

**Subject: Housing Hub Consultation and Architectural Feasibility Study Update**

**Reference:**

Date to Council: August 3, 2022

Author: Kelly Goz

Title: Coordinator, Housing Administration and Development

519-255-5200 ext. 5362

kgoz@citywindsor.ca

Author: Whitney Kitchen

Title: Coordinator, Housing Administration and Development

519-255-5200 ext. 5276

wkitchen@citywindsor.ca

Housing and Children's Services

Report Date:

Clerk's File #:

To: Mayor and Members of City Council

**Recommendation:**

- a) **THAT** the report from the Coordinator of Housing Administration and Development regarding the Update on the Housing Hub Consultation and Architectural Feasibility Study **BE RECEIVED**; and further
- b) **THAT** the Commissioner Human and Health Services **BE AUTHORIZED** to **APPROVE** and **SUBMIT** applications and related submissions and amendments to secure capital and operating funding related to the development and implementation of the Housing Hub and any subsequent programs or program extensions, provided they are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Executive Director of Housing and Children's Services, provided that any submission or amendments do not exceed the funding in the approved budget in each respective year; and further,
- c) **THAT** the Executive Director, Housing and Children's Services **BE AUTHORIZED** to pursue additional funding opportunities, and take any action as required to reduce the amount of funding that may be requested from the municipal tax base; and further

- d) **THAT** the City Clerk and Chief Administrative Officer and City Clerk **BE AUTHORIZED** to **EXECUTE** Funding Agreements and any related documents, **amendments** and/or **extensions** between the City of Windsor and relevant funders related to capital or operating funding for the Housing Hub, provided that the Funding Agreements and any related documents, amendments and/or extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Human and Health Services and Executive Director of Housing and Children's Services, provided that any agreements do not exceed the funding in the approved City budget in each respective year; and further
- e) **THAT** for the duration of the programs the Commissioner of Human and Health Services **BE AUTHORIZED** to submit any necessary reports and documents required by the respective provincial and/or federal ministry and/or other funder(s) to remain in compliance with mandatory reporting requirements under the program(s) provided they are satisfactory in financial content to the City Treasurer, and in technical content to the Executive Director, Housing and Children's Services; and further
- f) **THAT** the Executive Director, Housing and Children's Services **BE AUTHORIZED** to **ENGAGE** with Real Estate to explore and identify potential sites that meet the minimum requirements identified through Glos Arch + Eng's Architectural Feasibility Study; and further
- g) **THAT** the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to enter into agreements to conduct any necessary preliminary work needed to determine the viability of potential sites that aligns with the requirements identified through Glos Arch + Eng's Architectural Feasibility Study and that is in accordance with the purchasing bylaw, provided that such agreements and any related amendments and extensions are in a form satisfactory to the City Solicitor, satisfactory in financial content to the City Treasurer, and technical content to the Commissioner of Health and Human Services and Executive Director of Housing & Children's Services where the costs do not exceed the \$200,000 municipal funding currently allocated to the Housing Hub in Capital project 7221048 – H4 Housing Hub; and further
- h) **THAT** the Executive Director, Housing & Children's Services **REPORT BACK** on:
- potential sites for the Housing Hub
  - the findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire and/or build and/or renovate a property
  - the outcome of applications made related to capital and/or operating funding
  - any capital funding required for the acquisition, renovation or construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services; and further

- i) **THAT** City Council **ENDORSE** the draft motion to request the Province of Ontario to increase capital and operating investments in affordable and supportive housing to mitigate homelessness as requested through the Urban Commissioners Group for consideration at the Regional Single Tier CAO table:

*WHEREAS homelessness in Ontario is on the rise; and,*

*WHEREAS the Province of Ontario has released More Homes More Choice, Ontario's Housing Supply Action Plan; and,*

*WHEREAS the Province of Ontario has released Ontario's Community Housing Renewal Strategy; and,*

*WHEREAS Ontario's housing action plans do not address the need for supportive housing; and,*

*WHEREAS Ontario's most vulnerable populations require access to supports to maintain their housing and their health; and,*

*WHEREAS the absence of permanent housing with adequate onsite supports is a key driver of homelessness and recidivism to homelessness; and,*

*WHEREAS the Province of Ontario requires municipal Service Managers to collect detailed, up-to-date information from individuals experiencing homelessness through the use of by-name-lists; and,*

*WHEREAS the Province of Ontario identifies the use of by-name lists as an innovative approach to help connect people with local housing and homelessness supports that better respond to their needs and improve access to supportive housing; and,*

*WHEREAS municipalities and Service Managers are stretching beyond their funded limits and mandates to provide supportive housing in their communities;*

*NOW THEREFORE BE IT RESOLVED THAT the Province of Ontario acknowledge the need for immediate action and flow capital and operating funding to municipalities and Service Managers in Ontario to lead the development of critical supportive housing programs.*

### **Executive Summary:**

The availability of affordable housing is a key driver of homelessness and it can play a significant role in ending homelessness in a community<sup>1</sup>. People in unsafe housing, provincial institutions and emergency shelters need appropriate discharge planning that includes attainable housing and wrap-around supports based on their individual needs.

---

<sup>1</sup> Current State and Future Needs of the Windsor Essex Housing and Homelessness System, September 2019

*Home Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028 (HHMP)* examined the progress Windsor Essex had made from 2014-2019 and identified key areas where improvement and expansion of services was necessary to build upon those successes. These areas included diversion and supportive housing for people experiencing chronic or episodic homelessness with complex mental health, addictions, or cognitive challenges who have a higher level of need than can be served effectively through existing programs, along with a need for Indigenous and youth-specific housing.

