

**REPORT NO. 317** of the  
**SOCIAL DEVELOPMENT,  
HEALTH & CULTURE STANDING COMMITTEE**  
of its meeting held July 8, 2015


---

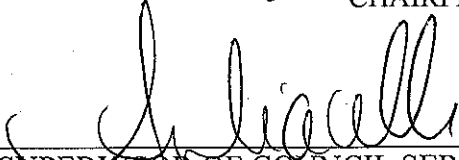
**Present:**                    **Councillor Ed Sleiman, Chair**  
                                  **Councillor Paul Borrelli**  
                                  **Councillor Rino Bortolin**  
                                  **Councillor John Elliott**  
                                  **Councillor Jo-Anne Gignac**

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

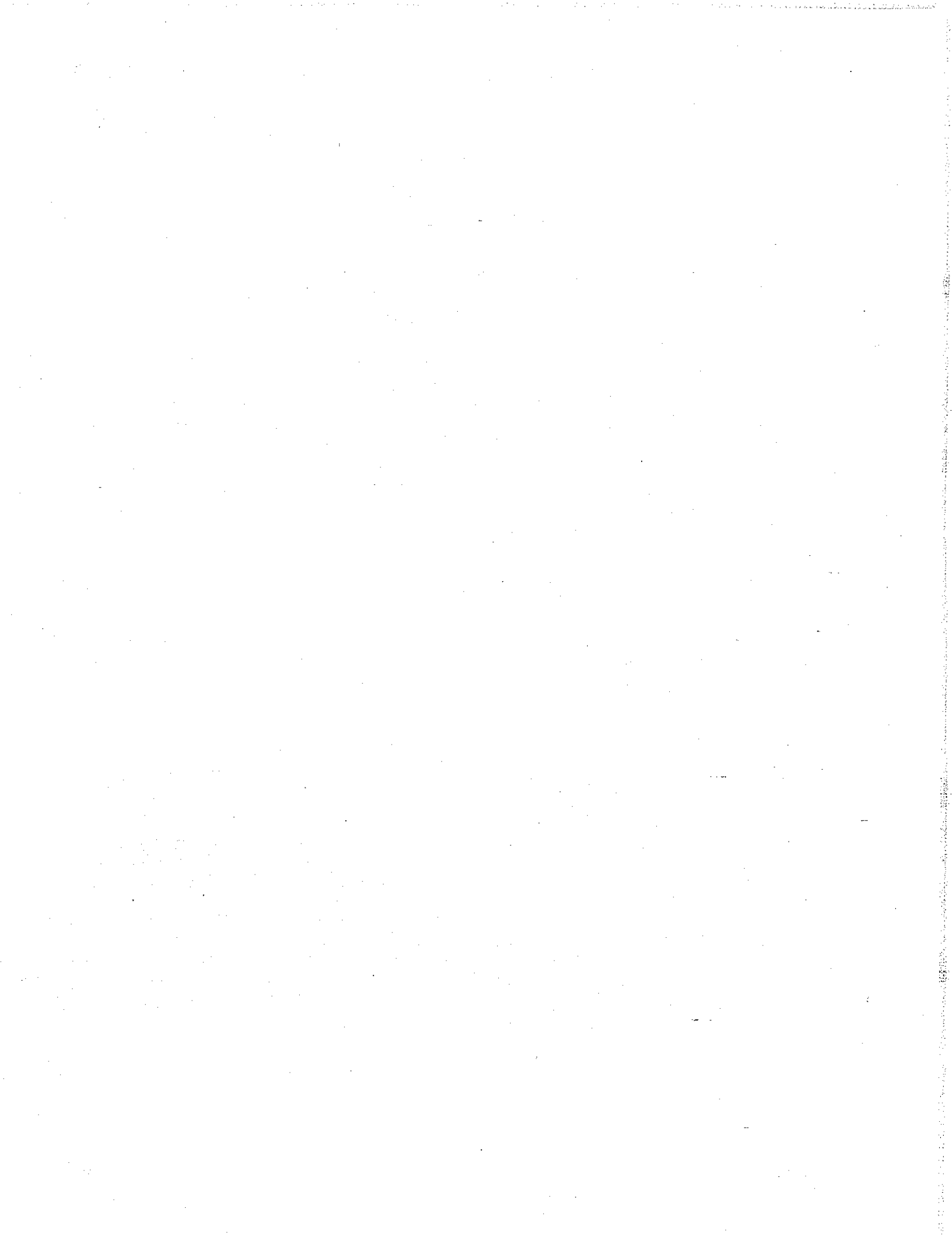
Moved by Councillor Borrelli, seconded by Councillor Bortolin,  
**THAT** the minutes of the Housing Advisory Committee meeting held April 28, 2015 **BE RECEIVED** for information.  
Carried.

Clerk's Note: The minutes of the April 28, 2015 Housing Advisory Committee meeting are attached as background information.

  
\_\_\_\_\_  
CHAIRPERSON

  
\_\_\_\_\_  
SUPERVISOR OF COUNCIL SERVICES

<b>NOTIFICATION :</b>				
Name	Address	Email Address	Telephone	FAX



KK/  
Windsor, Ontario April 28, 2015

A meeting of the **Housing Advisory Committee** is held this day commencing at 9:00 o'clock a.m. in Room 406, 400 City Hall Square East, there being present the following members:

Marina Clemens, Chairperson  
Councillor John Elliott  
Fahimuddin Bai  
Linda Coltman  
Jessica Kipping  
Gary McNamara  
Sid Palumbo  
Cheryl Porter  
Paul Renaud  
Jim Steele  
Leigh Vachon  
Angela Yakonich

