2023 Cold Weather Response Plan report submitted to Clerks.	Nov. 13
Special Priority and Policy Committee	City staff presents Additional overnight spaces for 2023 Cold Weather Response Plan.	Nov. 21

The planning process outlined above also included direct reach out to service providers, which resulted in an additional 31 one to one meetings to discuss the CWR plans and community initiatives to support CWR. Additionally, collective calls for assistance to organizations through multiple Strategy and Accountability Table meetings was requested.

Through all this, the need for increased basic needs for those living unsheltered was abundantly clear with initial options presented in October and approved by Council. The continued need for additional overnight spaces has been identified and the co-chairs of the encampment strategy table continued discussions with providers to a point where a number of options were considered at a stage for this report. Unfortunately, the spaces identified for these uses either fell through or were not appropriate given neighbourhood locations and proximity to other service providers who are actively providing services 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.

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.

As outlined above, significant background planning has taken place since July 2023 through the encampment strategy table including direct discussions with several community organizations that serve vulnerable individuals experiencing unsheltered homelessness and have been incorporated into the current 2023 cold weather response plan.

Program locations and dates of operation:

Overnight Space

- i) Ark Aid Mission – 696 Dundas Street location, December 1, 2023 to May 31, 2024. Open overnights from 9:00pm to 10:00am, 7 days a week including holidays. Services include overnight sleeping, showers, washrooms, basic needs provision and daytime services for up to 30 individuals.
- ii) Ark Aid Mission in partnership with CMHA Thames Valley at the London Coffee House – 371 Hamilton Road location, December 11, 2023 to May 31, 2024. Open overnights from 9:00pm to 9:00am, 7 days a week including holidays. Services include overnight sleeping, showers, washrooms, basic needs provision and daytime services for up to 30 individuals.
- iii) Ark Aid Mission in partnership with CMHA Thames Valley at My Sister's Place – 566 Dundas Street location, December 15, 2023 to May 31, 2024. Open overnights from 9:00pm to 9:00am, 7 days a week including holidays. Services include overnight sleeping, showers, washrooms, basic needs provision and daytime services for up to 30 individuals.
- iv) Ark Aid Mission – 442 William Street location, January 8, 2024 to May 31, 2024. Open 24 hours per day, 7 days a week, including holidays. Services include overnight sleeping, showers, washrooms, basic needs provision and daytime services for up to 30 individuals. There are a number of planning and possible code considerations that still need to be addressed as part of this proposal which may result in a delay opening. Preliminary discussions have occurred with the Planning and Economic Development

team, but additional information from the provider is required if this option is selected.

2.3 Procurement Process

To procure these services, Section 14.2 Procurement in Emergencies of the Procurement of Goods and Services Policy will need to be invoked. In this section, “emergency” means an event or occurrence that the City Manager or Deputy City Manager deem as an immediate threat to:

- Public health;
- The maintenance of essential City services; or
- The welfare and protection of persons, property, or the environment; and the event or occurrence necessitates the immediate need for goods or services to mitigate the emergency and time does not permit for a competitive procurement process.

The urgent nature of the procurement is a result of the continued reduction of capacity in emergency shelters and increasing unsheltered homeless numbers, the pending cold weather, and lack of other viable sheltering options.

In accordance with Section 14.2, the Deputy City Manager responsible for the area leading the emergency procurement, shall report out to Committee and City Council the aggregate costs for a single supplier where the amount exceeds \$50,000. Given that the operationalization of these overnight spaces commence December 1, 2023, and costs for service are expected to exceed \$100,000 as outlined on Schedule 1: “Cold Weather Response Overnight Expected Costs”, Section 14.2 of the Procurement of Goods and Services Policy would be the only viable mechanism to procure these services. Upon completion of this initiative, Civic Administration will be required to be report back out to Council the costs incurred to procure these winter response services.

3.0 Financial Impact/Considerations

The total amount of available funding is up to \$1,800,000. The source of funding will be through Housing Stability Service budgets including Provincial, Federal and Municipal sources. Funding for this response is available on a one-time basis.

As attached as Schedule 1 “Cold Weather Response Overnight Expected Costs” provides a breakdown 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 Overnight Expected Costs

Program/Service	Duration Up To:	Agency	Cost Estimate	
Overnight spaces 696 Dundas Street	183 Service Days (December 1, 2023 through May 31, 2024)	Ark Aid Street Mission	Staff Costs	Up to \$642,472
		Security Contract	TOTAL	Up to \$28,800
		Participant Costs	TOTAL	Up to \$9,600
		Operating Costs	TOTAL	Up to \$145,814
			Option i) TOTAL	\$826,686

Program/Service	Duration Up To:	Agency	Cost Estimate	
24/7 Spaces 432 William Street	145 Service Days (January 8, 2024 through May 31, 2024)	Ark Aid Street Mission	Staff Costs	Up to \$973,421
		Security Contract	TOTAL	Up to \$46,080
		Participant Costs	TOTAL	Up to \$38,500
		Operating Costs	TOTAL	Up to \$414,738
			Option ii) TOTAL	\$1,472,739

Program/Service	Duration Up To:	Agency	Cost Estimate	
Overnight spaces 371 Hamilton Road	173 Service Days (December 11, 2023 through May 31, 2024)	Ark Aid Street Mission in partnership with CMHA Thames Valley	Staff Costs	Up to \$237,601
		Security Contract	TOTAL	Up to \$83,040
		Participant Costs	TOTAL	Up to \$3,600
		Operating Costs incl Admin	TOTAL	Up to \$80,082
			Option iii) TOTAL	\$404,323

Program/Service	Duration Up To:	Agency	Cost Estimate	
Overnight spaces 566 Dundas Street	169 Service Days (December 15, 2023 through May 31, 2024)	Ark Aid Street Mission in partnership with CMHA Thames Valley	Staff Costs	Up to \$190,115
		Security Contract	TOTAL	Up to \$81,120
		Participant Costs	TOTAL	Up to \$3,600
		Operating Costs	TOTAL	Up to \$60,381
			Option iv) TOTAL	\$335,216