Since opening in 2020, the Homelessness & Housing Help Hub (H4) has evolved to provide low barrier service connection to necessary resources, including housing assistance, health care, income assistance, justice services, addiction and mental health support. The success of the program is a result of being a consistent anchor in the community that allows for persons who are not traditionally connected to supports or who are underserved to access immediate services. The H4 provides a co-location for multiple sectors to address the holistic needs of the person, thereby decreasing the amount of days a household experiences homelessness.

The proposed Housing Hub expands on the success of the H4 program to foster connections and a pathway into housing for people at risk of or who are experiencing homelessness, while connecting them to supports from multiple agencies and sectors in real time to improve long-term stabilization.

### **Background:**

The Homelessness & Housing Help Hub (H4) began as an emergency response to the COVID-19 pandemic to provide social distancing and safe daytime space to individuals experiencing homelessness. The program has evolved to fit the needs of the participants and has creatively repurposed an underutilized city asset temporarily; however, the building is not functionally suited for an optimal Housing Hub.

H4 has seen a steady increase in the volume of program participants accessing the service. As of June 2022, H4 has welcomed over 2200 unique clients, with 59,654 visits. The program averages attendance between 110-150 unique visitors per day on most days, and often reaches capacity shortly after opening the doors. Limited physical space has required H4 to prioritize service for those currently experiencing homelessness, which limits the ability to also assist those who may be at risk of homelessness. The Housing Hub model is rooted in best practices for reducing community homelessness by focusing on both housing loss prevention, creating pathways to housing and other support services, and serving those actively experiencing homelessness. The program would achieve greater outcomes if the physical space allowed expansion into housing loss prevention assistance that could work to reduce illegal evictions, and increase proactive searches for housing before individuals/families access emergency shelters.

Building on the successes, lessons learned and evaluation of the H4 program, Administration sought to explore options to create a permanent Housing Hub in the City of Windsor. In July 2021, City Council approved Administration to engage in professional services that would pursue the development of a Housing Hub model

(C98/2021). Furthermore, the vision of the Housing Hub was to reflect the feedback collected through consultation with consumers and stakeholders that aligns with best practice while providing housing and support services that are flexible and responsive.

This report provides Council with the findings of that consultation, offers design elements of a new facility, and contains Administration's recommendations on the next steps needed to create a new Housing Hub.

*Home, Together: Windsor Essex Housing and Homelessness Master Plan, 2019-2028 (HHMP)*, was approved by City Council on December 2, 2019 (CR612/2019). The HHMP identifies goals, guiding principles, strategies, and targets that align with best practices and the needs of the community that are informed by data. More specifically, the HHMP strives to be responsive to provincial and federal housing and homelessness strategies and initiatives while acknowledging that achieving the goals under the HHMP is a collective responsibility that requires cross-sectoral collaboration to develop system-level solutions. Ultimately, the goal of the HHMP is to ensure that all programs, services and supports are person-centered and aimed to ensure people obtain and retain housing that is permanent, safe, affordable and accessible.

The COVID-19 pandemic exposed the vulnerability of the housing and homelessness system and increased the visibility of homelessness, as well as provided an opportunity for Administration to leverage senior levels of government capital funding. Some of this funding has been used to purchase 500 Tuscarora, which opened in June 2022 and operates as the region's first shelter for women and families, and aligns with the recommendations provided in the *Review of Emergency Shelter Services in Windsor Essex*, approved by Council in 2020 (CR 380/2020). Additional funding has also been used to begin the expansion of supportive housing for persons exiting chronic homelessness requiring support services to maintain housing.

The solution to homelessness is a home. The HHMP also identifies that an effective housing and homelessness system requires other evidence-based solutions such as diversion, and a continuum of affordable permanent and supportive housing options to meet people's individual needs while including considerations for vulnerable populations such as Indigenous Peoples and other racialized groups, youth, and those involved with the mental health and justice sectors.

### **Homelessness Data**

The 2021 Windsor Essex Coordinated Point-in-Time (PiT) Count was conducted in March 2021. The 2021 PiT Count identified that 251 people are experiencing homelessness on any given night, which reflects a 27% increase compared to 2018, when 197 people were identified. Single adults account for 79% of people experiencing homelessness in Windsor Essex. Survey results show that 42% of respondents need some time-limited assistance to get back into stable housing, and an additional 35% need highly intensive supports to stay housed.

As of May 2022, the Windsor Essex By-Names Prioritized List (BNPL), which provides real-time data of people experiencing homelessness in Windsor-Essex, shows there are currently 463 people actively experiencing some form of homelessness, of which 360 are experiencing chronic or long-term homelessness who would require a varied

intensity of case management supports to retain housing. Overall, single adults represent 91.5% of those actively experiencing homelessness. Seventy-seven (77) people have been on the BNPL since 2018 and have a combination of chronic and high acuity homelessness who require stabilizing cross-sectoral supports to obtain and retain housing. Currently there are limited housing options and support services in Windsor Essex to adequately address the unique needs of this population and end their homelessness.

As of March 2022, the Windsor Essex Central Housing Registry (CHR) waitlist has 6,300 applicants registered and waiting for affordable housing, which represents an increase of approximately 84% from December 2016, and highlights the increased need for social and affordable housing in our community. Priority II applicants experiencing homelessness accounted for 419 of the eligible applicants on the waitlist. Each of the 6,300 households have met the household income eligibility criteria of having incomes at or below the Household Income Limits (HILS)<sup>2</sup> as designated in the *Housing Services Act, 2011* (HSA), verifying the need to support low income households that require assistance with housing costs. As of March 2022, 57% of applicants on the Central Housing Registry waitlist required a one-bedroom unit, further supporting the current rental market trend of higher rents for this unit size, and the need to focus on one-bedroom units in new affordable capital developments.

