

Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee Meeting
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Additional Emergency Shelter and Day Drop-in Space Update Report
Date: March 17, 2025

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following actions **BE TAKEN** regarding this Additional Emergency Shelter and Day Drop-in Space Update Report with respect to amending existing contracts to implement the Unsheltered Homelessness and Encampment Initiative (UHEI) and additional Reaching Home incremental funding to support those living in encampments and experiencing homelessness.

- a) A Single Source Procurement **BE APPROVED** at a total estimated cost of up to **\$3,078,130** (excluding HST) for the period of April 1, 2025, to March 31, 2026, to administer 70 emergency shelter spaces at The Ark Aid Street Mission – “Cronyn Warner” (SS-2025-65) Housing Stability Services funding as per the Corporation of the City of London Procurement Policy Section 14.4 d) and e) to the following provider; and
 - i. Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project; and
 - ii. 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 identified through the City’s Procurement of Goods and Services Policy to deliver the approved services;
- b) To **APPROVE** an amendment to the existing Municipal Purchase of Service agreement with The Salvation Army Centre of Hope (SS-2025-68) to a total estimated increase of up to **\$511,293** (excluding HST) for the period of April 1, 2025, to March 31, 2026, to provide 18 women’s only emergency shelter spaces utilizing Housing Stability Services funding as per the Corporation of the City of London Procurement Policy Section 20.3 e); and
 - i. the Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project; and
 - ii. 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 identified through the City’s Procurement of Goods and Services Policy to deliver the approved services;
- c) A Single Source Procurement **BE APPROVED** at a total estimated cost of up to **\$610,577** (excluding HST) for the period of April 1, 2025, to March 31, 2026, to continue limited day drop-in space at The Ark Aid Street Mission – “Day Drop-In” (SS-2025-66) utilizing Housing Stability Services funding as per the Corporation of the City of London Procurement Policy Section 14.4 d) and e) to the following provider; and

- i. the Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project; and
- ii. 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 identified through the City's Procurement of Goods and Services Policy to deliver the approved services;

Executive Summary

At the Municipal Council meeting held February 11, 2025, it was resolved:

- b) an amendment to the existing Municipal Purchase of Service agreement with The Ark Aid Street Mission to a total estimated increase of up to \$3,068,348 (excluding HST) for the period of April 1, 2025 to March 31, 2026 to continue 70 emergency shelter spaces to utilize the UHEI and Reaching Home incremental funding as per the Corporation of the City of London Procurement Policy Section 20.3 e) BE REFERRED to Civic Administration to report back regarding potential emergency shelter and drop-in spaces;*
- d) an amendment to the existing Municipal Purchase of Service agreement with The Ark Aid Street Mission for the period of April 1, 2025 to March 31, 2026 BE REFERRED to the Civic Administration to examine options for beds in place of day drop-in spaces, with any service provider who can provide the beds without subcontracting;*

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.

Analysis

1.0 Previous Reports Related to this Matter

- 2025 Annual Budget Update, (Budget Committee: November 21, 2024)
- Unsheltered Homelessness Encampment Initiative (UHEI) and Incremental Reaching Home Funding Allocations, (CPSC: January 27, 2025)

2.0 Discussion and Considerations

2.1 Background

As per council direction, civic administration canvassed existing emergency shelter providers to determine if additional overnight space could be created. The Salvation Army Centre of Hope, after initially indicating they do not have additional space, responded to the City's second ask and indicated they could accommodate up to 18 additional overnight beds for women only. This space would be a result of tripling up of office staff in existing offices to accommodate the 18 additional beds. The Salvation Army Centre of Hope also indicated that with the HART Hub proposal and the additional 37 overnight beds added as part of previous shelter bed expansions, there is no more space to address any future overnight shelter beds needs and only leaves the agency minor flexibility to address health and pest related issues within current services that may take current beds out of service. The agency also indicated that additional staffing will need to be hired to support this expansion which is included in the draft budget.

Through the potential addition of the 18 shelter beds, the ability to fund the Ark day-drop in space at the current service level of 7 days a week from 9am through 8pm, is not possible. Civic administration has undertaken discussions with Ark Aid leadership to determine the level of supports that can be funded within the remaining \$610,577. This report is seeking council approval to continue those discussions and implement the services that can be accommodated within the noted funding. A future report to committee can be provided once the service level is finalized. This approach is being recommended as the timing of services at the Dundas location is scheduled to close on March 31, 2025. To ensure a continued level of service, staff require the necessary approval to ensure the services remain open.

In an attempt to simplify the reporting structure for Council on the provisions of various services through the use of multiple funding sources, Civic Administration has separated each report to focus on specific components on the referrals. In doing so, it naturally creates varying streams of decision making through each respective report. Given this, there may be a scenario where funds and/or services are approved or amended in one report that may create unspent funds that could be utilized in other ways through other reports. One such example is through the provision of basic needs under a separate cover report. Once the basic needs funding is finalized through the basic needs report, the available resources utilizing the UHEI funding and the Emergency Treatment funding can be confirmed, and any unallocated funds will be brought back to committee and council for further direction.

2.2 Procurement Process

Civic Administration (Procurement and Supply) is recommending that the single source procurements for the listed agencies in this report be made under section 14.4 (d) and 14.4 (e) of the Corporation of the City of London's Procurement of Goods and Services Policy. A Single Source means that there is more the one source of supply in the open market but only one source is recommended due to predetermined and approved specifications noting;

d. 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 (i.e., contract renewal);

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

Civic Administration (Purchasing and Supply) is recommending that contract amendments for the listed agencies in recommendation b of this report be made under Section 20.3 e). of The Corporation of the City of London Procurement of Goods and Services Policy, stating Committee and City Council must approve the following awards: Contract Amendments exceeding \$50,000 or 3% of original contract value, whichever is greater.

