

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: Update – Whole of Community System Response Implementation
Date: April 18, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the Update - Whole of Community System Response Implementation Report **Be Received** for information purposes only.

Executive Summary

At, the Municipal Council meeting held on March 7, 2023, it was decided that the following actions be taken with respect to the Proposed Whole of Community System Response;

- a) that the Health and Homelessness Whole of Community System Response co-developed through the Health and Homelessness Summits Be Endorsed.
- b) that the Civic Administration allocate the remaining funding of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the system it being noted that Civic Administration will return to Council with a business case detailing the proposed use of the funds.
- c) that the Civic Administration proceed with supporting the implementation of the Health and Homelessness Whole of Community System Response; and
- d) that Civic Administration report back monthly to future standing committees on progress updates.

The work to implement the Whole of Community System Response is underway since Council endorsement and direction was provided, with the pulling together of involved parties connected to the System Response and holding key leadership roles in the community to design a draft Whole of Community Implementation Framework. Additionally, advocacy efforts have continued and have amplified the need for targeted funding for this coordinated and multi-sectoral plan.

Linkage to the Corporate Strategic Plan

Strengthening Our Community

- Londoners have access to the supports they need to be successful
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- London's neighbourhoods have a strong character and sense of place

Leading in Public Service

- Increase efficiency and effectiveness of service delivery
- Maintain London's finances in transparent and well-planned manner to provide equity and affordability over the long term

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

- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: February 28, 2023)
- Allocation of Remaining London Community Recovery Network (LCRN) Funding (SPPC: August 30, 2022)

2.0 Background Information

The City of London is experiencing a crisis in the collective ability across many sectors to provide timely and appropriate supports for people experiencing the impacts associated with this crisis. Therefore, building on the successful work of the three previous Health and Homelessness Summits, the work shifts to be inherently focused on implementation of the Response. The implementation work has started with the convening of a leadership group to co-design and discuss a Collective Impact implementation model. The first meeting was held on March 27, 2023. Two subsequent meetings are scheduled for the third and fourth weeks of April.

The work of the new system will be to establish a network of 12-15 hubs across the community. The hubs will become one system with no wrong door and multiple locations to meet people where they are, offering a range of common functions in an integrated, multi-agency and interprofessional model, that is population-specific to meet unique demographic and care needs, supported by one central phone number for referral, and designed to ensure timely and direct pathways to housing.

To be effective, a continuum or range of housing options are needed, particularly a greater emphasis on high support housing with 24/7 on-site care available. While 100 units of highly supportive housing is targeted for this year, in total that number expects to grow to 600 highly supportive housing units over the next three years.

The Health and Homelessness Whole of Community System Response will be driven by a set of values and principles that include:

- Respecting individual experience
- Ensuring choice in care
- Promoting dignity
- An anti-oppression and anti-racism framework
- Harm reduction approach
- Trauma and violence informed
- Culturally safe
- Informed by social determinants of health
- Co-designed with providers and those with lived and living experience, and centering those voices
- Shared accountability and engagement
- Communication and transparency
- Continued commitment to prevention and advocacy
- A supportive system of mutual respect and care

The Whole of Community System Response will be supported by five critical foundations needed to ensure successful system operation, including:

Workforce Development; System Governance; Standards of Care; Shared Systems, Processes, and Supports; Centralized Data and Measurement.

Indigenous Led Response

To ensure a culturally safe response that is appropriate for Indigenous community members, we will follow the lead of Indigenous colleagues and support an Indigenous-

led system response, which is not designed in a colonial way and respects the deep knowledge and consultation already inherent in the Giwetashkad Strategy, and the intention to honour all relations in defining next steps.

There is a commitment to Indigenous representation in overall system governance and implementation co-design, and a commitment to recognizing that the definition of Indigenous homelessness is separate and distinct from the common colonialist definition of homelessness.

2.1 Whole Community System Response Actions:

Following the Council meeting held on March 7, 2023, a System Governance meeting was held with the goal of developing a Whole of Community Implementation Framework. The System Governance meeting was held with leaders representing several sectors across London. The meeting brought together 55 attendees representing a range of 39 organizations to discuss a potential system implementation framework which included topics and decision points related to:

- Governance Decision Making
- Implementation Tables focused on key elements of the System Response
- Reference Groups
- Involvement of those lived and living experience
- Involvement of front line staff experiences
- Encampments
- Role of Funders
- Use of the backbone support team

From the work carried out in the meeting, a report back to attendees has been provided that reflects the input provided and discussions held related to the proposed framework. Additional details as well as working group sessions are scheduled for the third and fourth week of April to finalize an implementation framework, to identify participation and make commitments to the various implementation tables, and to lay out the process and timeline by which the work will happen to operationalize the Whole of Community System Response. Once a finalized implementation framework is prepared through the community process, it will be shared with members of Council through the monthly update reports.

In addition to conducting a working group session to advance the work of the System Response, the backbone support team is being assembled that will provide assistance and coordination to the formation of the above-mentioned framework including the governance group and all applicable implementation tables.

3.0 Financial Impact/Considerations

Funding Announcements:

On March 24th, 2023, the Province of Ontario announced a number of significant investments that align with the work and vision of the Whole of Community System Response including \$425 Million directed towards Mental Health supports and an additional \$202 Million from the Ministry of Municipal Affairs and Housing under the Homeless Prevention Program (HPP) and Indigenous Supportive Housing Program (ISHP) beginning in 2023-24. These ongoing investments in supportive housing and homelessness prevention services will help vulnerable Ontarians.

Additional Financial Impacts:

Civic Administration will continue to support the existing service provider network with available resources while the new Whole of Community System Response is activated. Existing providers will continue to receive their base funding to maintain service levels, while also being strongly supported to align services to the new plan.

3.1 Advocacy:

Recently, Municipal Council has endorsed and supported a number of advocacy efforts targeted at the work of the Health and Homelessness efforts of the community. This includes Council support of the resolutions from the Ontario Big City Mayors (OBCM) and the Association of Municipalities of Ontario (AMO) which encourage the Government of Ontario to demonstrate multi-ministry leadership on this critical issue.

As well, strategic advocacy meetings with various Ministers from the Provincial and Federal government have occurred and are scheduled throughout April and beyond.

4.0 Next Steps

The City of London is committed to ensuring the proper supports and resources are in place to launch the Whole of Community System Response. The work to have in place a backbone support team will continue, with the purpose of supporting the system governance and implementation structure to co-design and launch the initial sites and increase highly supportive housing options.

Summit attendees have received an update on the progress to date and information about the March 27th system implementation framework meeting and following a report back to the invited attendees from the March 27th meeting, the upcoming planning sessions during the third and fourth weeks of April will focus on finalizing a whole of community implementation framework and to create drafts of all applicable Terms of Reference based on the finalized framework components. Progress is being made to activate the System Response and carry out the year one goals.

Throughout 2023 and into 2024, Civic Administration will work to align existing Municipal plans and resources to the work of the new Health and Homelessness System. This will include the establishment of an internal enterprise-wide group of plan holders to lead this work.

Strategic advocacy efforts continue to be carried out and others are in the planning process. Civic Administration will continue to seek out key advocacy opportunities to highlight the System Response while seeking funding from other levels of government to support the implementation.

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

Cc:

Lynne Livingstone, City Manager

Scott Mathers, Deputy City Manager, Planning and Economic Development

Kelly Scherr, Deputy City Manager, Environment, and Infrastructure

Anna Lisa Barbon, Deputy City Manager, Finance Supports

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Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services