Since 2011, the number of Ontario households in core housing need<sup>3</sup> has increased by 19%, while the number of households receiving housing support from provincial programs has decreased by 4%. The Province's social housing wait list increased by 27% over this time period, with many households waiting over 10 years for a placement in social housing<sup>4</sup>. The affordability of housing is diminishing for many Canadians as the housing market continues to exceed wage growth. An increasing number of people will spend 30% or more of their income on their housing, leaving them "precariously" housed and at risk of homelessness. Many will be priced out of the housing market entirely<sup>5</sup>.

Emergency shelters remain the most expensive response to homelessness costing between \$23,629 per bed in Windsor Essex County pre-pandemic and increasing by an additional \$16,000-\$17,500 per bed during the pandemic. A rent subsidy costs approximately \$4,500 annually, Housing with Supports Homes cost approximately \$18,250, and Housing First Intensive Case Management with rental assistance costs \$9,670.<sup>6</sup>

Lengthened exposure to the adverse effects of homelessness can lead to deterioration of mental health, physical health and addiction recovery. In order to help address this, H4 provides on site medical services through partnerships with Windsor Essex Community Health Centre (weCHC) and Canadian Mental Health Association (CMHA). Access to medical services are barrier free, serving those without referrals, appointment

---

<sup>2</sup> <https://www.ontario.ca/laws/regulation/110370>

<sup>3</sup> Core Housing Need: A household is in core housing need if its housing does not meet one or more of the adequacy, suitability or affordability standards and it would have to spend 30% or more of its before-tax income to access local housing that meets all three standards. (Source: Canada Mortgage and Housing Corporation)

<sup>4</sup> Financial Accountability Office of Ontario, Housing and Homelessness Programs in Ontario, 2021

<sup>5</sup> No Fixed Address: The Intersections of Justice Involvement and Homelessness, John Howard Society 2022

<sup>6</sup> Vink Consulting. Review of Emergency Shelter Services in Windsor Essex, July 2020

times or health cards. This service provides critical care for patients without primary care who would otherwise be seen by emergency medicine. The *Evaluation of the Homelessness and Housing Help Hub* conducted by OrgCode Consulting in 2021 presented to Council as part of the initial Housing Hub report (C 98/2021) indicates 25% of respondents are considered tri-morbid based upon self-reports.<sup>7</sup> Tri-morbid indicates that participants live with chronic disease, mental illness, and an addiction or dependency. Another 32% of interview participants are considered to be co-morbid. According to the Canadian MIS Database from the Canadian Institute for Health Information, the cost of 93+ hospitalizations over the last six months for people experiencing homelessness would have been at least \$523,706. The 271+ times in emergency rooms over the last six months would have cost Windsor-Essex at least \$42,818. It is anticipated that the Housing Hub will build upon the success of the H4 model by continuing to partner and co-locate health service providers' onsite and will achieve cost savings in the health sector, while improving health outcomes for program participants.

The relationship between incarceration and homelessness is bidirectional. Those experiencing homelessness are more likely to be incarcerated and individuals held in detention are at heightened risk to become homeless. Re-integrating into the community post incarceration requires coordinated discharge planning efforts amongst the health, justice and homelessness sector. Successful community releases from provincial institutions requires low barrier connections to necessities like income assistance, housing searches, mental health, addiction support and health care to achieve stability. Breaches of reporting to probation or bail appointments can result in returning to incarceration, furthering the revolving door of justice involvement and homelessness. In 2022, Probation and Parole and the John Howard Society Bail Supervision Program have committed to having staff on site at H4 several hours a week to remove barriers to reporting appointments and facilitate further community integration for justice affected populations experiencing homelessness. These enhancements to justice supports to reduce breaches contributes to a significant cost savings for the province. According to the most recent "Update on Costs of Incarceration" from Ottawa's Office of the Parliamentary Budget, the 100+ times people experiencing homelessness were in jail or prison over the last six months would have cost Windsor-Essex at least \$31,400<sup>8</sup>.

OrgCode Consulting states, "achieving housing is not always a straightforward process when people are missing important documents that may make them eligible for certain forms of housing that they would not be eligible for moving into without the necessary paperwork completed. This can include things like identification, proof of income, confirmation of a mental illness, addiction or other type of disabling condition, and even proof of filing taxes. H4 seems partially able to assist its guests with getting 'paper ready' for housing." By co-locating a number of agencies at the current H4, there has been a noted increase in the number of people who have moved into housing and a significant decrease in the length of time a participant experiences homelessness. Under the Housing Hub, this trend would continue and would assist the City in achieving its mandate to reduce and end chronic homelessness by 2028.

---

<sup>7</sup> OrgCode Consulting. An Evaluation of the Homelessness and Housing Help Hub, April 2021

<sup>8</sup> OrgCode Consulting. An Evaluation of the Homelessness and Housing Help Hub, April 2021

## Discussion:

This report informs Council on the consultation feedback and architectural feasibility study developed by Glos Arch + Eng and seeks approval for the next steps related to the development of the Housing Hub.

In Fall 2021, Glos Arch + Eng. was retained to explore the feasibility of a re-imagined and expanded housing hub model by engaging in broad community consultation that included emergency shelter service providers, the Housing and Homelessness Advisory Committee (HHAC), persons with lived experience, elected officials and other key stakeholders representing the health, social services, and justice sectors. Consultation efforts were robust and delivered through focus groups, surveys, phone, virtual and in person interviews and presentations to various committees. Figure 1 represents the broad spectrum of consultations held over December 2021 and January 2022.

Figure 1: Housing Hub consultations<sup>9</sup>



Consultation participants were asked for input on items such as future services and amenities, considerations for the potential location, preferred design elements, and future engagement strategies.

A Steering Committee was struck in late 2021 to provide feedback and direction to the development of the Housing Hub project through a collaborative and multi-disciplinary approach. Membership of various City departments whose knowledge base lends to the scope of the Housing Hub project participated on this committee along with staff from Glos Arch + Eng.