**Regrets received from:**

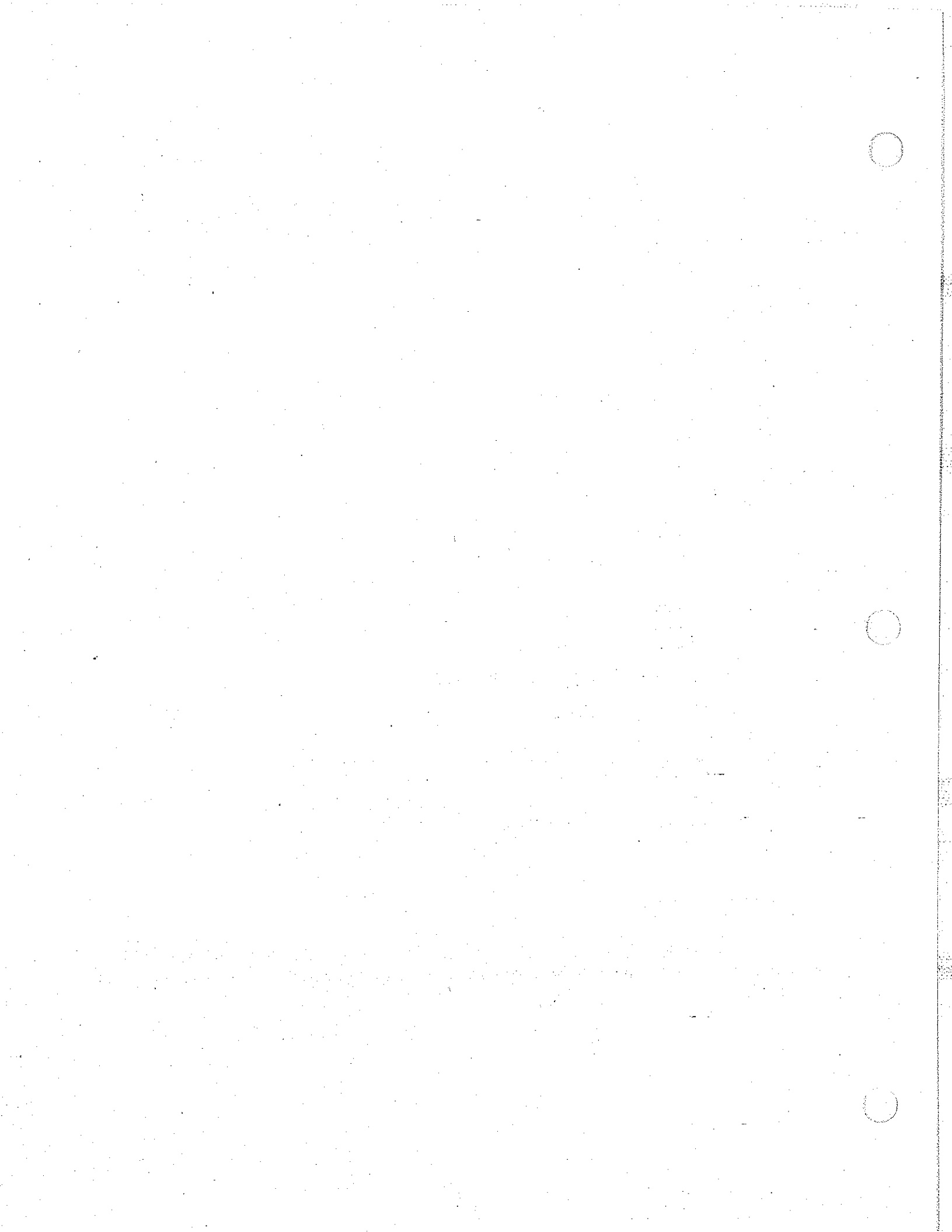
Anna Angelidis  
Steve Govette

**Also present are the following resource personnel:**

Chris Aspila, Policy Planning  
Judith Binder, CMHC  
Kelly Goz, Housing Administration & Development Coordinator  
Bill King, County of Essex  
Rob Oleynik, Program Coordinator, Housing & Children's Services  
Lucy Sobczyk, Manager of Housing Support Services  
Karen Kadour, Committee Coordinator

1. **CALL TO ORDER**

The Committee Coordinator calls the meeting to order at 9:05 o'clock a.m. and the Committee considers the Agenda being Schedule "A" **attached** hereto, matters which are dealt with as follows:



2. **ELECTION OF CHAIRPERSON**

The Committee Coordinator calls for nominations from the floor for the position of Chairperson. G. McNamara nominates M. Clemens. The Committee Coordinator asks if there are further nominations from the floor for the position of Chairperson. Seeing none, the Committee Coordinator asks M. Clemens if she accepts. M. Clemens accepts.

Moved by G. McNamara, seconded by Councillor Elliott,  
That Marina Clemens **BE ELECTED** Chairperson of the Housing Advisory Committee.  
Carried.

M. Clemens assumes the Chair. The members/resource introduce themselves.

3. **DECLARATIONS OF CONFLICT**

None disclosed.

4. **MINUTES**

Moved by G. McNamara, seconded by C. Porter,  
That the minutes of the Housing Advisory Committee of its meeting held February 10,  
2015 **BE ADOPTED** as presented.  
Carried.

5. **BUSINESS ITEMS**

5.1 **HAC Overview**

R. Oleynik distributes a document entitled "Social Housing in Windsor and Essex County", **attached** as Appendix "A".

In response to a question asked by Councillor Elliott regarding how units are allocated by the Central Housing Registry, R. Oleynik responds the determination of who receives the units is heavily legislated and prescriptive. He states the first to receive units are victims of domestic violence followed by homeless individuals and finally on a "first come first serve" basis.

R. Oleynik provides an overview of the outcomes for the first phase (2011 to 2014) of the Investment in Affordable Housing Program (IAH) as follows:

Ontario Renovates Homeowner -	\$2.73M	125 Households Assisted
Ontario Renovations Multi-Res -	\$562K -	67 Households Assisted
Homeownership Downpayment	\$1.51M	107 Households Assisted
Rent Supplement	\$1.84M	215 Households Assisted
Housing Allowance	\$67K	21 Households Assisted

Program Administration Fee                      \$526K                      535 Households Assisted

R. Oleynik states the program has been extended and reviewed the Program Development Financial Plan for the period 2015 to March 2020. The plan identifies the annual allocation committed to each program component in each year of the IAH (2014 Extension) program. He notes the dollar amounts can be amended between the program components from time to time. Any amendments to the plan must be submitted to the Ministry of Municipal Affairs and Housing.

