CITY OF WINDSOR AGENDA 10/04/2023

Community Services Standing Committee Meeting

Date: Wednesday, October 4, 2023
Time: 9:00 o'clock a.m.

Location: Council Chambers, 1st Floor, Windsor City Hall

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure By-law 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations have the option to participate in person or electronically.

MEMBERS:

Ward 2 - Councillor Fabio Costante

Ward 3 - Councillor Renaldo Agostino

Ward 4 - Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman (Chairperson)

Ward 6 - Councillor Jo-Anne Gignac

ORDER OF BUSINESS

Item #	Item Description
1.	**CALL TO ORDER**

READING OF LAND ACKNOWLEDGEMENT

We [I] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

2. **DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF**

3. **ADOPTION OF THE MINUTES**

3.1. Adoption of the Community Services Standing Committee minutes of its meeting held September 6, 2023 **(SCM 240/2023)**

4. **REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS**

5. **COMMUNICATIONS**

6. **PRESENTATIONS AND DELEGATIONS**

7. **COMMITTEE MATTERS**

8. **ADMINISTRATIVE ITEMS**

8.1. Response to CQ 20-2023 – Feasibility of Expanding Outreach Services and 311 Operating Hours– City Wide **(S 118/2023)**

9. **QUESTION PERIOD**

10. **ADJOURNMENT**

THE CITY OF WINDSOR ONTARIO, CANADA

Committee Matters: SCM 240/2023

Subject: Adoption of the Community Services Standing Committee minutes of its meeting held September 6, 2023

Community Services Standing Committee Meeting

Date: Wednesday, September 06, 2023
Time: 9:00 o'clock a.m.

Members Present:

Councillors
Ward 2 - Councillor Costante
Ward 3 - Councillor Agostino
Ward 4 - Councillor McKenzie
Ward 5 - Councillor Sleiman (Chairperson)
Ward 6 - Councillor Gignac

ALSO PARTICIPATING IN COUNCIL CHAMBERS ARE THE FOLLOWING FROM ADMINISTRATION:

Ray Mansour, Commissioner, Community Services
Andrew Daher, Commissioner, Human & Health Services
Jen Knights, Executive Director Recreation & Cluture
Kirk Whittal, Executive Director Housing & Children Services
Jennifer Tanner, Manager Homelessness & Housing Support
James Chacko, Executive Director Parks & Facilitites
Cristopher Menard, Supervisor Community Programming
Michelle Staadegaard, Manager Culture & Events
Doran Anzolin, Executive Initiatives Coordinator
Mary-Ellen Bernard, Program Manager / Economic Development & Innovation
Linda Higgins, Manager Intergovernmental Subsidies & Financial Planning
Samantha Magalas, Executive Initatives Coordinator
Summer Jasey, Emergency Planning Officer, Housing & Children's Services

1. CALL TO ORDER

The Chairperson calls the meeting of the Community Services Standing Committee to order at 9:01 o'clock a.m.

2. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

None disclosed.

3. ADOPTION OF THE MINUTES

3.1. Adoption of the Community Services Standing Committee meeting minutes held March 1, 2023

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Renaldo Agostino

That the minutes of the Community Services Standing Committee meeting held March 1, 2023 **BE ADOPTED** as presented.
Carried.

Report Number: SCM 79/2023

4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None presented.

5. COMMUNICATIONS

None presented.

6. PRESENTATIONS AND DELEGATIONS

6.1. ProsperUS Advocacy Letter - Primary Care Access / Delegation

Rose Hayes, Co-Chair, ProsperUS Community Action Network and Jessica Sartori, Co-Chair, ProsperUs Leadership Council

Rose Hayes, Co-Chair, ProsperUS Community Action Network and Jessica Sartori, Co-Chair, ProsperUs Leadership Council appear before the Community Services Standing Committee regarding the presentation "United Way – ProsperUs Collective Impact Initiative – Primary Care

Access" and provide a brief overview of the ProsperUs organization; the strategy to deliver and strengthen services to provide access for youth to succeed; provide details regarding the need for access to primary care and specific neighbourhoods where this tends to occur as well as the area of focus and advocating for investment for Physician recruitment and the research to support it. Ms. Sartori provides the Windsor Advocacy Plan and outlines the need for a regional stakeholder striking committee to address key issues.

Councillor Renaldo Agostino inquires as to how many people are expected to be a part of the committee. Ms. Sartori responds that the direction of City Council will outline what would make the most sense in terms of capacity consisting of health care providers, Ontario Health Team members, City Administration, Councillors, and residents.

Councillor Jo-Anne Gignac asks about the investment in terms of statistics and impact on the affected communities. Ms. Sartori indicates that the data is comparative of similar populations of the affected communities.

Councillor Mark McKenzie inquires whether we think this is the correct strategy or should we be considering other options. Ms. Sartori responds, we need a "made in Windsor" solution incorporating a committee to further discuss possible solutions by incorporating what works in other municipalities and tailoring it to fit the needs of the city.