The proposed Housing Hub vision creates approximately 64 new affordable housing units, and a community hub for low barrier service connection to vital resources to address inequities in social determinants of health through collaboration, advocacy, and person centered care. The intention is not to duplicate existing services, but rather to create a robust triaging service that streamlines connections between sectors while improving sustained housing and wellness outcomes. The re-imagined program is also intended to create a space for both those experiencing homelessness and those who may be at risk of homelessness.

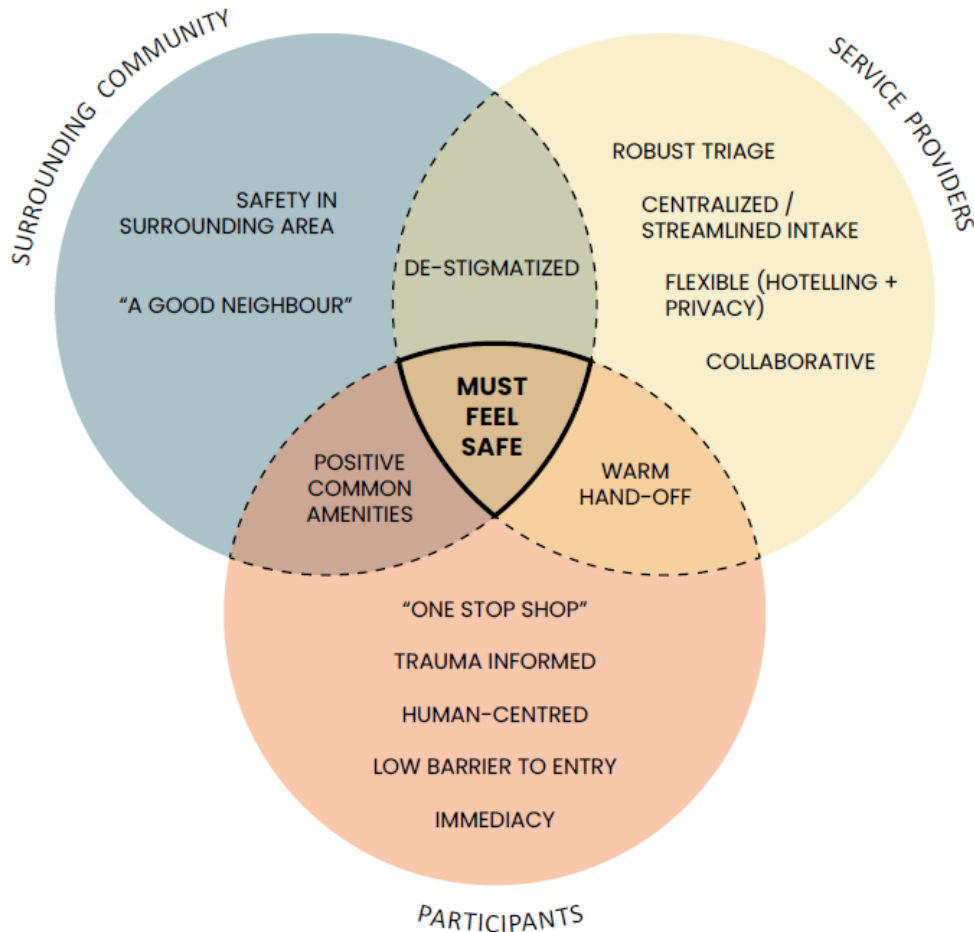
<sup>9</sup> What We Heard Report: A New Housing Hub, A Community Informed Feasibility Study, Glos Arch + Eng, 2022



Recommendations from Glos Arch + Eng's *What We Heard Report* (Appendix A) outlines intentional design for flexible spaces that can change with the needs of the community, including but not limited to civic emergencies, natural disasters, and peak demand of services in winter months.

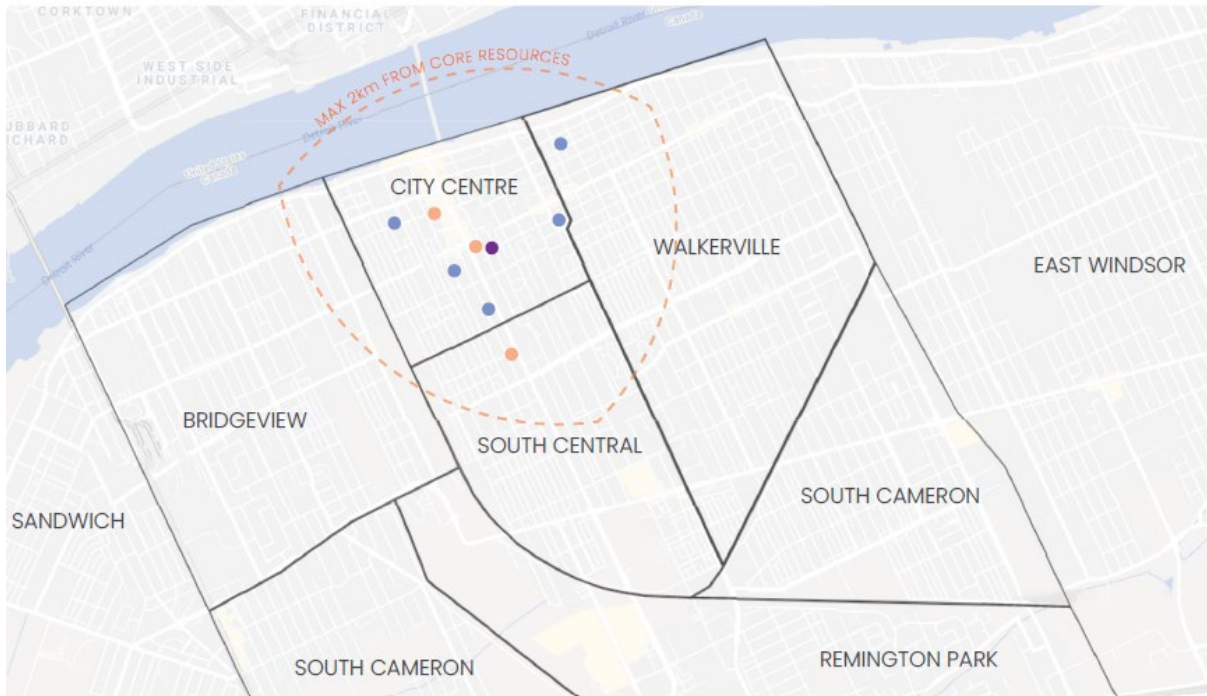
The critical elements of the Housing Hub that was provided through consultation feedback is represented in Figure 2 below.