K. Goz, Coordinator, Housing Administration and Development reviews the following three reports:

a) "Update on the Windsor Essex 10 Year Housing and Homelessness Plan – Initiatives related to the Community Homelessness Prevention Initiative (CHPI) and the Homelessness Partnering Strategy (HPS)" dated April 1, 2015 is distributed and attached as Appendix "B". The purpose of the report was to provide an update to the Social Development, Health and Culture Standing Committee and Council regarding initiatives under the provincially funded CHPI and federally funded HPS programs. The report was previously distributed to all HAC members.

b) "The Windsor Essex 2014 Annual Report to the Community – Draft" is distributed and attached as Appendix "C". K. Goz advises the Plan identifies 63 strategies to be implemented by the end of 2023, where 29 of which are scheduled for implementation by the end of 2015. K. Goz reports that 24 of the 29 strategies have been implemented as of April 2015. Service Managers are required to submit annual reports to the Ministry of Municipal Affairs and Housing by the end of June each year. K. Goz requests that HAC schedule a meeting in June 2015 to provide final comments regarding the report to enable submission of the report to the Ministry.

c) The "Windsor Essex Housing and Homelessness Plan – Final Plan – April 2014" is distributed and attached as Appendix "D". K. Goz reviews HAC's role with respect to the Plan which includes but is not limited to the following strategies:

7.1 "The Housing Advisory Committee, a Committee of City of Windsor Council, will be responsible for championing the implementation of the Plan and for evaluating and monitoring progress towards meeting the goals and strategies of the Plan."

7.2 "As the Service Manager, the City of Windsor will establish an implementation committee that will report to a committee of Windsor City Council to develop and recommend a work plan that identifies how each goal and strategy will be implemented, including actions and timelines; develop and recommend outcome measurement indicators to assess the progress in meeting the goals and implementation strategies and; develop and recommend outcome measurement indicators for key strategies in the Plan."

7.3 "As the Service Manager, the City of Windsor will undertake an initiative to: engage in ongoing monitoring and reporting, including publishing an annual report card and semi-annual homelessness management information system reports once implemented and; ensure quarterly and annual reporting on municipally, provincially, and federally prescribed performance

measures and; identify opportunities for continuous improvement of the housing and homelessness services on an annual basis.”

G. McNamara reports Minister Ted McMeekin will be visiting Windsor Essex on July 15, 2015. He indicates Minister McMeekin is a “champion of social housing”. He asks members to submit any questions for Minister McKeekin including “what does the City of Windsor need to sustain servicing in social housing”

**5.2 HAC Annual Report**

The Chairperson provides an overview of HAC’s 2014 Annual Report.

**5.3 HAC Mandate/Terms of Reference**

This item is deferred to the June 2, 2015 HAC meeting.

**5.4 Updates from HAC Members**

No updates are provided.

**6. DATE OF NEXT MEETING**

The next meeting will be held on June 2, 2015 at 9:00 a.m. in the Walkerville Meeting Room, 3<sup>rd</sup> floor, City Hall.

**7. ADJOURNMENT**

There being no further business, the meeting is adjourned at 10:02 o’clock a.m.

\_\_\_\_\_  
CHAIRPERSON

\_\_\_\_\_  
COMMITTEE COORDINATOR



**AGENDA**  
And Schedule "A"  
to the minutes of the meeting of the  
**HOUSING ADVISORY COMMITTEE**  
held Tuesday, April 28, 2015  
at 9:00 o'clock a.m.  
Room 406, 400 City Hall Square East