Councillor Fabio Costante inquires whether we know the number of people without care in the priority communities, has international recruitment been considered, has the OHT been engaged and what their role would be. Ms. Sartori indicates that approximately 1 in 5 are in need of a primary care physician and that the priority communities are more affected. Ms. Sartori indicates that whatever it takes to provide residents with access to primary care, ProsperUs is open to the conversation. She adds that they have members from both of the Windsor Hospitals at the ProsperUs table.

Councillor Fabio Costante inquires about the OHT, what it does and specifically related to this issue. Andrew Daher, Commissioner, Human and Health Services appears the Community Services Standing Committee regarding the presentation "United Way – ProsperUs Collective Impact Initiative – Primary Care Access" and provides details regarding the OHT, which is comprised of 40 members of the community, health care, primary care providers, CEOs who discuss how to improve access around the community. Mr. Daher indicates that there were several recent applications to the ministry for an increase in primary care access in our community. The OHT does not expect all of them to be approved, but are hopeful that at least one will be in order to increase access to primary care in priority communities.

Councillor Jo-Anne Gignac inquires when Council can expect to get the report back from the consultant. Mr. Daher indicates that hopefully by the end of 2023 or early 2024 we should have the information from the consultant related to the Pathway to Potential (P2P) program.

Moved by: Councillor Fabio Costante
Seconded by: Councillor Renaldo Agostino

That city administration REPORT BACK to council on striking a regional steering committee in collaboration with key stakeholders to explore the need for Primary Care Provider recruitment and retention; and

That the Ontario Health Team BE REQUESTED to report to Council on what they are doing to address Physician Recruitment and how the City can work with them for Council's consideration.

The motion is **put** and **lost**.

Councillors Jo-Anne Gignac and Mark McKenzie voting nay.

Moved by: Jo-Anne Gignac
Seconded by: Mark McKenzie

Decision Number: **CSSC 207**
That the presentation provided by United Way – ProsperUs Collective Impact Initiative – Primary Care Access **BE RECEIVED** for information
Carried.
Councillors Fabio Costante and Renaldo Agostino voting nay.

Clerk's File: ACO2023

7. COMMITTEE MATTERS

None presented.

8. ADMINISTRATIVE ITEMS

8.1. Response to CQ 8-2023 - QR Coded Donation Signage to Support Homelessness Service Providers - City Wide

Councillor Renaldo Agostino requests that administration review some of the projects that The Human & Health Services team is working on. Mr. Daher provides information about the education and awareness of homelessness and what resources and services are available to the residents of our communities.

Councillor Mark McKenzie inquires whether there have been discussions with local Federal and Provincial representatives, and if so, how have those conversations gone, and whether there have been discussions regarding additional funding for rehabilitation and mental health facilities. Mr. Daher indicates that there have been multiple discussions about funding and affordable housing. Mr. Daher adds that the Ontario Works program needs additional funding in order to support individuals in our community. Mr. Daher indicates that mental health is not funded through the municipal side, it is funded through the Provincial government which is why advocacy is so important. Mr. Daher adds that strategies to secure housing for those affected is going to be very important.

Councillor Jo- Anne Gignac inquires whether the information/communication was in conjunction with the University of Windsor. Mr. Daher indicates that it is independent of the University of Windsor. Mr. Daher adds that It is a starting point to be able to communicate and educate that there are so many services available within the community.

Moved by: Councillor Renaldo Agostino
Seconded by: Councillor Jo-Anne Gignac

Decision Number: CSSC 203
That the report of the Commissioner of Human & Health Services in response to CQ 8-2023 – QR Coded Donation Signage to Support Homelessness Service Providers – City Wide **BE RECEIVED** for information; and,

That City Council **NOT PROCEED** with the QR Coded Donation Signage to Support Homelessness Service Providers; and,

That City Council **ADVOCATE** to the provincial and federal levels of government for increased investments in programs and benefits for Canadians that will reduce poverty and increase affordability; and,

That City Council continues to **ALLOCATE** municipal funding to support and expand programs and services that advance the goals of the 10-year Housing and Homelessness Master Plan, and the creation of affordable housing; and,

That administration **BE REQUESTED** to continue the ongoing work with the community to develop ideas to alleviate issues related to homelessness; and,

That administration **BE REQUESTED** to provide details on where the informational pieces about Homelessness and the services available will be placed when this report proceeds to Council.
Carried.

Report Number: S 104/2023
Clerk's File: SS2023

8.2. Update of Round 2 of the Arts, Culture and Heritage Fund 2023 – City Wide

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 204**
That the report from the Supervisor, Community Programming – Cultural Affairs dated August 21, 2023 entitled, "Update on Round 2 of funding of the Arts, Culture and Heritage Fund (ACHF) 2023" **BE RECEIVED.**
Carried.