Figure 2: Critical Needs



### Location

A fully operational Housing Hub with a broad range of in-house supports will still require close proximity to emergency shelters, health care providers, harm reduction pharmacies, in addition to other core community agencies. Feedback from participants, staff and service providers cite 2km as the desired distance for the average participant to be able to travel on foot to seek resources, which are primarily located within the boundaries of Ward 3. The map below visually represents the identified area.



- SHELTERS
- HARM REDUCTION PHARMACIES
- CONSUMPTION & TREATMENT SITE (CTS)

### Programming

Consultation feedback sectioned core-programming needs into five over-arching categories:

1. basic needs,
2. housing with wrap around supports,
3. drop-in service hub,
4. diversion,
5. prevention and coordinated access to services.

This intersectionality allows a person-centered approach to tailor interventions, services and supports to the unique needs of the program participants.

### Housing

As stated above, there are 77 single adults who have been identified on the By-Names Prioritized List (BNPL) whose housing and support needs exceed what is currently available in Windsor Essex. By seeking a property that can be phased and expanded to accommodate onsite single occupancy permanent housing would meet the needs of this group and leverages wrap around multi-sector support services. This aligns with the consultative feedback and recommendations made through C98/2021 that identifies a significant need for flexible on-site single occupancy housing to meet the specific needs of highly complex individuals and vulnerable underserved populations experiencing homelessness to create sustainable housing options.

### Design Elements

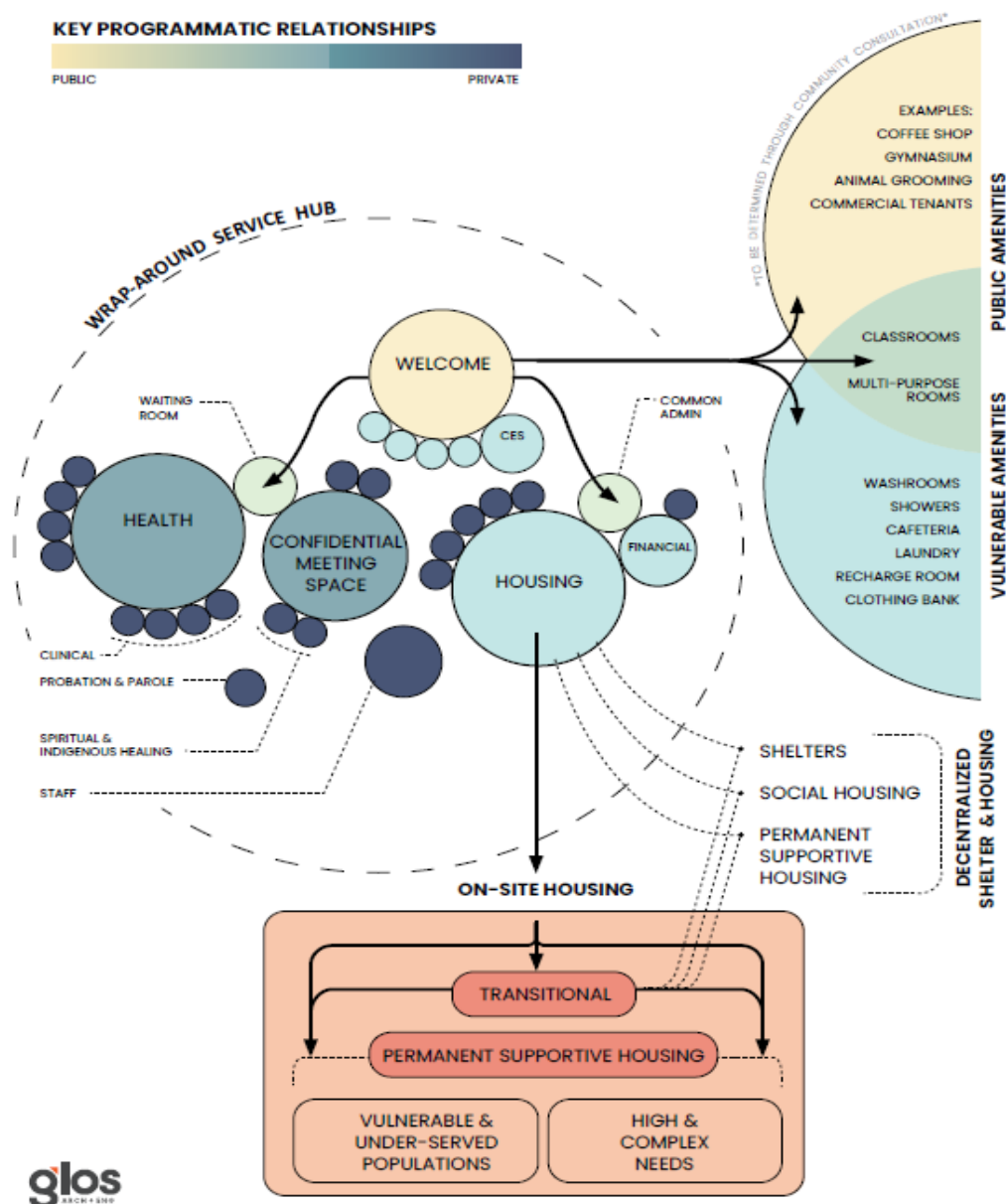
The overarching takeaway from consulting with persons experiencing homelessness at H4 was the building and program “must feel safe”. Physical choices for the space are rooted in trauma-informed design to promote dignity and decrease conflict, while also considering cultural safety and Indigenous representation.

