

Community Services Standing Committee Meeting Agenda

Date: Wednesday, July 3, 2024

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 ACKNOWLEDGMENT

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
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3.	ADOPTION OF THE MINUTES
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| 3.1. | Adoption of the Community Services Standing Committee minutes of its meeting held May 1, 2024 (SCM 124/2024) |
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4.	REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS
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5.	COMMUNICATIONS
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6.	PRESENTATIONS AND DELEGATIONS
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| 6.1. | 2024 Evaluation of the Homelessness & Housing Help Hub (H4) (S 82/2024) |
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7.	COMMITTEE MATTERS
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| 7.1 | Minutes of the Windsor Accessibility Advisory Committee of its meeting held May 14, 2024 (SCM 193/2024) |
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8.	ADMINISTRATIVE ITEMS
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| 8.1. | Response to CQ 27-2023 Regarding Parking Spaces at Ford Test Track (Ward 5) (S 12/2024) |
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9. QUESTION PERIOD

10. ADJOURNMENT



Committee Matters: SCM 124/2024

Subject: Adoption of the Community Services Standing Committee minutes of its meeting held May 1, 2024.

Community Services Standing Committee Meeting

Date: Wednesday, May 1, 2024

Time: 9:00 o'clock a.m.

Members Present:

Councillors

Ward 3 – Councillor Renaldo Agostino

Ward 4 – Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman (Chairperson)

Ward 6 - Councillor Jo-Anne Gignac

Councillor Regrets

Ward 2 - Councillor Fabio Costante

PARTICIPATING VIA VIDEO CONFERENCE ARE THE FOLLOWING FROM ADMINISTRATION:

Sandra Gebauer, Council Assistant

ALSO PARTICIPATING IN COUNCIL CHAMBERS ARE THE FOLLOWING FROM ADMINISTRATION:

Andrew Daher, Commissioner, Human & Health Services

Ray Mensour, Commissioner, Community Services

Jen Knights, Executive Director, Recreation & Culture

James Chacko, Executive Director, Parks & Facilities

Tanya Antoniwi, Executive Director, Employment & Social Services

Kirk Whittall, Executive Director, Housing & Children Services

Alina Sirbu, Executive Director, Long Term Care & Administration

Michael Chantler, Acting Chief Executive Officer – Windsor Public Library

Stephen Laforet, Fire Chief

Emilie Dunnigan, Manager Development Revenue & Financial Administration

Stephen Lynn, Manager Social Policy & Planning

Linda Higgins, Manager, Intergovernmental Funding, Employment, Society & Health

Jennifer Tanner, Manager, Homelessness & Housing Support

Charmaine Valbuena, Coordinator Social Planning

Doran Anzolin, Executive Initiatives Coordinator

Samantha Magalas, Executive Initiatives Coordinator

Anna Ciacelli, Deputy City Clerk

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1. CALL TO ORDER

The Chair calls the meeting of the Community Services Standing Committee to order at 9:00 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 minutes of its meeting held March 6, 2024.

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

THAT the minutes of the Community Services Standing Committee meeting held March 6, 2024 **BE ADOPTED** as presented.
Carried.

Report Number: SCM 67/2024

4. REQUEST FOR DEFERRALS, REFERRALS OR WITHDRAWALS

None requested.

5. COMMUNICATIONS

None presented.

6. PRESENTATIONS AND DELEGATIONS

None presented.

7. COMMITTEE MATTERS

7.1. Minutes of the Windsor Essex Regional Community Safety and Well-Being Plan's Regional Systems Leadership Table of its meeting held December 12, 2023.

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

Decision Number: **CSSC 245**

THAT the minutes of the Windsor Essex Regional Community Safety and Well-Being Plan's Regional Systems Leadership Table meeting held December 12, 2023 **BE RECEIVED**.
Carried.

Report Number: SCM 102/2024

7.2. Minutes of the Meetings of the Executive Committee and Board of Directors, Willistead Manor Inc., held February 8, 2024

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

Decision Number: **CSSC 246**

THAT the minutes of the Executive Committee and Board of Directors, Willistead Manor Inc. meeting held February 8, 2024 **BE RECEIVED**.
Carried.

Report Number: SCM 82/2024

7.3. Minutes of the Windsor Accessibility Advisory Committee of its meeting held February 20, 2024

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

Decision Number: **CSSC 247**

THAT the minutes of the Windsor Accessibility Advisory Committee meeting held February 20, 2024 **BE RECEIVED**.
Carried.

Report Number: SCM 61/2024

7.4. Minutes of the Committee of Management for Huron Lodge of its meeting held March 7, 2024

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

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Decision Number: **CSSC 248**

THAT the minutes of the Committee of Management for Huron Lodge meeting held March 7, 2024 **BE RECEIVED**.