---

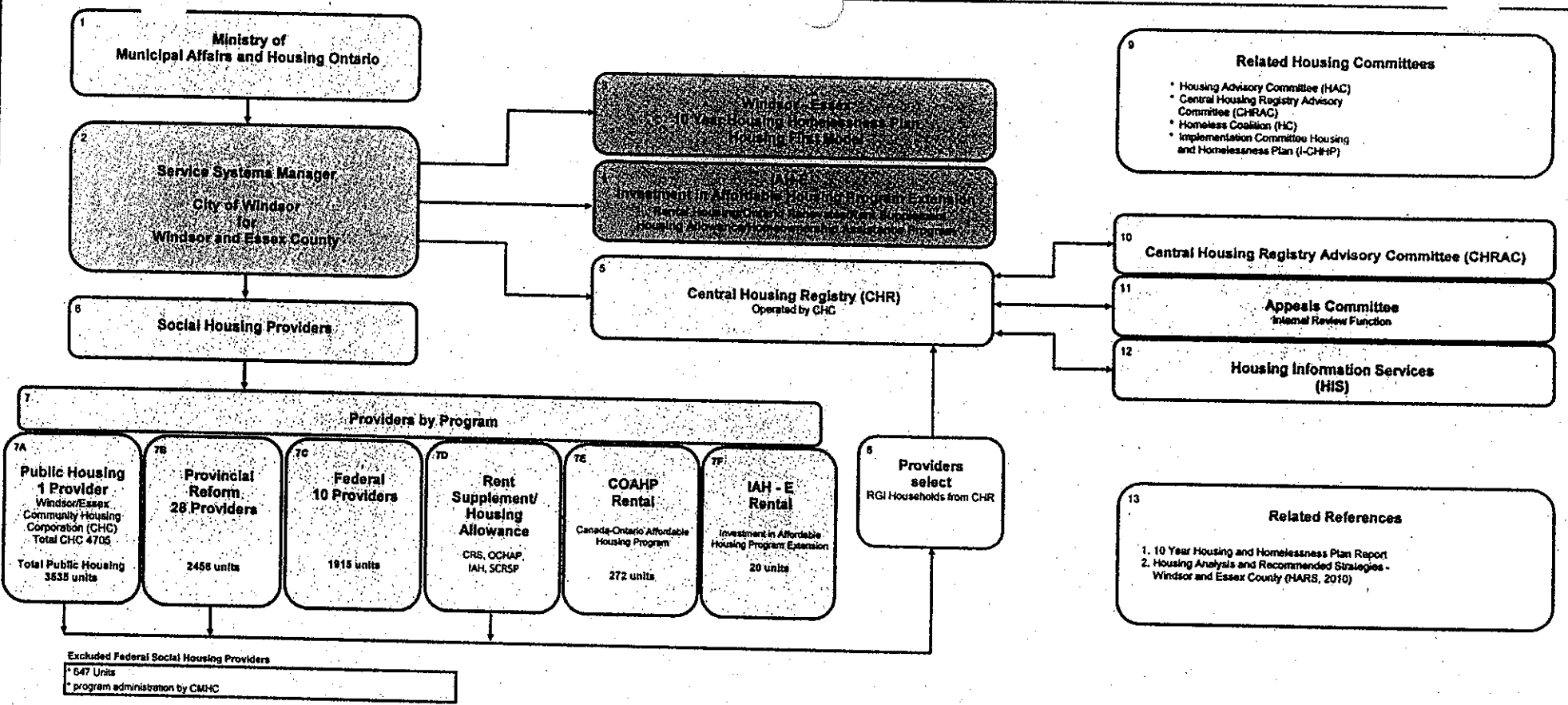
1. **CALL TO ORDER**
  
2. **ELECTION OF CHAIRPERSON**
  
3. **DECLARATIONS OF CONFLICT**
  
4. **MINUTES**  

Adoption of the minutes of the meeting held February 10, 2015 *attached*.
  
5. **BUSINESS ITEMS**
  - 5.1 **HAC Overview**  
Social Housing Programs Windsor Essex – Summary *attached*  
IAH Outcomes January 2012 to December 2014 – Summary *attached*  
IAH-E Delivery Plan 2014 to 2020 – Summary *attached*
  
  - 5.2 **HAC 2014 Annual Report**  
The HAC 2014 Annual Report – *attached*
  
  - 5.3 **HAC Mandate/Terms of Reference**  
Review of the HAC Terms of Reference and Mandate – *attached*.
  
  - 5.4 **Updates from HAC Members**
  
6. **DATE OF NEXT MEETING**  

To be determined.
  
7. **ADJOURNMENT**



# Social housing in Windsor and Essex County



APPENDIX "A"

**THE CORPORATION OF THE CITY OF WINDSOR**  
**Social Development, Health and Culture Standing Committee-**  
**Administrative Report**

**MISSION STATEMENT:**

*"Our City is built on relationships – between citizens and their government, businesses and public institutions, city and region – all interconnected, mutually supportive, and focused on the brightest future we can create together."*

<b>LiveLink REPORT #: 17682 GH/11710</b>	<b>Report Date: April 1, 2015</b>
<b>Author's Name: Kelly Goz</b>	<b>Date to Standing Committee: May 6, 2015</b>
<b>Author's Phone: 519 255-5200 ext. 5362</b>	<b>Classification #:</b>
<b>Author's E-mail: kgoz@city.windsor.on.ca</b>	

**To: Social Development, Health and Culture Standing Committee**

**Subject: Update on the Windsor Essex 10 Year Housing and Homelessness Plan - Initiatives related to the Community Homelessness Prevention Initiative (CHPI) and the Homelessness Partnering Strategy (HPS)**

**1. RECOMMENDATION: City Wide:  Ward(s): \_\_\_\_\_ To Council**

For Information.

**EXECUTIVE SUMMARY:**

N/A

**2. BACKGROUND:**

In May 2014 City Council approved the Windsor Essex 10 Year Housing and Homelessness Plan (HHP) and also approved the implementation of the strategies identified in the HHP (Council Report #17176, Council Resolution #128/2014).

The HHP outlines a vision, guiding principles, goals and strategies identified by the community as priorities based on a Housing First approach to achieve the principles outlined in the *Housing Services Act, 2011*. The HHP also addresses key aspects of housing from homelessness to affordable home ownership and focuses on housing stability, homelessness prevention and quick access to permanent housing rather than emergency responses. The HHP also considers the housing and support needs of specific population groups, including person with disabilities, Aboriginal people, immigrants, youth, seniors and victims of domestic violence.

The federally funded Homelessness Partnering Strategy (HPS) took effect on April 1, 2007, and has been renewed twice since the funding was first announced. In March 2013, Canada's Economic Action Plan endorsed a third renewal of HPS using a "Housing First" approach. This current round of funding is for a five year period which began April 1, 2014 to March 31, 2019. Communities have been allocated annual funding at the same level awarded in previous years.

HPS is a community-based program that relies on communities to determine their own needs and to develop appropriate projects. The HPS delivery model is comprised of a Community Advisory Board (CAB) and a Community Entity (CE).

The CAB is the local organizing committee responsible for setting direction for addressing homelessness in the community, completing a Community Plan and recommending a CE to Canada. The Homeless Coalition of Windsor Essex County acts as the CAB for Windsor – Essex County.

The designated CE for HPS is the City of Windsor. The City of Windsor as a CE is responsible for the implementation of a community plan, in whole or in part. All requests for funding must go through the CE, who is responsible for: publishing Calls for Proposals; approving projects recommended by the CAB; contracting and monitoring all agreements they hold with third-party service providers; reporting on its activities and disbursements; data and information collection and sharing; and reporting on the results and outcomes for these agreements. The City of Windsor has acted as the CE since 2007 under council approval. (Council Report # 16891, Council Resolution #246/2013).

The provincially funded, through the Ministry of Municipal Affairs and Housing (MMAH), Community Homelessness Prevention Initiative (CHPI) aims to prevent, address and reduce homelessness by improving access to adequate, suitable and affordable housing that is linked to flexible support services based on peoples' needs. Implementation of the CHPI began on January 1, 2013. The CHPI is reflective of a system that will transform and shift the focus of services from a reactive response to homelessness to services that focus on solutions which are proactive and permanent. (Council Report #16300, Council Resolution #5/2013).

The purpose of this report is to provide an update regarding initiatives under the provincially funded CHPI and federally funded HPS programs namely:

- a) Housing First Service Model (RFP #123-2014);
- b) Aboriginal Housing Support Worker;
- c) Voluntary Trusteeship;
- d) Block funding framework conversion for Interim Housing Providers, previously known as Emergency Shelters;
- e) County of Essex Housing with Supports Administration increase; and
- f) Homelessness Partnering Strategy (RFP #124-2014).