Report Number: S 103/2023
Clerk's File: AF/14372 & SR2023

8.3. Response to CQ 18-2022 – Jackson Park Bandshell Update – Ward 3

Councillor Mark McKenzie requests clarification related to the complications involved with the location of the Bandshell, what is the cost to restore the Bandshell and would it be realistic to move the structure. James Chacko Executive Director, Parks and Facilities appears before the Community Services Standing Committee regarding the administrative report "Response to CQ18-2022—Jackson Park Bandshell Update-Ward 3" and indicates that there is about 50 meters between the property and the boundary of Windsor Stadium which becomes a complication as there is limited space. Mr. Chacko adds that without an agreement with Windsor Stadium to utilize a portion of it, it would make redevelopment complicated. Mr. Chacko estimates it may take millions of dollars to bring the property up to AODA standards as well it is listed as a heritage property; and the costs associated with moving the structure would be considerable as well

Councillor Fabio Costante inquires what is the cost of doing nothing with the property. Mr. Chacko indicates that this would be one of the city facilities that would come forward as an update to the 2024/2025 update to the asset management plan. Mr. Chacko indicates that this facility has been sitting as is for approximately 30 years since the last time it was used for an event. The parks department has utilized it as a storage site for about 20 years, and it was used as a hub for the staff that work at Jackson Park over the summer, but because of the state of the building from an Accessibility standpoint, we are no longer using it for that purpose. It is structurally sound, not deteriorating it can continue to sit for the time being until directed to do something with it.

Councillor Fabio Costante requests that Administration clarify within the Parks Master plan does it call for the revitalization of the Bandshell. Mr. Chacko indicates that the Parks Master Plan identifies that it exists as part of Jackson Park and that an updated Master Plan specifically for Jackson Park needs to be brought forward.

Councillor Renaldo Agostino inquires about how much community consultation can be done prior to spending a significant amount of money on investigating this. Mr. Chacko indicates if the direction of Council is to undertake public consultation related to the Bandshell that is something to be taken into consideration in order to reduce associated costs.

Councillor Jo-Anne Gignac inquires about the anticipated venue at City Hall Square and references the Riverfront Plaza and the new Esplanade venue and the idea that we commemorate the Bandshell within these venues. Mr. Chacko confirms the coming venues and the ability to pay homage to the history of the city and specifically the Bandshell.

Moved by: Councillor Fabio Costante
Seconded by: Councillor Renaldo Agostino

That the report of the Executive Initiatives Coordinator dated August 21, 2023, entitled "Response to CQ 18-2022 – Jackson Park Bandshell Update-Ward 3" BE RECEIVED for information; and further,

That administration BE REQUESTED to engage in a feasibility study (two Phases) including a Condition Study and a Vision and Rendering Phase along with public consultation with the community and the Schoolboard on its best use and utilization; and,

That administration BE REQUESTED to report back at the next meeting of Council regarding a funding source other than the Budget Stabilization reserve (BSR)

Councillors Renaldo Agostino, Mark McKenzie, and Jo-Anne Gignac voting nay.

The motion is **put** and **lost**.

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 205**
That the report of the Executive Initiatives Coordinator dated August 21, 2023, entitled "Response to CQ 18-2022 – Jackson Park Bandshell Update-Ward 3" **BE RECEIVED** for information; and further,

That the Parks Department **UNDERTAKE** a consultation with the broader community for input on the future of the Jackson Park Bandshell.
Carried.
Councillor Costante voting nay.

Report Number: S 106/2023
Clerk's File: SR2023

8.4. Response to Open Streets Petition - City Wide

Councillor Jo-Anne Gignac inquires whether there is an opportunity to extend Open Streets beyond east end and west end. Michelle Staadegaard, Manager, Culture and Events appears before the Community Services Standing Committee regarding the administrative report "Response to Open Streets Petition-City Wide" and indicates that there is consideration as to what routes are possible.

Councillor Renaldo Agostino inquires whether there is an opportunity to make Open Streets a 2-day event, whether there is a lot of BIA input and whether it can be a back to back 2 day event. Ms. Staadegaard indicates that they have not looked into a 2-day event due to the need for a large number of volunteers. She adds that each year provides a new opportunity to improve and grow

and partnerships with the BIAs are heavily relied upon for the success of Open Streets. Ms. Staadegaard indicates that Sundays are the preferred day for the event due to reduced traffic congestion and less disturbance in the neighbourhoods in which they are held.

Councillor Mark McKenzie inquires what the reasoning is for having only one Open Streets event and whether it is due to the need for volunteers. Administration indicates that recruitment of volunteers is difficult and making sure that they show up and stay for the duration of the event. 300 volunteers are required for the success of the event, their primary role is to secure the route by patrolling barricades and being available to move the barricades in case of emergency vehicle access is needed. The majority of the budget is used for manpower and each event is within budget.

Moved by: Councillor Jo-Anne Gignac
Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 206**
That the report from the Manger, Culture and Events, dated August 21, 2023, entitled “Response to Open Streets Petition” **BE RECEIVED** for information; and further,

That beginning in 2024, City Council **APPROVE** Open Streets moving to an east-side route including the Olde Riverside, Pillette Village, Ford City, Ottawa and Erie Street Business Improvement Areas (BIAs); and further,

That in 2025 the route **RETURN** to the previously approved downtown/west-side route including the Walkerville, Wyandotte Town Centre, Downtown, and Sandwich Business Improvement Areas (BIAs); and further,

That in future years, the City **CONTINUE** to alternate between the newly proposed east-side route and the previously approved downtown/west-side route; and further,

That administration **BE REQUESTED** to provide information related to options regarding holding Open Streets events twice a year including feasibility and costs, one in the downtown/west-side route and one in the new east-side route.
Carried.