### Services and Amenities

Services and amenities requested through consultation include but are not limited to, enhanced hygiene resources by adding on site laundry and showers, lockers for storage, increased availability of public phones, and expanded internet access with computer banks.

The Housing Hub’s programing, design elements, services and amenities are visually represented in Figure 3 below.

Figure 3: Program Elements



## Architectural Feasibility Renderings

The *Architectural Feasibility Study* authored by Glos Arch + Eng. (Appendix B) operates as an extension of the *What We Heard Report* and explores various assessment criteria for site typologies in order to test architectural opportunities, limitations, risks and costs.

Sites between 80,000-100,000 square feet are considered ideal for the Housing Hub. Sites in this size range offer flexibility to integrate outdoor space or community bridging amenities as desired. Sites greater than 100,000 square feet offer unique opportunities for future on-site housing and phased expansion to further community bridging resources. Sites between 40,000-80,000 are the minimal viable size for this project. Sites on the lower range will need to have the services and amenities be divided amongst multiple levels increasing operational costs for staffing, do not allow for future expansion, and limit the ability to incorporate outdoor areas.

When assessing potential sites, Glos Arch + Eng recommends considering many variables to assess for risk to neighbouring communities. Locations in close proximity to schools, parks and playgrounds, pedestrian commercial districts, or single-family homes are considered high risk. Locations in close proximity to low-risk land uses and/or currently considered derelict or difficult to develop by private entities, are considered opportunities. Site considerations have been reviewed and approved by the Steering Committee, including the recommendation to be within 2km walking distance of emergency shelters and core affiliated services. The *Architectural Feasibility Study* outlines the qualities of an ideal site for the Housing Hub, which can be used to evaluate safety, stigma, security, future growth, community integration, level of service, and operational efficiency for staffing.

### Risk Analysis:

There is a moderate risk that there may be limited site options that satisfy all of the requirements identified through the *Architectural Feasibility Study*. Administration in consultation with the Steering Committee will report back to Council on the potential sites explored that satisfy a higher number of the requirements identified through the *Architectural Feasibility Study* to inform a recommendation to purchase a site and develop of the Housing Hub.

Failure of Council to approve the recommendations in this report to allow Administration to further develop the Housing Hub model will hinder Administration's ability to meet the "shovel ready" requirements of senior level government funding. Administration anticipates future capital funding streams to be announced through the National Housing Strategy.

The current location of the H4 at the former Windsor Water World is temporary, and without a long-term plan, may have to cease operations. Without the H4 program, there is a gap in service provision that presents significant risk to the residents who rely on those services, and the community that has also experienced positive outcomes.

Further, a reduction in services, and in fact continuation of the status quo, presents the risk of not meeting the stated goals of the *Home Together: Windsor Essex Housing and*

*Homelessness Master Plan, 2019-2028* to prevent homelessness, end chronic homelessness by 2028 and expand supportive and/or affordable housing that is permanent and accessible to underserved populations.

Not investing or endorsing the development of the Housing Hub not only negatively impacts the quality of life for many residents, but may also negatively impact efforts to attract, increase and sustain the economic development opportunities in the downtown core and advance the strategies identified under Windsor Works. As the result may be an increase in visible street homelessness and a negative impact on capacity issues within the existing emergency shelter system. Other sectors such as police, hospitals, and the justice system will also experience increased demand and costs.

### **Climate Change Risks**

N/A

### **Climate Change Mitigation:**

N/A

### **Climate Change Adaptation:**

N/A

### **Financial Matters:**

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for the delivery of the Provincial Housing and Homelessness programs in Windsor and Essex County and the Community Entity for the Federal Reaching Home program.

### **Current H4**

The Homelessness & Housing Help Hub (H4) began as an emergency response to the COVID-19 pandemic to provide social distancing and safe daytime accommodations to individuals experiencing homelessness. The current H4 location at Windsor Water World is temporary and has been supported through various time-limited Federal and Provincial COVID-19 funding streams and in-kind municipal contributions. Without a long term plan for moving the H4 to another location the H4 will have to cease operations, which may lead to the increase in visible street homelessness and contribute to negatively impact capacity issues within the existing emergency shelter system.

For the 2022-2023 fiscal year, the projected funding required to operate the H4 at the current location will be available from the Federal Reaching Home program and/or from other Provincial homelessness programs. For the 2023-2024 fiscal year, it is projected that funding from senior levels of government will not cover the operating costs associated with the current H4 location. A request for municipal funding will be brought to Council during the development of the 2023 Operating Budget for the portion of the H4 operating costs that cannot be funded through Federal or Provincial homelessness programs.

## Proposed Housing Hub

The *Architectural Feasibility Study* developed by Glos Arch + Eng envisions a fully operational Housing Hub with a broad range of in-house supports that is in close proximity to emergency shelters, health supports, harm reduction pharmacies, and other core community agencies. It also envisions that it would contain affordable housing units and would have flexible spaces that can change with the needs of the community, including but not limited to civic emergencies, natural disasters, and peak demand of services in winter months.