These initiatives will provide the foundation and will enhance the Housing First approach while increasing capacity and sustainability within the community as we continue to move through implementation of the HHP.

### **3. DISCUSSION:**

#### **Community Homelessness Prevention Initiative (CHPI)**

The CHPI aims to prevent, address and reduce homelessness by improving access to adequate, suitable and affordable housing that is linked to flexible support services based on peoples' needs.

## Housing First

Housing First initially emerged in the United States in the early 1980s as a response to the inadequate treatment options available for those experiencing chronic homelessness.

"Housing First is a consumer-driven approach that provides **immediate access to permanent housing**, in addition to **flexible, community-based services** for people who have experienced homelessness. The goal of Housing First is to end chronic homelessness by providing **immediate housing** and then working with participants to **promote recovery** and wellbeing. Housing First has been shown to: increase **housing stability**; improve **quality of life**, and improve **health** and **addiction** outcomes; reduce involvement with **police and the justice system**; reduce costs associated with justice system and health expenditures; and reduce **hospitalization and emergency visits**" (Mental Health Commission of Canada, Canadian Housing First Toolkit, [www.housingfirsttoolkit.ca](http://www.housingfirsttoolkit.ca)).

In 2008, the federal government engaged in a \$110 billion dollar, five year research project named At Home/Chez Soi which sought to provide evidence of the effectiveness of a Housing First approach for persons experiencing serious mental illness and homelessness in Canada. Released in 2014, the National At Home/Chez Soi Final Report demonstrates that a Housing First approach is successful in rapidly ending homelessness for persons experiencing mental illness. The Report states that "over the two years of the study, participants in Housing First spent an average of 73 per cent of their time in stable housing" (Mental Health Commission of Canada (2014), National At Home/Chez Soi Final Report, p.17).

### **Housing First Service Model (RFP #123-2014)**

The Housing First Service Model RFP #123-14 was issued on November 7, 2014 and closed on November 24, 2014. The City invited proposals, funded under the CHPI to provide a Housing First service model necessary to successfully implement the HHP which encompass three key elements of Housing First namely Housing, Housing Supports and Clinical Services.

The following 3 elements are required for Housing First Service Model implementation:

- a) **Service Coordination**: will coordinate and monitor referrals to community services, provide outreach, advocacy and other needed services;
- b) **Housing Response**: will be responsible for assisting qualifying person(s) to seek and secure appropriate and affordable accommodations; assistance in lease signing; educate qualifying person(s) on the Residential Tenancy Act and tenant rights; assist with the mediation of tenancy issues; cultivate relationships with Landlords in order to increase the availability of housing stock; and
- c) **Integrated Support**: will provide individually tailored strength based case plans that will include where appropriate: counselling, life skills, activities of daily living, relapse prevention, medication support, critical thinking, problem solving, self-help, empowerment, harm reduction, education and training and employment opportunities.

Two proposal were received, one from a City service provider and the other from a County service provider.

The RFP #123-14 Evaluation Committee comprised of 50% City staff and 50% Community representatives. The Committee met on four separate occasions and after lengthy discussions

and deliberations it was recommended that neither proposal satisfied the criteria of a Housing First Service Model in order to meet the needs of those who require housing and homelessness supports throughout Windsor and Essex County.

Section 10.6 of the RFP states, "A Proponent's submission or the Evaluation Committee's evaluation of any Submission does not obligate the City to identify any Proponent as the Successful Proponent, accept any Submission, award the Contract, or proceed further with this RFP. The City may, in its sole and unfettered discretion, and for any or no reason, reject any or all Submissions or cancel this RFP in whole or in part any time prior to the execution of the Contract by the Successful Proponent." Furthermore section 11.1 states, "In addition to any other express rights or any other rights which may be implied in the circumstances, the City reserves the right to:

· reject any and all Proposals in accordance with the Purchasing Bylaw;"

Due to neither proposal satisfying the requirements under RFP #123-14, Housing Services chose to reject both proposals and to sole source the Housing First Service Model to a third party agency under the following sections in the Purchasing By-Law:

*109. Unless permitted by the Bid Documents, no negotiation shall be permitted within a Solicitation.*

*110. Deliverables may be acquired through negotiation if previously approved by the Purchasing Manager (Deleted and Replaced B/L 145-2014 August 25, 2014) based on one of the following circumstances:*

*Sub-section*

*d. No compliant bids are received on a Solicitation and it is impractical to recall the Solicitation.*

Housing Services has identified that Family Service Windsor Essex be the lead agency funded under the CHPI to provide and deliver the services and supports required under the Housing First Service Model.

Family Service Windsor Essex currently offers a range of clinical and support services funded through the Ministry of Community and Social Services, United Way Centraide Windsor Essex, Erie St. Clair Local Health Integration Network (Ministry of Health and Long Term Care) and St. Clair College that can be leveraged and resourced within the Housing First Service Model. These clinical and support services include but are not limited to: Adult Protective Services, which supports adults with a developmental disability; the Residential Placement Advisory Committee, is designed to facilitate and improve the social support for children and youth who are at risk and living in a residential facility; Walk In Counselling Clinic, offers immediate access to counselling services throughout Windsor Essex; Voluntary Trusteeship and Financial Literacy Program, assists individuals to manage their finances, ensures bills are paid and assists with understanding surrounding the basics of managing a bank account and general financial skills; and the Forms Assistance Clinic, in partnership with the Paralegal program at St. Clair College, students assist with the completion of various types of government applications and / or forms.

Family Service Windsor Essex also works collaboratively with other service providers on many initiatives both in the City of Windsor and County of Essex which will be imperative under the Housing First Service Model to ensure its success.

The services and supports recommended under the Housing First Service Model have been aligned between Family Service Windsor Essex, ACCESS County Community Support Services (ACCESS) and Housing Information Services (HIS). Family Service Windsor Essex will act as the lead agency, will provide oversight of the entire model, will be responsible to sub contract / purchase service from ACCESS and HIS and will be responsible for the clinical supports. HIS's primary function will be to provide Housing Response and Landlord Development for the region. ACCESS will oversee a Housing Response and Peer Support Worker for the region and will also sub-contract with Financial Fitness to offer a financial literacy component.