Report Number: S 107/2023
Clerk’s File: SPL/12373

9. QUESTION PERIOD

None presented.

10. ADJOURNMENT

There being no further business the meeting of the Community Services Standing Committee is adjourned at 10:50 o'clock a.m. The next meeting of the Community Services Standing Committee will take place on October 6, 2023.
Carried.

_____	_____
Councillor Sleiman (Chairperson)	Deputy City Clerk / Supervisor of Council Services

THE CITY OF WINDSOR ONTARIO, CANADA

Council Report: S 118/2023

Subject: Response to CQ 20-2023 – Feasibility of Expanding Outreach Services and 311 Operating Hours– City Wide

Reference:

Date to Council: October 4, 2023
Author: Jennifer Tanner
Manager, Homelessness and Housing Support
519-255-5200 x 5250
jtanner@citywindsor.ca
Housing and Children's Services
Report Date: 9/12/2023
Clerk's File #: GM/7755

To: Mayor and Members of City Council

Recommendation:

THAT the report of the Manager, Homelessness and Housing Support in response to CQ 20-2023 Feasibility of Expanding Outreach Services and 311 Operating Hours **BE RECEIVED** for information; and,

THAT City Council **ENDORSE** recent improvements made to the Homelessness Street Outreach team's schedule and improved access to such services through the 311 Contact Centre as outlined in this report; and,

THAT City Council **DIRECT** Administration to report back to Council with more data and information about the impact of recent improvements to the Homelessness Street Outreach team's schedule and after-hours homelessness response initiated through 311, before deciding if further expansion is needed; and,

THAT City Council continue to **SUPPORT** programs and services that advance the goals of the 10-year Housing and Homelessness Master Plan, and the creation and expansion of affordable and supportive housing.

Executive Summary:

N/A

Background:

At the July 10, 2023 meeting of City Council, Councillor Agostino asked the following question:

> *CQ 20-2023 "That administration report back to city council regarding all municipal and community outreach programs currently available and research and analyze the feasibility of expanding operating hours and services including having one dedicated number (i.e., 311/211) related to outreach support in our community."*

Discussion:

This report provides an overview of key outreach services funded through the City of Windsor as well as those led by other organizations. Such outreach services are intended to support Windsor-Essex's most vulnerable residents, encompassing those grappling with homelessness, mental health challenges, addiction issues, trauma, untreated or neglected health problems, or a combination thereof.

Access to different types of outreach services varies depending on the organization that is delivering the service and the time of day a service is available. For example, support from a Family Services Windsor-Essex (FSWE) Homelessness Street Outreach Worker (herein referred to as "Homelessness Outreach") can currently be requested by calling 311 during their regular business hours which are Monday to Friday from 8:00 am to 4:00 pm or by contacting Family Services Windsor Essex after-hours until midnight each day. Another key outreach service, the Nurse Police Team (NPT) can be requested through a call to Windsor Police Services non-emergency phone line, during the NPT hours of operation. A high-level summary of the various outreach teams and their hours of operation are provided in Appendix A: Key Outreach Services in Windsor and Hours of Operation Table. More specific details about the outreach services along with some exciting changes recently implemented are included in the following two sections.

Outreach Services – City Funded

To support those experiencing homelessness and those who sleep outdoors, the City of Windsor has allocated municipal and provincial funding to Family Services Windsor-Essex (FSWE) to deliver outreach services. Homelessness Outreach Workers interact with people experiencing homelessness, through a variety of progressive engagement techniques, make referrals to emergency shelters, and connect people with appropriate support services that will help them meet their housing, health, financial and social needs. People living outdoors may be disconnected from community services and it often takes multiple interactions to build trust before a person is willing to accept help.
There is a team of five (5) Homelessness Outreach Workers, with four (4) dedicated to the City of Windsor and one (1) dedicated to the County of Essex. In addition, the City also allocates federal funding to the Can-Am Indian Friendship Centre for an Indigenous Outreach Worker which offers specific culturally appropriate supports for Indigenous individuals experiencing homelessness. Indigenous Outreach supports are accessed by contacting Can-Am directly, not through the 311 process.

Current Process to Report Homelessness Concerns

If any member of the public notices someone who appears to be experiencing homelessness or who has set up a homeless encampment with structures or tents, they can request a Homelessness Response through 311.

When the Homelessness Outreach team receives a request for service through 311, they will triage and action the request within 24 hours, where a previous interaction had not already been completed recently. Given that the team consists of only four staff assigned in Windsor, it is not possible to guarantee a quicker response at this time. Additional funding would be required to increase the number of Homelessness Outreach Workers in order to improve response times.

As mentioned above the role of a Homelessness Outreach Worker is to engage with people experiencing homelessness. The workers can encourage people to access supports such as an emergency shelter, but they do not have the authority to "move people along" or compel them to leave a public space.

There are other homelessness services funded through the City of Windsor that complement the work of Homelessness Outreach Workers, including emergency shelters and the Homelessness and Housing Help Hub (H4).

