

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: Micro-Modular Shelter Site Update

Date: March 24, 2026

Recommendation

That, on the recommendation of the City Manager, and Deputy City Manager Social and Health Development, that the following actions be taken with respect to this report on the Micro-Modular Shelter Site Update **BE RECEIVED** for information.

Linkage to the Corporate Strategic Plan

The proposed Micro-Modular Shelter site report is aligned with the following strategic areas of Municipal Council's 2023-2027 Strategic Plan:

Housing and Homelessness

- 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

Executive Summary

This report provides an update on the implementation and early operations of the 60-unit Micro-Modular Shelter (MMS) site at 3900 Cheese Factory Road. It outlines the current operational status of the site, the integration of participant supports and services, and next steps as the program moves into ongoing operations.

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Community and Protective Services Committee – October 8, 2025 – Micro-Modular Shelter Site
- Strategic Priorities and Policy Committee – December 9th, 2025 – Micro-Modular Shelter Site Update
- Strategic Priorities and Policy Committee – February 3rd, 2026 – Micro-Modular Shelter Site Update

2.0 Discussion

Construction of the Micro-Modular Shelter (MMS) site is substantially complete and the site is now operational. All cabins and core site structures have been installed, allowing the site to operate as intended.

Remaining construction activities are limited to minor site refinements. Due to seasonal conditions, some work such as asphalt and other surface treatments will be completed in the spring following the seasonal thaw. The original contractors will return at that time

to complete these remaining items. In the interim, the site has been designed and constructed to operate safely and effectively while the final seasonal work is scheduled for completion.

With the site now in operation, the focus of the project is ongoing program delivery, participant supports, and the continued integration of on-site services that assist individuals in stabilizing and working toward pathways to permanent housing.

2.1 Construction and Procurements to Date

Details regarding the site construction procurements and related project contracts were outlined in the February 3, 2026, report to the Strategic Priorities and Policy Committee. Since that time, construction activities have continued as planned and the site has transitioned into operations, with participant move-ins beginning in late January 2026 and nearing participant capacity.

A final capital construction cost summary will be provided in a Q2 2026 report to the Strategic Priorities and Policy Committee.

2.2 Participant Matching and System Integration

At the time of this report submission, participation at the Micro-Modular Shelter (MMS) site is at the maximum capacity of up to 70 individuals, which includes 50 single participants and 10 couples.

The City of London continues to work with London's Coordinated Access Working Group to coordinate participant referrals and matching. Homeless-serving agencies continue to submit referrals for adults (18+) who are currently living unsheltered. Through this process, Coordinated Access works with individuals and their support agencies to explore potential move-in opportunities. Matching decisions consider individual needs, existing supports, pets, mobility considerations, and site capacity, with a focus on stability and readiness for this setting.

As participants transition from the micro shelter into permanent housing, Coordinated Access will continue to facilitate referrals for new participants so that cabins can be reoccupied in a timely manner.

2.3 Service Coordination and On-Site Supports

To support participant stability and improve access to services, several system partners are now providing weekly on-site supports at the Micro-Modular Shelter (MMS). Bringing services directly to the site helps reduce barriers to access and strengthens coordination with London's broader homelessness response system.

Ontario Works (OW) staff attend the site to assist participants with social assistance applications, eligibility reviews, and case management. Ontario Works provides financial assistance for basic needs and shelter costs while also supporting participants in accessing employment and community services.

Housing Program Coordinators work with participants to support housing stability and pathways to permanent housing, including assistance with housing applications, connections to available housing programs, and coordination with service providers to support successful housing transitions.

Ontario Disability Support Program (ODSP) staff provide specialized assistance for individuals who may be eligible for disability income support due to significant health or disability related barriers to employment.

In addition, the Health Outreach Mobile Engagement (H.O.M.E.) Bus attends the site weekly to provide mobile health and outreach services. Delivered through an interdisciplinary team from multiple agencies, the program provides primary care, basic needs support, and wrap-around care for individuals who may face barriers accessing traditional health services.

Together, these services help ensure participants can access income supports, health services, and housing pathways while remaining connected to Coordinated Access and Housing Stability Services. Staff will continue to monitor service needs as the site reaches full capacity, with additional supports such as employment services, mental health supports, and addiction services to be added as appropriate.

The integration of these services supports the site operating not only as temporary accommodation, but also as a connection point to income supports, health services, and pathways to permanent housing.

2.4 Program Management and Participant Transitions

As with any new program supporting individuals with complex needs, staff continue to actively monitor participant well-being and adherence to program expectations.

Since the opening of the Micro-Modular Shelter (MMS) site, three participants have transitioned out of the program.

One participant was relocated due to medical circumstances where the MMS setting was no longer appropriate for their care needs, and alternative supports were arranged. In addition, two participants were required to leave the program following breaches of program policies after staff intervention and attempts to resolve the issues.

Following approximately one month of site operations, one minor fire related incident occurred within an individual cabin. The cabin's smoke alarm activated and on-site staff responded immediately, using a fire extinguisher to contain a small fire before the arrival of emergency responders. The incident was contained to a single cabin and no injuries occurred. Minor repairs will be completed to the cabin, and the participant will be able to return to the unit once the work is finalized.

Overall, these situations have been limited in number and have been addressed through established program policies and operational procedures. Staff continue to monitor site operations closely and work with service providers to maintain a safe and stable environment for participants.

3.0 Next Steps

At the time of submission of this report, participation at the Micro-Modular Shelter site is approaching the planned capacity of 70 individuals. Civic Administration will continue working with the site operator, Xpera, and community partners to support participant stability, maintain safe site operations, and coordinate access to on-site services.

As the site reaches and maintains full occupancy, staff will continue to monitor service needs and work with system partners to expand supports where appropriate. This may include additional connections to employment services, mental health supports, and addiction services to further support participant stability and housing outcomes.

In Q2 2026, Civic Administration plans to bring a report to Strategic Policies and Planning Committee regarding the financial status of the project, including capital construction costs and operational expenditures to date. This report will also provide early program metrics and operational insights.

Conclusion

The Micro-Modular Shelter (MMS) site is now operational, with participants transitioning into the program through referrals coordinated by the Coordinated Access system. Participation is approaching the planned capacity of 70 individuals.

Early operational experience indicates the site is functioning as intended. The site operator, Xpera, continues to work in collaboration with City staff and community partners to support participant stability, maintain safe site operations, and connect participants to income, health, and housing supports.

The MMS site provides temporary accommodation while supporting individuals in stabilizing and working toward permanent housing. As operations continue, Civic Administration will monitor program outcomes, service coordination, and participant needs to ensure the site remains aligned with London's broader homelessness response system.

Civic Administration will report back to the Strategic Priorities and Policy Committee in Q2 2026 with a financial update on capital and operational costs, as well as early program performance metrics.

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City Manager

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