The implementation of the Housing First Service Model will achieve the following strategies identified in the HHP:

- 1.1 Establish a single phone number and website for housing help that includes an after-hours housing crisis line;*
- 1.2 Develop and maintain an education strategy for trusted access points, housing providers, and support service providers;*
- 1.3 Ensure awareness of available services;*
- 1.4 Establish an effective referral and follow-up process among housing and service providers that is linked to a common intake and assessment process; and*
- 1.5 Implement coordinated access and common assessment for individuals experiencing homelessness or at risk of homelessness with triaging to appropriate services, including interim housing where required.*

### **Aboriginal Housing Support Worker**

The following strategy under the HHP will be achieved with the implementation of the Aboriginal Housing Support Worker:

- 2.8 Expand the number of Aboriginal support workers to meet the unique needs of Aboriginal individuals.*

The feedback that was provided by the community during the consultations for the HHP was that it was important that the supports under this strategy be provided in a culturally appropriate way by an Aboriginal lead agency. In order to ensure cultural competency in delivering supports to the Aboriginal community, Housing Services met with the leadership of the two agencies that support aboriginal persons in Windsor Essex, Can Am Urban Native Homes and Can Am Indian Friendship Centre to discuss the implementation of this initiative as identified in the HHP. Both agencies agreed that they would collaborate on the implementation of the initiative with Can Am Indian Friendship Centre being the lead agency.

Can Am Indian Friendship Centre delivers supports services to the urban aboriginal community through a hub model that includes, but is not limited to the following: Aboriginal Alcohol & Drug, Aboriginal Community Mental Health, Aboriginal Healing and Wellness, Aboriginal Health Outreach, Life Long Care, Aboriginal Healthy Babies Healthy Children, and Nurse Practitioner Services, and is best positioned to deliver these services in an integrated and culturally appropriate manner. Not only will they work collaboratively with Can Am Urban

Native Homes but they will also work closely with Family Services Windsor Essex in the delivery of the Housing First model in Windsor Essex.

The role of the Aboriginal Housing Support Worker will support Aboriginal individuals and/or families through the entire process of ensuring that they succeed in securing their preferred housing, by providing simple, coordinated and consistent access to programs. The worker/advocate is available when needed, to act on what is important to the person receiving services and supports. The agency and worker will work collaboratively with Family Service Windsor Essex in the Housing First model.

### **Voluntary Trusteeship**

The Voluntary Trusteeship program is a collaborative between Family Service Windsor Essex and ACCESS County Community Support Services. The program aims at providing a seamless service throughout Windsor Essex to maintain residential tenancies by entering into a trusteeship that will provide financial management, coaching and support for vulnerable at risk individuals and families. To date the program has served in excess of 500 individuals throughout Windsor Essex.

In addition to being funded under the CHPI, the United Way/Centraide Windsor Essex and Employment and Social Services, under Ontario Works funding have also collaborated to jointly fund this program. The Voluntary Trusteeship Program has been in place in Windsor Essex since 2008 and Housing Services was approached by the agencies in 2014 to consider a new approach to the delivery of the program and for a funding enhancement to address caseload sizes and wait lists. In exchange the agencies agreed to share resources, consolidate functions including bookkeeping and streamline services in order to support an enhanced investment in front line supports with more people being supported through the program. The enhancement includes an expanded Income Tax Preparation Program that allows people in need of financial assistance access to government funded programs.

This collaborative will allow for the following strategy to be met under the HHP:

- 2.6 Increase the number of trusteeships available to individuals voluntarily seeking a trustee.*

### **Block Funding Framework Conversion for Interim Housing**

The Interim Housing system provides basic and temporary accommodations, meals and case management to support women, men and families experiencing homelessness to transition to more stable housing. The two Interim Housing providers for the City of Windsor are the Salvation Army and the Welcome Centre Shelter for Women. The following strategies are to be implemented in Year 1 as recommended by the community:

- 3.3 Re-evaluate the funding formula for emergency shelters to better achieve the strategies in the Plan;*
- 3.4 Review shelter policies and amend where required, to ensure policies are not supporting housing instability and inappropriate housing choices.*

Funding for interim housing change from a combined per diem and block funding model to block funding framework only. [Per Diem funding is based on a number of people occupying a

shelter bed per night, whereas a block funding model is a purchase of service for a pre-determined contract amount provided at regular intervals such as quarterly.] Block funding allows service providers to have funding stability which will act as an incentive to focus on the needed supports within this temporary setting in order to move individuals as quickly as possible into permanent housing and allow for greater cost certainty for the City. The block funding approach is being adopted by many municipalities in the province including Kingston, Waterloo, Peterborough and Niagara and aligns with the Housing First approach which serves to minimize length of stay in shelters while at the same time recognizing their role in housing stability.

### **Housing with Supports**

In 2013 the County of Essex's funding for the Housing with Supports Program was transferred to the City of Windsor when the program transferred from Ministry of Community and Social Services (MCSS) to MMAH. The County of Essex administers their own Housing with Support program throughout Essex County. The County of Essex has requested additional administrative dollars to support the recruitment and hiring of an additional staff to be employed as a County Housing with Support Caseworker.

Currently, there is a single Housing with Support Caseworker in the County who monitors 12 homes and case manages approximately 230 individuals/residents. With the implementation of the MMAH, Housing with Support Standards (Council Report #17602), there is a requirement for enhanced accountability from the Service Providers. Due to this enhanced accountability there will need to be an increase in monitoring by the Service Manager which in turn will require additional staffing on behalf of the County of Essex.

### **Homelessness Partnering Strategy (HPS)**

HPS is federally funded through Employment and Social Development Canada (ESDC). It is a community-based program aimed at preventing and reducing homelessness by providing direct support and funding to 61 designated communities across Canada. HPS programs take a Housing First approach with a focus on the chronic and episodic homeless population. HPS funded projects in Windsor Essex will enhance the services and supports funded under the CHPI as both programs have a focus on a Housing First approach.