Recent Improvements to Outreach Services

Based on feedback received by residents, businesses, and City Council, a new schedule for the Homelessness Outreach team was implemented during the summer of 2023 at no additional cost to the municipality. The changes were intended to better meet the needs of the community, and support those experiencing homelessness as well as those who are panhandling. This included expanding their hours of operation, extending service from 5 to 7 days a week and establishing regular service routes in six areas of the City (i.e., Downtown Windsor, Jackson Park, University Avenue West, Ford City, West Windsor and Walkerville).

The team has also begun offering on-call hours in the late evening, 7 days per week. When requests for services come in during the on-call hours, they are triaged by an FSWE Manager who determines if a Homelessness Outreach Worker should be dispatched to attend a location or if the request is better addressed during their regular operating hours or by another community service (e.g. NPT). During these on-call hours, the Homelessness Outreach Workers are not on duty, but rather on standby. If they are called in to respond to a request for service, they would have to travel to the designated location, which may take up to one hour. More details about the Homelessness Outreach team's regular hours of operation and on-call hours are provided in Appendix A: Key Outreach Services in Windsor and Hours of Operation Table.

Additionally, since April 2023, a Homelessness Outreach Worker has also been riding along with Windsor Police approximately two days per week to respond to panhandling concerns in various locations, intersections and boulevards throughout Windsor. There have been positive results from this partnership, including helping people secure income support through Ontario Works and a better understanding of panhandling in the

city. These service improvements have been achieved within the existing municipal and provincial budgets and no additional funding was required.

Outreach Services in Windsor Led by Other Organizations

There are also outreach and mobile services in Windsor that are led and funded by other organizations and dovetail with the Homelessness Outreach service to provide additional supports for vulnerable people in our community.

Other outreach services are described in the paragraphs below and a high-level summary of the contact information and hours of operation can be found in Appendix A.

- Mobile Outreach and Support Team (MOST) Van - supports the needs of those who have mental health or addiction challenges, require housing, or are street-involved. MOST is made up of a driver trained to support those with physical disabilities, a Social Worker, and an Outreach Worker. MOST will travel via an accessible van to Downtown and West-End Windsor locations with supplies such as food and personal care items while offering services. MOST is a collaborative initiative between Hôtel-Dieu Grace Healthcare (HDGH), the Canadian Mental Health Association – Windsor/Essex County Branch (CMHA WECB), and FSWE.
- Nurse Police Team (NPT) which pairs Windsor Police Officers with nursing professionals from Windsor Regional Hospital (WRH) to offer proactive care for those struggling with mental health and substance use disorders. The NPT team tries to divert people from the hospital emergency department by providing wound care and preventative care to individuals on the street.
- Community Outreach & Support Team (COAST) is a partnership between Windsor Police Services (WPS) and Hotel Dieu Grace Healthcare (HDGH) to provide on-site crisis and mental health assessments in Windsor to individuals aged 16 and above who are facing complex mental health and psychosocial issues.
- Mobile Crisis Rapid Response Team (MCRRT) is another partnership between WPS and HDGH which responds to dispatched calls for individuals presenting with symptoms of mental illness, substance abuse, behavioural disorders, or people in acute crises within Windsor.
- Pozitive Pathway Needle Syringe Program provides harm reduction education and supplies, as well as education about wound care.
- Windsor Essex Community Health Centre's Hep C Treatment and Support Team works to ensure those diagnosed with or at risk of acquiring Hepatitis C have access to specialized care.
- Downtown Windsor Community Collaborative Street Lights is a partnership between DWCC, Parkwood Gospel Church and Exchange Church that connects people with no fixed address to break down barriers and build compassion and advocacy.
- Society of Saint Vincent de Paul Street Outreach finds those lost to the system and brings them in for required services and support.
- New Beginnings Youth Outreach Workers help young people with a variety of needs including job searches, help finding housing and meeting basic needs such as food, clothing and hygiene care.

- Windsor Residence for Young Men Aftercare and Outreach Program provides supports for former and potential clients with housing retention, crisis response, referrals and/or emotional support.

In addition to these outreach services in Windsor, there are several similar services including COAST in Amherstburg and LaSalle, MCRRT and Mental Health Response Unit (MHRU) in Essex County.

All Windsor and Essex County residents can access support for mental health emergencies by contacting the Community Crisis Centre:

- By phone at 519-973-4435, which is available 24/7
- Walk-in service within the Crisis and Mental Wellness Centre at 744 Ouellette
    - Monday to Friday from 8:00 am to 10:00 pm
    - Saturday and Sunday from 8:00 am to 8:00 pm
- Or by attending a local emergency department after these hours

Coordinating and Accessing Outreach Services

Many of the outreach services described above or listed in Appendix A, meet regularly at the Community Outreach table, chaired by Family Services Windsor Essex, to discuss and coordinate their respective services. However, arranging for one centralized phone number for all these services would be very complex.

Currently, there is no coordinated infrastructure in place to have one single dedicated phone number to reach all of these various outreach and mobile services. This type of service would require the integration of numerous systems and trauma-informed professionally trained staff to assess and triage each call-in order to appropriately direct to the correct service provider or determine if emergency services would be required. This would be a complex and long-term undertaking requiring systemic change, appropriate funding and resources to implement and operate.