If the recommendations in this report are approved, Administration will engage with Real Estate to identify potential sites that meet the minimum requirements identified through Glos Arch + Eng's *Architectural Feasibility Study*. Administration will report back on the potential sites and findings of the preliminary work completed to support a recommendation to enter into negotiations to acquire or build/renovate a property.

**The 2022 Capital Budget contains \$200,000 approved for preliminary studies related to the Housing Hub (Project #HCS-001-22 Financial Project #7221048).** Besides the \$200,000 noted above, the 2022 Approved Operating Budget and 10 Year Capital plan does not contain municipal funding for the proposed Housing Hub. If the recommendations in this report are approved, Administration will also pursue additional funding opportunities from senior levels of government, or any other available sources that reduces the amount of funding requested from the municipal tax base. Administration will report to Council the outcome of any such funding pursuits.

The ongoing operating costs of a new site will vary upon the configuration of the new building and the expected service levels. Once a proposed site has been determined, a request will be brought forward for any capital funding required for the acquisition, renovation and construction of the proposed Hub, as well as for any ongoing operating funding required to maintain the asset and deliver the services.

Recent discussions with our peers on the Single Tier Regional Treasurer's Group have highlighted that housing and homelessness is a major problem across the province and has become one of the highest priority items for municipalities.

Like many other cities, the COVID-19 pandemic exposed the vulnerability of the housing and homelessness system and increased the visibility of homelessness, as well as provided an opportunity for Administration to leverage senior levels of government capital funding. Some of this one-time funding has been used to purchase and operate the additional shelter space for women and families. Additional funding has also been used to begin the expansion of supportive housing for persons exiting chronic homelessness requiring support services to maintain housing. Unfortunately, the increased level of service required during the pandemic, funded by one-time grants, will need to be sustained going forward. Unless new sustainable operating and capital funding is announced by senior levels of government, municipalities will not be able to fund this shortfall.

The extent of reliance on property taxes relative to public expectations of municipal service delivery continues to be a major challenge. The City's budget and financial

capacity continue to be stretched, highlighting the limitations of funding a multitude of social programs from an inadequate revenue base comprised solely of property taxes and various user fees.

**Consultations:**

Nancy Jaekel, Financial Planning Administrator  
 Linda Higgins, Manager Intergovernmental Funding  
 John Revell, Chief Building Officer  
 Alex Vucinic, Purchasing Manager  
 Dana Paladino, Deputy City Solicitor  
 Natasha Gabbana, Senior Manager of Asset Planning  
 Frank Scarfone, Manager Real Estate Services

**Conclusion:**

Homelessness is the symptom of systemic failures and barriers resulting in inequities for vulnerable people in our society. As with many complex social problems, solutions to ending homelessness cannot be achieved by one organization, sector or government alone. Rather, ending homelessness requires stakeholders to constantly work together to secure and direct the financial and human resources necessary to achieve the greatest number of reductions in homelessness that are possible. The Housing Hub addresses the needs of persons at risk or experiencing homelessness by streamlining immediate access to programs and services that will improve their social determinants of health. The Housing Hub reduces costly duplication, fosters community collaboration and ensures the City of Windsor remains a leader and innovator in ending homelessness.

**Planning Act Matters:**

n/a

**Approvals:**

Name	Title
Jennifer Tanner	Manager, Homelessness & Housing Support
Linda Higgins	Manager Intergovernmental Funding
Kirk Whittal	Executive Director, Housing and Children’s Services
Debbie Cercone	Commissioner, Human and Health Services
Shelby Askin-Hager	Commissioner of Legal and Legislative Services

Name	Title
Joe Mancina	Chief Financial Officer
Onorio Colucci	Chief Administrative Officer

**Notifications:**

Name	Address	Email
HHAC		Clerks to send
Cathy Milne		<a href="mailto:cmilne@citywindsor.ca">cmilne@citywindsor.ca</a>
Sonia Bajaj		<a href="mailto:sbajaj@citywindsor.ca">sbajaj@citywindsor.ca</a>
Stephen Lynn		<a href="mailto:slynn@citywindsor.ca">slynn@citywindsor.ca</a>
Sharon George		<a href="mailto:Exec.director@caifc.ca">Exec.director@caifc.ca</a>
Joyce Zuk		<a href="mailto:jzuk@fswe.ca">jzuk@fswe.ca</a>
Anna Angelidis		<a href="mailto:angelidis@hislscdg.com">angelidis@hislscdg.com</a>
Lori Pinksen		<a href="mailto:Lori.pinksen@salvationarmy.ca">Lori.pinksen@salvationarmy.ca</a>
Danny Pinksen		<a href="mailto:Danny.pinksen@salvationarmy.ca">Danny.pinksen@salvationarmy.ca</a>
Lady Laforet		<a href="mailto:info@welcomecentreshelter.com">info@welcomecentreshelter.com</a>
Rukshini Ponniah-Gouin		<a href="mailto:rukshini@downtownmission.com">rukshini@downtownmission.com</a>
Nicole Wilson		<a href="mailto:nicolew@sophrosyne.ca">nicolew@sophrosyne.ca</a>
Sylvie Guenther		<a href="mailto:admin@hiatushouse.com">admin@hiatushouse.com</a>
Michael Brennan		<a href="mailto:executivedirector@pozitivepathways.com">executivedirector@pozitivepathways.com</a>
Jeanie Diamond-Francis		<a href="mailto:jdiamond@countyofessex.ca">jdiamond@countyofessex.ca</a>
Mike Morency		<a href="mailto:Executivedirector@matthewhousewindsor.org">Executivedirector@matthewhousewindsor.org</a>
Stephanie Premrl		<a href="mailto:Stephanie.premrl@veterans.gc.ca">Stephanie.premrl@veterans.gc.ca</a>
Lynn Calder		<a href="mailto:lcalder@lifeafterfifty.ca">lcalder@lifeafterfifty.ca</a>
Mary Ellen Bernard		<a href="mailto:mbernard@citywindsor.ca">mbernard@citywindsor.ca</a>
Shelley Gilbert		<a href="mailto:gilberts@lao.on.ca">gilberts@lao.on.ca</a>