### **Homelessness Partnering Strategy (RFP #124-14)**

The Homelessness Partnering Strategy RFP #124-14 was issued on November 10, 2014 and closed on December 1, 2014. The City invited proposals to be funded through a signed contribution agreement with ESDC for the City to administer and allocate HPS funding to support the Homelessness Partnering Strategy Community Plan 2014 – 2019. The Community Plan for the Homelessness Partnering Strategy was completed by the Community Advisory Board (CAB) and approved by ESDC in October 2014. The annual HPS allocation for 2015-2019 is \$340,236.00 which is comprised of \$289,200.00 program funding and \$51,036.00 City administration.

Two proposal were received, one from a City service provider and the other from a County service provider.

The RFP #124-14 Evaluation Committee comprised 50% City staff and 50% Community representatives met on three separate occasions. The proposals did not meet or satisfy the



requirements to proceed to the evaluation of the services proposal per Appendix "C" Evaluation Criteria – Determining Proponent's Eligibility.

As a result the City was in the position to sole source the Homelessness Partnering Strategy initiatives to a third party agency under the following sections in the Purchasing By-Law:

*109. Unless permitted by the Bid Documents, no negotiation shall be permitted within a Solicitation.*

*110. Deliverables may be acquired through negotiation if previously approved by the Purchasing Manager (Deleted and Replaced B/L 145-2014 August 25, 2014) based on one of the following circumstances:*

*Sub-section*

*d. No compliant bids are received on a Solicitation and it is impractical to recall the Solicitation;*

The City as CE, in consultation with Employment and Social Development Canada (ESDC) recommended to the CAB that the contracts for 2015 – 2017 be awarded to both ACCESS and HIS as they were the two proponents who submitted under this RFP, but were each unable to satisfy the criteria alone, although they can do so in combination. The CE will equally distribute program funds to ACCESS and HIS over the 2015 - 2017 contract term. Contracts would be awarded to ACCESS and HIS for HPS eligible services and supports from the revised collaborative Housing First Service Model proposal submitted by Family Service Windsor Essex to each proponent based on agency expertise.

ACCESS will provide peer support to individuals and families who have been identified as chronic/episodic homeless. In addition they will have a Purchase of Service with Financial Fitness to offer financial literacy as well as a Purchase of Service for the Community Developer role through the Homeless Coalition. Housing Information Services will have 2 Landlord Developers throughout Windsor Essex to work with the private market housing sector to secure additional affordable units to be available to those persons in the Housing First program. The recommendation was accepted by ACCESS and HIS and endorsed by the CAB. The HPS funded services and supports will be an enhancement to the Housing First Service Model with a focus on the chronic and episodic homeless population.

#### **4. RISK ANALYSIS:**

**Resource Risks:** None identified.

**Timing Risks:** None identified.

**Cross-Corporate Impact Risks:** There are no impacts on other departments. It is considered low impact and unlikely to occur.

**Community Impact Risks:** The risk in not delivering the CHPI and HPS programs under the HHP would be a lost opportunity to deliver supports to those in need of housing support in our community in order to meet their respective housing needs and to achieve goals consistent with the HHP.

**Financial Impact Risks:** Two financial risks are identified. The first risk is associated with the potential for future reductions in provincial funding. Annual Provincial allocations are contingent upon Provincial Budget approvals. While the likelihood of future budget changes is

low to probable, the financial impact would be mitigated by Administration adjusting service levels for various initiatives to stay within approved funding budgets.

The second financial risk is associated with Service Providers breaches in contract. The financial risk is rare to unlikely to occur and the consequences would be low as Service Provider funding would be reduced, discontinued or suspended until compliance was achieved. Administration would review service provider outcomes and funding allocations.

## 5. FINANCIAL MATTERS:

Funding for the initiatives noted in the Discussion section of the report will be funded through the CHPI and HPS program budgets. The CHPI budget is funded through the Ministry of Municipal Affairs and Housing with an annual allocation of \$9,091,000 for the 2015-2016 and 2016-17 contract years. In addition, the 2015 Approved Municipal budget provides \$1,116,375 in municipal funding (City \$755,367/County \$361,008) for a total CHPI budget of \$10,207,375. The HPS budget for 2015-2019 is 100% funded by Employment and Social Development Canada at an allocation of \$340,236.

In addition to the initiatives listed in the table below, the CHPI budget also funds Housing with Supports (Domiciliary Hostels) and the Housing Stability Plan which provides for rent related assistance, a utility fund, and a household essentials fund.

No additional City/County funds will be required to implement the initiatives/strategies noted in the Discussion section of the report. Any reductions in available funding will be managed through adjustments to service levels in order to remain within approved Provincial and Municipal budgets. The funding allocations for each of these initiatives are as follows:

CHPI Program	Annual Allocation	One-time Allocation	Total Allocation
Housing First	\$557,897	\$42,200	\$600,097
Aboriginal Housing Support Worker	\$93,030	\$7,800	\$100,830
Voluntary Trusteeship	\$226,015		\$226,015
Emergency Shelters Block Funding			
Salvation Army	\$619,000	\$10,000	\$629,000
Welcome Centre	\$449,080	\$10,000	\$459,080
Flooding with Supports County Program	\$100,000		\$100,000
<b>Total Allocated through CHPI Program</b>	<b>\$2,045,022</b>	<b>\$70,000</b>	<b>\$2,115,022</b>

HPS Program	Total Allocation
HPS - Landlord Development	\$145,475
Access	
a) Financial Fitness	
b) Peer Support Component of Housing First Model	\$143,725
c) Community Developer for Families Coalition	
City of Windsor Administration	\$51,036
<b>Total Allocated through HPS Program</b>	<b>\$340,236</b>
<b>HPS Program</b>	<b>Total</b>
Homelessness Partnership Strategy	\$340,236

Service Provider outcomes and funding allocations will be reviewed annually.