3.0 Financial Impact/Considerations

3.1 Agency Funding

Table 1: 2025-26 Cronyn Warner Budget

Organization Name:		
Ark Aid Street Mission		
Organization Program Name:		
Cronyn Warner 24/7 - 70 beds		
		April 1, 2025 to March 31, 2026
FUNDING SOURCE/S	City of London Housing Stability Service	Total Program Budget
A. REVENUE AMOUNT/S	\$ 3,078,130	\$ 3,078,130
City of London		
	\$ 3,078,130	\$ 3,078,130
B. EXPENSES		
	\$ 3,078,130	\$ 3,078,130
B1. Staff Salaries		
B3. Subtotal Staff Salaries and Benefit	\$ 2,060,557	\$ 515,139
B4. Participant Expenses		
COST FOR 10 EXTRA BEDS	\$ 190,231	\$ 190,231
Participant Travel	\$ 6,000	\$ 6,000
Community Engagement	\$ 3,000	\$ 3,000
Program Supplies	\$ 25,999	\$ 25,999
Food	\$ 255,500	\$ 255,500
Linen and Laundry	\$ 108,000	\$ 108,000
<i>Subtotal Participant Expenses</i>	\$ 588,730	\$ 398,499
B5. Operating Expenses		
Office Supplies	\$ 3,000	\$ 3,000
Professional Development	\$ 18,998	\$ 18,998
Staff Travel	\$ 6,720	\$ 6,720
Telephone and Internet	\$ 15,900	\$ 15,900
Rent	\$ 60,000	\$ 60,000
Occupancy Costs	\$ 36,000	\$ 36,000
Maintenance	\$ 78,000	\$ 78,000
Security	\$ 63,648	\$ 63,648
<i>Subtotal Operating Expenses</i>	\$ 282,266	\$ 282,266
C. Total Operating Expenses		
	\$ 2,931,553	\$ 2,931,553
D. Admin (only if applicable)		
Administrative Overhead	\$ 146,578	\$ 146,578
E. Revenue less Expenses		
NET (A-B)	\$0	\$0

Table 2: 2025-2026 Salvation Army Centre of Hope Budget

Organization Name:	The Salvation Army London Centre of Hope	
Organization Program Name:	Emergency Shelter Beds - Additional Women Beds (18)	
FUNDING SOURCE/S	City of London Housing and Stability Services	Total Program Budget 2025/26
A. REVENUE AMOUNT/S	\$ 511,293	\$ 511,293
City of London		
	\$ 511,293	\$ 511,293
B. EXPENSES	\$ 511,293	\$ 511,293
B1. Staff Salaries		
B3. Subtotal Staff Salaries an	\$ 277,856	\$ 277,856
B4. Participant Expenses		
E.g., Participant Travel	\$ 1,000	\$ 1,000
E.g., Program Supplies	\$ 1,600	\$ 1,600
E.g., Program Equipment &	\$ 27,706	\$ 27,706
Subtotal Participant Expenses	\$ 30,306	\$ 30,306
B5. Operating Expenses		
E.g., Office Supplies	\$ 1,050	\$ 1,050
E.g., Professional Developn	\$ 800	\$ 800
E.g., Food	\$ 112,347	\$ 112,347
E.g., Linen and Laundry	\$ 3,780	\$ 3,780
E.g., Professional Fees/Aud	\$ 1,000	\$ 1,000
E.g., Accounting Fees	\$ 7,556	\$ 7,556
E.g., Telephone and Intern	\$ 1,695	\$ 1,695
E.g., Occupancy Costs	\$ 74,903	\$ 74,903
Subtotal Operating Expenses	\$ 203,131	\$ 203,131
C. Total Operating Expenses		
	\$ 511,293	\$ 511,293
E. Revenue less Expenses NET (A-B)	\$0	\$0

Table 3: 2025-2026 Day Drop-In Budget

Budget to be confirmed once service level can be finalized.

4.0 Conclusion

The City of London remains committed to addressing the urgent needs of individuals experiencing homelessness through strategic investments in emergency shelter and day drop-in services. By allocating funds to The Ark Aid Street Mission and The Salvation Army Centre of Hope, the City ensures that essential services continue to be available for vulnerable populations living in encampments. The implementation of these initiatives aligns with the City’s broader commitment to housing stability and homelessness reduction, as outlined in the 2023-2027 Strategic Plan.

Moving forward, continued collaboration with service providers and community stakeholders will be critical in ensuring the sustainability and effectiveness of these programs. The City will remain responsive to emerging needs and evaluate opportunities for further enhancements to emergency shelter and drop-in services. These efforts reaffirm the City’s dedication to fostering a compassionate and inclusive community where every resident has access to safe and stable shelter.

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

Cc:

Sandra Datars-Bere,

Scott Mathers,

Kelly Scherr,

Anna Lisa Barbon,

Tara Pollitt,

Cheryl Smith,

John Paradis,

City Manager

Deputy City Manager, Planning & Economic Development

Deputy City Manager, Environment, and Infrastructure

Deputy City Manager, Finance Supports

Deputy City Manager, Legal Services

Deputy City Manager, Neighbourhood and Community-Wide Services

Deputy City Manager, Enterprise Supports