Recognizing that there are City funded services that are within the control of the municipality (i.e., Homelessness Outreach, needle pick-ups, etc.) that could benefit from one dedicated line, Administration has already implemented changes to leverage the existing 311 system that will assist residents and businesses with homelessness response services.

311 System Enhancements to Access Outreach Services

When CQ 20-2023 was posed by Council, Administration began working to find potential enhancements to the Homelessness Outreach service that could be acted on quickly, using the 311 Contact Centre as the dedicated line. As a result, the following changes are being implemented:

1. The first improvement strategy is the creation of a new 311 online service request that will allow the public to request homelessness supports outside of the 311 Contact Centre's current hours of operation. The service request called

"Homelessness Report" will be available 24/7 utilizing the 311Windsor mobile app as well as 311online. Once a request is created, it is automatically forwarded directly to the Homelessness Outreach team for their review, triage and action during their hours of operation, as described further above. Leveraging the existing 311 reporting system not only achieves efficiencies but also allows for the collection of data for future analysis and decision-making. There is no cost to implement this solution.

2. The next immediate strategy that can be implemented to streamline access to Homelessness Outreach is by utilizing the existing 311 phone system and after-hours interactive voice response (IVR) messaging. The after-hours messaging will be adjusted to include a "press 1" option whereby homelessness response calls would be automatically routed to the Homelessness Outreach team. This provides not only an easy number for the public to remember but also an effective and simple solution for callers to connect directly with a service provider. Data can be collected on how many calls come in after hours seeking homelessness support. The cost to make changes to the 311-telephony infrastructure and implement this solution is less than $2000 and can be absorbed within the existing operating budget.

By utilizing 311 services, and implementing the two solutions outlined above as a first step, Administration can fulfill the "one number to remember" request and also collect more reliable data about the number of requests for homelessness supports and the location of these concerns, as well as utilize standardized workflow processes and improve coordination between the Homelessness Outreach team and other City departments (e.g. By-Law, Parks).

It is important to note that while these changes do simplify and expand access to Homelessness Outreach supports, they do not provide an immediate or 24/7 response from the Homelessness Outreach team due to the limitations of their hours of operation, the limited number of Homelessness Outreach Workers, and the need to prioritize requests from all areas of the city and varying degrees of urgency. Each request for a Homelessness Response needs to be triaged to determine if Homelessness Outreach is the appropriate support service when it can be actioned by the Homelessness Outreach team, or if it would be more appropriate to request a response from another outreach service or Windsor Police Services.

Expanding 311 Hours of Operation

Currently, the 311 Contact Centre operates Monday to Friday from 8:00 am to 4:00 pm. These hours align with the peak call volume times. When first established in 2005, the 311 Call Centre hours were Monday to Friday from 7:00 am to 10:00 pm and Saturday from 8:00 am to 4:00 pm. As data on call volumes and service levels became available for analysis, these initial hours of operation were scaled back over the years to minimize costs and maximize efficiencies using the call volume data. In addition, 311 rolled out and promoted alternate self-serve channels such as 311online and the 311Windsor mobile app which offered 24/7 options for residents to report issues. Despite this reduction of operating hours to achieve efficiencies, during the last 10 years, the Contact Centre continues to respond to an average of over 140,000 311 inquiries annually.

To provide further information for Council's consideration, a high-level analysis was undertaken to provide estimated base budget costs to expand the 311 hours of operation to align with the Homelessness Outreach regular operating hours and on-call hours of service (16 hours/day/7 days per week) as well as potential provision of call answering to include after-hours (24/7). For the purpose of this high-level analysis, the existing positions and scheduling model (based on 8-hour shifts) was used. Projections are based on the minimum scheduling coverage required to operate per each option and in accordance with the Collective Agreements, Corporate Human Resource Policies and labour laws. The estimated staffing level coverage is in line with other 24/7 operations such as 211 and Windsor Police Services. Variables in call volume would have the potential to increase minimum staffing requirements and thereby further impact the resources required.

Table 1

	Projections for 311 Increased Service Hours				
	Hours of Service	Staffing Levels	Estimated base budget	Increase	% increase
Current Operating Hours	8 hours day/M-F/5 days week	21	1,962,658		
Option #1 Align with Homelessness Outreach hours	16 hours day/7 days week	33	3,232,400	1,269,742	65%
Option #2 Include after-hours	24/7	40	4,032,271	2,069,613	105%

To expand the existing Contact Centre hours of operation from the current Monday to Friday, 8:00 am to 4:00 pm, to 16 hours/7 days a week or 24/hour/7 days a week would require the commitment of significant resources. Should Council wish to pursue the expansion of Contact Centre hours as outlined above, a comprehensive business case including further research and fulsome analysis would be required to assess, develop and recommend a preferred operational model and detailed budget.

