

## 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:** April 21, 2026

## Recommendation

That, on the recommendation of the Deputy City Manager Social and Health Development, the following report regarding 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 financial position and early operational performance of the 60-unit Micro-Modular Shelter (MMS) site at 3900 Cheese Factory Road. It outlines current and projected costs, early qualitative and quantitative data, and identifies key trends and considerations to support program stabilization and future decision-making.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- Community and Protective Services Committee – October 8<sup>th</sup>, 2025 – Micro-Modular Shelter Site
- Strategic Priorities and Policy Committee – December 9<sup>th</sup>, 2025 – Micro-Modular Shelter Site Update
- Strategic Priorities and Policy Committee – February 3<sup>rd</sup>, 2026 – Micro-Modular Shelter Site Update
- Strategic Priorities and Policy Committee – March 24<sup>th</sup>, 2026 – Micro-Modular Shelter Site Update

### 2.0 Discussion

#### 2.1 Financial Summary

The Micro-Modular Shelter project includes both one-time capital costs and ongoing operating costs. Capital costs reflect expenditures required to establish the site and

install the necessary infrastructure. Operating costs reflect expenditures incurred to run the site, including staffing, food services, support amenities, maintenance, and other recurring service needs. *Table 1* below provides a summary of costs incurred to date, along with current monthly operating projections and estimated total project costs through April 2027. Additional capital costs may be incurred as part of ongoing site maintenance and minor improvements; however, these are expected to be relatively minor.

*Table 1 - Capital and Operating Costs to Date*

<b>Category</b>	<b>Cost</b>	<b>Monthly</b>
Capital to date	\$3,177,579	
Operational to date	\$606,049	
Operational Monthly Estimated		\$288,000
Current Total to date (As of April 9, 2026)	\$3,783,628	

### Capital Expenditures

The largest capital expenditures for the establishment of the site are the contracts with Fero International for the micro-modular shelters and security hut, site preparation and servicing works completed by J-AAR Excavating, and electrical work completed by Wilson & Associates. The balance of capital costs included fencing, furniture, equipment, IT infrastructure, and security cameras. The majority of the work has been completed and invoiced, with some holdback payments remaining as well as minor site work. The remaining asphalt and site work is anticipated to be less than \$30,000 (excluding HST).

The total capital costs are estimated to be up to \$3,300,000.

### Operational Expenditures

Ongoing operational expenditures are primarily driven by three core components: site operations, food services, and the rental of support amenities. Additional, smaller-scale costs include services such as snow removal, pest control, monthly purchases, and routine maintenance.

### *Site Operator*

A Call for Applications (2025–216) for the operation of the Micro-Modular Shelter (MMS) site was issued on November 10, 2025, and closed on November 17, 2025. The opportunity was publicly posted on the City of London’s Bids and Tenders platform, and known service providers were notified directly.

Following a structured evaluation process, Xpera Risk Mitigation & Investigation Corp. was selected as the site operator. The operator is also responsible for ongoing maintenance and operational supplies, such as toiletries, laundry supplies, and cleaning supplies. They have been successful in building relationships with organizations such as Lionhearts, who provide donated supplies. While the City of London is responsible for ongoing capital purchases, such as furniture or equipment.

### *Food Services*

Civic Administration evaluated three options for the provision of food services to the MMS site. The selected model provides three meals per day for up to 70 participants, prepared off-site and delivered daily. The contract also includes snacks, beverages, and necessary service supplies (e.g., utensils and dishware). Following evaluation, Ark Aid Mission was selected as the food service provider for the duration of the project.

## Support Trailers

In addition to participant cabins, nine support trailers are rented to facilitate site operations. These include facilities for laundry, food service/dining, showers, washrooms, and program and support space. Civic Administration reviewed three vendor options for the provision of these units. Following evaluation, ATCO Ltd. was selected as the trailer provider for the duration of the project.

## 2.2 Procurement Process

Procurements completed to date were delivered under compressed timelines while remaining fully compliant with the City of London's Procurement of Goods and Services Policy and applicable trade agreement obligations, including the Canadian Free Trade Agreement and the Comprehensive Economic and Trade Agreement. The use of established cooperative procurement frameworks enabled accelerated delivery without compromising transparency, competition, or governance controls.

Additional project-related procurements, including furniture, bedding, and food services, were secured through existing City contracts that had been competitively awarded and approved in accordance with procurement policy.

Site materials and operational supplies were sourced through approved internal and external channels, including City Stores and Uline, both standard suppliers supporting municipal operations.

Ongoing operational requirements include recurring monthly expenses such as storage container rental, pest control, snow removal, and grounds maintenance.

## 2.3 Quantitative Observations

### Participants

The following data provides an early snapshot of participant characteristics and program activity during the initial months of operation at the Micro-Modular Shelter site.

Data was retrieved from the Homeless Individuals and Families Information System (HIFIS) on April 9, 2026. As the program matures and participants continue engaging with available supports, future reporting may incorporate additional outcome measures, including the number of housing transitions, the number of participants who gain employment through available supports, and other longer-term indicators.