## 6. CONSULTATIONS:

Homeless Coalition Windsor Essex; Community Advisory Board; Employment & Social Development Canada; Family Service Windsor Essex; ACCESS County Community Support Services; Housing Information Services; Purchasing Dept; Finance Dept; Ontario Works; Can Am Indian Friendship Centre; Can Am Urban Native Homes; Salvation Army; Welcome Centre Shelter for Women; County of Essex.

## 7. CONCLUSION:

This report highlights 9 key strategies that have been addressed and accomplished during the first year of implementation of the HHP. The HHP provides a framework to achieve the vision in which "Windsor Essex is an inclusive community where everyone has a safe, affordable, accessible, and quality home, and everyone lives where they can actively participate" (Windsor Essex Housing and Homelessness Plan). In order to achieve this vision, there continues to be a number of initiatives that are required to be completed and accomplished by the community as we continue to work towards providing a comprehensive Housing First approach to deliver a comprehensive system of housing and homelessness services. An integrated approach that funds the Windsor Essex Housing First Model with the CHPI and HPS funding will assist in addressing the needs of citizens who are homeless or at risk of homelessness to attain and retain housing of their choice.



Kelly Goz  
Coordinator, Housing Administration &  
Development



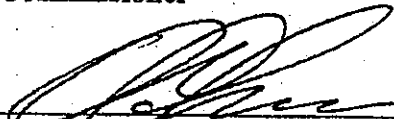
Debbie Cercone  
Executive Director, Housing & Children's  
Services



Jelena Payne  
Community Development and Health  
Commissioner



Helga Reidel  
Chief Administrative Officer



Onorio Colucci  
Chief Financial Officer & City Treasurer



Shelby Askin Hager  
City Solicitor

KG

### APPENDICES:

Letter: MMAH Community Homelessness Prevention Initiative Allocation 2015-2017

**DEPARTMENTS/OTHERS CONSULTED:**

Name: Nancy Jaekel, Financial Planning Administrator  
Phone #: 519 255-5200 ext. 5171

Name: Alex Vucinic, Purchasing Manager  
Phone #: 519 255-6100 ext. 6280

Name: Bruno Ierullo, Executive Director, Employment & Social Services  
Phone #: 519 255-5200 ext. 5257

**NOTIFICATION :**

Name	Address	Email Address	Telephone
Joyce Zuk	1770 Langlois Windsor ON N8X 4M5	<a href="mailto:jzuk@fswe.ca">jzuk@fswe.ca</a>	519-966-5010
Anna Angelidis	3450 Ypres Windsor ON N8W5K9	<a href="mailto:angelidis@lscdg.com">angelidis@lscdg.com</a>	519-254-2808 ext 223
Jenna Foley	23 Mill St. W. Kingsville ON N9Y 1W1	<a href="mailto:jennafoley@accesscounty.ca">jennafoley@accesscounty.ca</a>	519-733-8983 ext 30
Lorraine Goddard	300 Giles Blvd. E. Windsor ON N9A 4C4	<a href="mailto:lgoddard@weareunited.com">lgoddard@weareunited.com</a>	519-258-3033 ext 1188
Brian Gregg	360 Fairview Ave. W. Essex ON N8M 1Y6	<a href="mailto:gregg@countyofessex.on.ca">gregg@countyofessex.on.ca</a>	519-776-6441 ext. 325
Rena Hill	2929 Howard Avenue, Windsor, Ontario N8X 4W4	<a href="mailto:rhill@caifc.ca">rhill@caifc.ca</a>	519-253-3243
Eric Hill	180 Tecumseh Road East Windsor Ontario N8X 2P8	<a href="mailto:eric@caunh.ca">eric@caunh.ca</a>	519-977 7782 ext 11
Lady Laforet	263 Bridge St, Windsor ON N9B-2M1	<a href="mailto:info@welcomecentreshelter.com">info@welcomecentreshelter.com</a>	519-971-7595
Major Don Feltham	355 Church Street, Windsor Ontario N9A 7G9	<a href="mailto:Don_Feltham@can.salvationarmy.org">Don_Feltham@can.salvationarmy.org</a>	519-253-4225 ext.240
Members of the Housing Advisory Committee			
Stephanie Green		<a href="mailto:sreen@aidswindsor.org">sreen@aidswindsor.org</a>	519-973-0222 ext 115
Silvana DeLorenzis		<a href="mailto:sdelorenzis@ctmha-weeb.on.ca">sdelorenzis@ctmha-weeb.on.ca</a>	519-255-9940 ext 293
Melanie Garant		<a href="mailto:acmhw@caifc.ca">acmhw@caifc.ca</a>	519-253-3243 ext 249
Renee Trombley		<a href="mailto:Renee.trombley@esc.ccac-ont.ca">Renee.trombley@esc.ccac-ont.ca</a>	
Josephine Heuton		<a href="mailto:jheuton@wehc.com">jheuton@wehc.com</a>	519-254-1681 ext 3230
Ron Dunn		<a href="mailto:ron@downtownmission.com">ron@downtownmission.com</a>	519-973-5573 ext 27
Pam Sasso		<a href="mailto:navigator@downtownmission.com">navigator@downtownmission.com</a>	519-973-5573 ext 24
Joe Karb		<a href="mailto:joe.karb@hdgh.org">joe.karb@hdgh.org</a>	519-973-4411 ext 33894
Judy Williamson		<a href="mailto:williamson@lscdg.com">williamson@lscdg.com</a>	519-254-4824
Anne Ryan		<a href="mailto:iris@irisinns.ca">iris@irisinns.ca</a>	519-252-1819
Kristin Durham		<a href="mailto:kdurham@newbe.ca">kdurham@newbe.ca</a>	519-254-2363 ext 411
Linda Wilson		<a href="mailto:Linda_wilson@sallyann-windsor.org">Linda_wilson@sallyann-windsor.org</a>	519-253-7473
Sherri Lebert		<a href="mailto:sherri@theinnofwindsor.com">sherri@theinnofwindsor.com</a>	519-252-7768
Leigh Vachon		<a href="mailto:info@victoriamanor.ca">info@victoriamanor.ca</a>	519-258-6200
Caitlin Haugh		<a href="mailto:chaugh@wehc.org">chaugh@wehc.org</a>	519-997-2824 ext 404