<b>Name</b>	<b>Address</b>	<b>Email</b>
Lorraine Goddard		<a href="mailto:lgoddard@weareunited.com">lgoddard@weareunited.com</a>
Michelle Suchiu		<a href="mailto:msuchiu@workforcewindsorsex.com">msuchiu@workforcewindsorsex.com</a>
Ralph Ganter		<a href="mailto:ralphganter@alsogroup.org">ralphganter@alsogroup.org</a>
Jamie Stephens		<a href="mailto:jstephen@cmhc-schl.gc.ca">jstephen@cmhc-schl.gc.ca</a>
Eric Hill		<a href="mailto:canamhomes@yahoo.ca">canamhomes@yahoo.ca</a>
Michelle Coulis		<a href="mailto:mcoulis@wechc.com">mcoulis@wechc.com</a>
Karen Bolger		<a href="mailto:karen@communitylivingsex.org">karen@communitylivingsex.org</a>
Bob Cameron		<a href="mailto:bob@dwcc.ca">bob@dwcc.ca</a>
David Korenic		<a href="mailto:dkorenic@wechc.com">dkorenic@wechc.com</a>
Angela Yakonich		<a href="mailto:angela@wfhcp.com">angela@wfhcp.com</a>
Peter Coupe		<a href="mailto:pcoupe@windsorresidenceinc.com">pcoupe@windsorresidenceinc.com</a>
Derrick Drouillard		<a href="mailto:ddrouillard@wecas.on.ca">ddrouillard@wecas.on.ca</a>
Barbara Milne		<a href="mailto:Barbara.milne@publicboard.ca">Barbara.milne@publicboard.ca</a>
Stacey Yannacopoulos		<a href="mailto:syannacopoulos@newbe.ca">syannacopoulos@newbe.ca</a>
Krista Rempel		<a href="mailto:krempe@thebridgeyouth.ca">krempe@thebridgeyouth.ca</a>
Jason Weinberg		<a href="mailto:executivedirector@wrym.ca">executivedirector@wrym.ca</a>
Ashley Marchand		<a href="mailto:ashely@downtownmission.com">ashely@downtownmission.com</a>
Karmen Rusnak		<a href="mailto:Karmen.Rusnak@ontario.ca">Karmen.Rusnak@ontario.ca</a>
Michelle Harvey		<a href="mailto:Michelle.Harvey@ontario.ca">Michelle.Harvey@ontario.ca</a>
Catherine Brooke- Sokolik		<a href="mailto:cbrooke@stleonardswindsor.com">cbrooke@stleonardswindsor.com</a>
Jason Bellaire		<a href="mailto:jbellaire@windsorpolice.ca">jbellaire@windsorpolice.ca</a>
Barry Horrobin		<a href="mailto:bhorrobin@windsorpolice.ca">bhorrobin@windsorpolice.ca</a>
Luciano Carlone		<a href="mailto:lcarlone@cmha-wecb.on.ca">lcarlone@cmha-wecb.on.ca</a>
Dr. Jennifer Bondy		<a href="mailto:Jennifer.bondy@medportal.ca">Jennifer.bondy@medportal.ca</a>
Justin Lammers		<a href="mailto:jlammers@countyofessex.ca">jlammers@countyofessex.ca</a>

Name	Address	Email
Dr. Sheri Bergeron		<a href="mailto:SheriBergeron@sehc.com">SheriBergeron@sehc.com</a>
Fr. Dr. Matthew Durham		<a href="mailto:Matthewdurham@sehc.com">Matthewdurham@sehc.com</a>
Bill Marra		<a href="mailto:Bill.Marra@hdgh.org">Bill.Marra@hdgh.org</a>
Sonja Grbevski		<a href="mailto:Sonja.Grbevski@hdgh.org">Sonja.Grbevski@hdgh.org</a>
Tammy Kotyk		<a href="mailto:tkotyk@cmha-wecb.on.ca">tkotyk@cmha-wecb.on.ca</a>
Patrick Kolowicz		<a href="mailto:Patrick.Kolowicz@hdgh.org">Patrick.Kolowicz@hdgh.org</a>
Jean Laforge		<a href="mailto:jlaforge@mhc-wec.on.ca">jlaforge@mhc-wec.on.ca</a>
Bruce Krauter		<a href="mailto:bkrauter@countyofessex.ca">bkrauter@countyofessex.ca</a>
Brian Dokis		<a href="mailto:bdokis@soahac.on.ca">bdokis@soahac.on.ca</a>
Rita Taillefer		<a href="mailto:rtaillefer@wechc.org">rtaillefer@wechc.org</a>
Nicole Dupuis		<a href="mailto:ndupuis@wechu.org">ndupuis@wechu.org</a>
Jonathan Foster		<a href="mailto:Jonathan.foster@wrh.on.ca">Jonathan.foster@wrh.on.ca</a>
Derrick Carl Biso		<a href="mailto:president@transwellness.ca">president@transwellness.ca</a>
David Lenz		<a href="mailto:info@wepridefest.com">info@wepridefest.com</a>
Debi Croucher		<a href="mailto:debi@downtownwindsor.ca">debi@downtownwindsor.ca</a>
Claudia den Boer		<a href="mailto:cdenboer@cmha-wecb.on.ca">cdenboer@cmha-wecb.on.ca</a>

### Appendices:

Appendix A: What We Heard Report, A New Housing Hub: A Community-Informed Feasibility Study, March 2022

Appendix B: Architectural Feasibility Study, A New Housing Hub: A Community-Informed Feasibility Study, April 2022