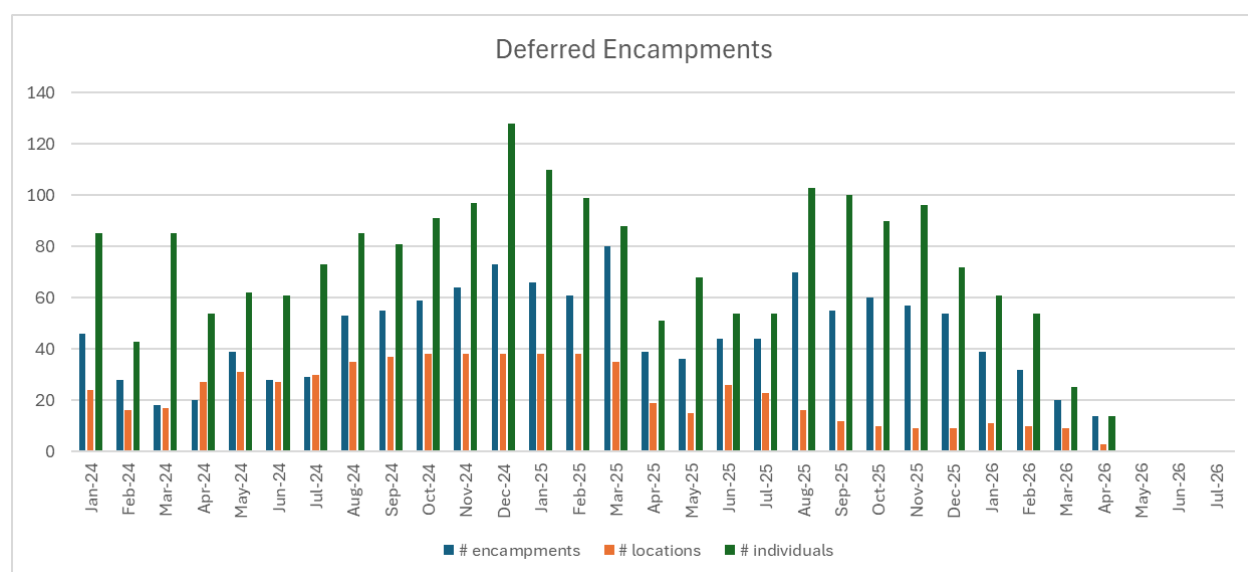
<b>Indicators (as of April 9<sup>th</sup>)</b>	<b>Metric</b>
Total number of unique participants to date	83
Total moved out	16
Average # days onsite of those that moved out	14 days
Current site population	68
Age range (Early 20s to mid-70's)	Average age = 47
# of previously unsheltered	100%
# newly connected to OW/ODSP for first time	10
Average acuity	7 (moderate)
# with current Acuity/VI-SPDT assessments (within last 12 months)	55
# that updated their Acuity/VI-SPDT scores onsite	9
# paper-ready for housing	26
# that have become paper-ready for housing since arrival	12
% Gender Identifying	32% female, 68% male
# Indigenous Identifying	12
# pets	11 dogs, 3 cats

## Recruitment

Participants were referred from all 11 encampments identified as active between January and March 2026, as well as from the Boyle Memorial Community Centre warming centre and London InterCommunity Health Centre (LIHC). Overall, 87% of placement offers made for the Micro-Modular Shelter were accepted.

Since fall 2025, there has been a notable reduction in both the number of encampments and individuals residing within them. This decrease is attributed, in part, to the implementation of the Micro-Modular Shelter and broader winter response efforts.

These data are tracked by the Core Informed Response Team, with monthly updates on encampment activity and population reported through the Homeless Individuals Dashboard on the City of London website.



## 2.4 Feedback

Feedback is collected on an ongoing basis from participants, on-site staff, community partners, and neighbouring businesses. Engagement with local businesses was initially conducted monthly; however, based on positive feedback regarding the effectiveness of this approach, meetings have transitioned to a bi-monthly schedule.

Overall, feedback has been positive, with only one participant reporting a negative experience to date. Participants consistently identify improved safety, particularly reduced presence of unwanted visitors and controlled site access—as well as reliable access to support services as key contributors to their experience. These factors have also been linked to reported improvements in both physical and mental well-being.

Neighbouring businesses have similarly reported positive impacts, including increased pedestrian activity in the area. The addition of streetlighting along Max Brose Drive and Cheese Factory Road has also been well received, improving visibility and overall comfort in the area.

Opportunities for improvement have been identified and include enhanced transportation options (such as closer transit access, expanded evening and weekend service, and additional on-site shuttle stops), increased on-site programming and recreational activities, and more structured supports in areas such as mental health, addiction, and employment. Minor site adjustments are also being planned in response to seasonal conditions as spring approaches and ensuring continued positive relationships with the surrounding industrial community.

### 3.0 Next Steps

The program has transitioned into steady-state operations, with ongoing monitoring of performance metrics, participant outcomes, and service integration. Civic Administration and the operator will continue to review both quantitative data and qualitative feedback from participants, staff, and community partners to inform continuous improvement.

Current efforts are focused on stabilizing operations, strengthening connections to housing and health supports, and refining service delivery based on early operational insights. As the site approaches and maintains full occupancy, attention will shift toward improving participant flow through the program, enhancing housing-focused outcomes, and ensuring the model remains responsive to emerging needs.

Seasonal considerations will continue to be monitored, with operational adjustments made as required to maintain safety, service continuity, and program effectiveness.

### Conclusion

At the time of this report, the Micro-Modular Shelter site is fully operational, with all cabins and support infrastructure in place and participants actively residing on site. Occupancy has been achieved through a phased approach, allowing for the safe and effective onboarding of participants while supporting operational readiness.

The Operator, in collaboration with Civic Administration and community partners, is delivering on-site services and support, with a continued focus on stabilization, housing readiness, and connections to longer-term housing solutions. Early operations have provided valuable insights that are informing ongoing refinements to the program.

The project has successfully transitioned from implementation to operations, with continued emphasis on performance monitoring, service alignment, and achieving positive housing-focused outcomes for participants.

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**Project Lead, Micro Modular Shelters**

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**Director, Water, Wastewater, & Stormwater**

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

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