In addition to this, if the 311 Contact Centre hours were to be expanded, more funding would be needed to increase the number of Homelessness Outreach Workers to be able to respond to requests for services up to midnight or 24/7, rather than just offering on-call supports during the later hours of the evening. Also, when responding to requests for a Homelessness Response, the Outreach Workers' safety must be prioritized. Outreach Workers often operate in teams of two or where feasible, have a Windsor Police Officer present during the response in order to mitigate safety risks which has an impact on the response time and the cost of delivering the service. Determining the exact cost increase would require coordination with FSWE to determine the optimum staffing levels required to meet the service needs as well as their own health and safety and other human resources policies.

Other Options Considered

Other options for a dedicated line were explored and the findings are detailed below:

- A private or external social service call center was initially explored, and it was determined that it would not be a viable option when compared to the City's in-house 311 system for several reasons. The 311 system offers the advantage of consolidated data tracking in one unified system. All inquiries, complaints, and requests are recorded and managed within a single, integrated platform with 311. In contrast, a private call center will not have the same integrated and data tracking that 311 utilizes, which increases inefficiencies and complexity in managing and analyzing information. Additionally, the City's 311 staff and system have a better understanding of local issues and needs, resulting in more efficient and tailored responses to citizen inquiries. Finally, there's a cost factor to consider. Using a private call center can come with significant expenses, including one-time capital set-up and contract fees and additional operational costs.
- 211 is a free and confidential helpline that easily connects people to community, health, social and government services. Trained and accredited community navigators ask the right questions to get a picture of a person's needs. Navigators then provide referrals to services and programs connecting callers to the right supports. When people need additional help, 211 navigators will advocate on their behalf or warm transfer callers in crisis to crisis support lines or emergency services. The backbone of the 211 service is a comprehensive and integrated provincial resource database which contains information about programs and the agencies delivering them. The 211 service is delivered by a network of Regional Service Partners. The City of Windsor is the Regional Service Partner for the southwest region of the province encompassing Essex, Lambton, Chatham-Kent, Elgin, Oxford and Middlesex counties. Our trained Contact Centre staff respond to 211 inquiries during our regular operating hours Monday to Friday 8:00 am to 4:00 pm and handled over 23,000 inquiries in 2022. After-hours 211 service is provided by other partners in the integrated network. 211 is available to all people in the Province of Ontario 24/7 by phone, text, chat or email. 911 to report situations that require an immediate emergency response from police, fire or ambulance.

  While 211 serves as a valuable resource for connecting callers to various programs, it's important to note that it operates independently from municipal processes related to homelessness and outreach initiatives. Additionally, it lacks the capacity to gather the municipal specific and detailed homelessness data that is necessary for these initiatives.

Risk Analysis:

The risk of expanding 311 hours of operation to access Homeless Outreach services is that it will cost a significant amount of money and may create an expectation from the public that response times will be immediate, like a call to 911. And without increasing the number of Homelessness Outreach Workers, their response time to requests for service will continue to be up to 24 hours. If a person experiencing homelessness is

facing an urgent situation, such as the risk of hypothermia during extreme cold events, the public should continue to contact 911 for an immediate response.

The public may also have an expectation that if they request a homelessness response that will result in the person experiencing homelessness being “moved along” or forced to leave a public space, which is not the role of Homelessness Outreach Workers and could infringe on the person’s rights to occupy a public space. Expansion of 311 and/or Outreach will not necessarily reduce visible homelessness in our community. Real reductions in homelessness require systemic changes to decrease poverty and increase the supply of affordable and supportive housing.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

311 Budget

Currently the residents can access one of the trained Customer Contact Representatives Monday to Friday 8:00 am to 4:00 pm. With the current operating model, the Customer Contact Centre 21 positions currently support this level of service. Salary and fringe expenses amount to $1,905,558. Other costs such as training, expected overtime coverage and Cxone phone platform bring the total to $1,962,658.

Option #1 to expand the hours of operation to 16 hours/7days a week will require an increase in the staffing complement by 12 positions to provide adequate coverage for the expanded hours. These added positions will result in an increase of $1,193,648 in salary and fringe costs and $76,094 in other costs to total cost of $3,232,400.

Option #2 offers 24 hours/7days a week service at the 311 Call Centre. This will further increase staffing by 19 positions to cover all shifts around the clock. Under Option 3, salary and fringe will increase by $1,916,207 and other costs by $153,406 from the current model to the total cost of $4,032,271.

The Customer Contact Centre does not have the resources to offer any service expansion without requesting additional operating budget. Extending service to 16 hours /7 days a week will require an increase of $1,269,742 or 65% from the current budget. The required increase escalates to $2,069,613 or 105% with the 24/7 operating model.

Homelessness Budget

For the 2023 – 2024 fiscal year, the City of Windsor has been allocated $20.2 million in provincial and federal funding to provide a variety of homelessness programs including, but not limited to, the H4, emergency shelters, and outreach services. The City of Windsor also contributes $2.45 million towards these homelessness programs. The Homelessness Outreach program is funded a total of $366,184 through both the Province of Ontario's Ministry of Municipal Affairs and Housing (MMAH) Homelessness Prevention Program (HPP) and the City of Windsor ($277,703 HPP, $138,481 City). Administration will continue to advocate for increased provincial and federal funding to support these programs. Requests for municipal funding to support and expand programs and services will be brought forward, as needed, through the budget development process.

Consultations:

Alena Sleziak – Manager, Customer Contact Centre
Doran Anzolin – Executive Initiatives Coordinator, Human and Health Services
Jennifer Tanner – Manager, Homelessness and Housing Support
Kelly Goz – Manager, Homelessness and Housing Support (A)
Linda Higgins – Manager, Intergovernmental Funding and Human Services Integration
Emilie Dunnigan – Manager, Development Revenue & Financial Administration
Tracy Ou – Financial Planning Administrator

Conclusion:

Immediate enhancements to access services through 311 during the Contact Centre's regular hours of operation and after hours through the 311Windsor mobile app and 311 online are available should council approve. It is recommended that Administration be approved to implement the immediate enhancements through 311 and spend at least six months reviewing data collected about requests for services and study the impact on homelessness in our community and report back to Council.

Planning Act Matters:

N/A

Approvals:

Name	Title
Jennifer Tanner	Manager, Homelessness and Housing Support
Kirk Whittal	Executive Director, Housing and Children's Services
Andrew Daher	Commissioner, Human and Health Services
Janice Guthrie	Commissioner, Corporate Services/CFO

Name	Title
Ray Mensour	Commissioner, Community Services
Joe Mancina	Chief Administrative Officer

Notifications:

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Bill Marra, Hôtel-Dieu Grace Healthcare		Bill.Marra@hdgh.org
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Bruce Krauter, Essex-Windsor Emergency Medical Services		bkrauter@countyofessex.on.ca
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Sgt. Mike Agostinis, Lasalle Police		magostinis@lasallepolice.ca
Michael Brennan, Pozitive Pathways		executivedirector@pozitivepathways.com
Jennifer Wilson, Saint Vincet de Paul		wilson.jennifer33@gmail.com

Bob Cameron, Downtown Windsor Community Collaborative – Street Lights		bob@dwcc.ca
Rita Taillefer, Windsor Essex Community Health Centre		rtaillefer@wechc.org
Brian Harrison, Parkwood Outreach Centre		bharrison@parkwoodwindsor.com

Appendices:

1 Appendix A - Key Outreach Services in Windsor and Hours of Operation Table

Appendix A: Key Outreach Services in Windsor and Hours of Operation Table

Service	How to Access Service	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Funded by The City of Windsor								
Homelessness Outreach **(Regular operating hours)**	Call 311 (live answer M – F, 8am to 4pm) or 311Windsor Mobile App or 311 online	7:30am - 3:30pm	7:30am - 3:30pm	7:30am - 6:00pm	7:30am - 6:00pm	7:30am - 6:00pm	10:00am-6:00pm	10:00am-6:00pm
Homelessness Outreach **(On call hours)**	Call 311 (to be routed to FSWE) or 311Windsor mobile App or 311online	9:00pm - 12:00am	9:00pm - 12:00am	9:00pm - 12:00am	9:00pm - 12:00am	9:00pm - 12:00am	6:00pm-12:00am	6:00pm - 12:00am
CAN AM Indian Friendship Centre - Indigenous Outreach Worker	519-253-3243	-	1:00pm – 5:00pm	-	1:00pm – 5:00pm			
Led & Funded by Other Organizations								
MOST Van	(226) 787-5724	5:00pm - 9:00pm	5:00pm - 9:00pm	5:00pm - 9:00pm	5:00pm - 9:00pm	5:00pm - 9:00pm	-	-
Nurse Police Team	519-258-6111 (Police Non-Emergency)	-	-	-	-	1:00pm-1:00am	1:00pm-1:00am	1:00pm-1:00am
MCRRT	519-258-6111	9:00am – 10:00pm	9:00am –	9:00am –	9:00am – 10:00pm	9:00am –	-	-

	(Police Non-Emergency		10:00pm	10:00pm		10:00pm		
Windsor COAST	519-258-6111 (Police Non-Emergency	8:00am – 4:00pm	8:00am – 4:00pm	8:00am – 4:00pm	8:00am – 4:00pm	8:00am – 4:00pm	-	-
Essex MHRU	519-723-4600	8:00am – 6:00pm	8:00am – 6:00pm	8:00am – 6:00pm	8:00am – 6:00pm	-	-	-
Leamington MHRU	519-324-0123	-	8:00am – 6:00pm	8:00am – 6:00pm	8:00am – 6:00pm	8:00am – 6:00pm	-	-
LaSalle MHST	519-250-5048	* Hours Varied						
Pozitive Pathways	519-973-0222 x 109	1:30pm-3:30pm (Glengarry Area)	-	1:00pm-4:00pm	*Bi-Weekly Leamington 1:00pm-4:00pm	-	-	-
Saint Vincent de Paul	519-890 - 7215	-	-	5:00pm-8:00pm (depends on daylight)	-	-	-	7:00am-10:00am
Street Lights	519-903-7629	9am-11am	9am-11am	5:00pm-7:00pm	-	-	9am-11am	-
Windsor Essex Community Health Centre	519-890-6392	-	8:30am-4:30pm	8:30am-4:30pm (County)	-	8:30am-4:30am DT core	-	-
Red Frogs	519-948-7055	-	-	-	-	-	10:00pm -3:00am *every other Saturday	-