Carried.

Report Number: SCM 96/2024

8. ADMINISTRATIVE ITEMS

8.1. 2024 Run With Responders and Tug Across the River - City Wide

Moved by: Councillor Jo-Anne Gignac

Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 240**

THAT City Council **SUPPORT** the Run with Responders and Tug Across the River event (the "Events") hosted by Windsor Fire & Rescue to take place in Windsor on July 28, 2024; and,

THAT the Fire Chief be **AUTHORIZED** to sign all documents required for the Events to take place subject to their being satisfactory in financial content to the City Treasurer and satisfactory in legal form to the City Solicitor; and,

Whereas on February 2, 2024, the 2024 Capital Budget was deemed approved via Mayoral decision MD05-2024 with no funding being allocated for this event and subsequently City Council **SUPPORT** an expenditure up to \$10,000 be it further resolved,

THAT the City Treasurer **BE DIRECTED** to create a new capital project under Windsor Fire and Rescue for tracking purposes; and,

THAT the City Treasurer **BE DIRECTED** to transfer up to \$10,000 from the Tourism Development Infrastructure & Program (Fund 214) to the newly set up capital project.

Carried.

Report Number: C 46/2024

Clerk's File: SR/14717

8.2. Derwent Park – Approval of the Masterplan – Ward 8

Councillor Jo-Anne Gignac inquires whether the Cricket Organization in the City of Windsor has come forward with any fundraising efforts on their behalf. James Chacko, Executive Director Parks and Facilities, appears before the Community Services Standing Committee regarding the Administrative report "Derwent Park – Approval of the Masterplan – Ward 8" and indicates that

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members of the cricket community have expressed enthusiasm in supporting funding for the project but have not yet had concrete discussions until direction from council is received.

Councillor Mark McKenzie inquires about the difference between what is proposed at Derwent Park and what is currently being done at Optimist Memorial Park. Mr. Chacko indicates that at Optimist Memorial Park pitch is currently being replaced in consultation and in collaboration with a couple of the cricket stakeholders that are contributing funding. The difference is that the Optimist Park pitch is not full regulation size. The Derwent Park pitch will be regulation size. Mr. Chacko adds that the demand for cricket fields has exploded, and current locations are fully subscribed to.

Councillor Mark McKenzie inquires as to the reasoning why Derwent Park is the selected location and not Forest Glade Optimist Park as it is more centrally located. Mr. Chacko responds that Parks & Recreation Administration met with several ward councillors at the time and Derwent Park straddles Ward 7 & 8 boundary and is close to Ward 9 and the Expressway and was deemed easily accessible and also had under-utilized space. Mr. Chacko adds that the Installation of the cricket pitch would see the illumination of several well-used baseball diamonds as well and it is a good way to activate the unused space.

Councillor Mark McKenzie comments that from a walkability standpoint, the park is not as easily accessible.

Councillor Renaldo Agostino inquires whether this will be the only full-sized regulation pitch in the City of Windsor. Mr. Chacko responds that this will be the only full-sized pitch.

Councillor Renaldo Agostino inquires whether the City anticipates hosting tournaments and events. Mr. Chacko responds that future phases of the project will see the installation of field lighting, which will encourage hosting out of town teams, and the potential of partnering with St. Clair College and the University of Windsor. Mr. Chacko adds that this is seen as a gateway to seeing additional cricket and tournament play in the City of Windsor.

Councillor Ed Sleiman inquires whether there are other places for residents in the county to practice and play. Mr. Chacko responds that in the county, there are some under-sized pitches, but the majority of players and users are using Windsor pitches and are mostly from the Windsor, Lasalle and Tecumseh area. There is a large international student population that is using the space and there is a growing trend and usage in this sport.

Moved by: Councillor Jo-Anne Gignac

Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 241**

- I. THAT Council **SUPPORT** the conceptual masterplan for Derwent Park as shown in Appendix A of this report which would require additional capital expenditures beyond Phase 1, which is funded in the 10-year capital plan, and further as it relates to Phase 1 of the plan:
- II. THAT City Council **PRE-APPROVE** and **AWARD** any procurement(s) necessary that are related to the installation of the cricket pitch including the fencing, player benches and

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irrigation system, provided that the procurement(s) are within approved budget amounts, pursuant to the Purchasing By-Law 93-2012 and amendment thereto, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer and in technical content to the Executive Director of Parks and Facilities; and further,

- III. THAT the Purchasing Manager **BE AUTHORIZED** to issue Purchase Orders as may be required to effect the Recommendations noted above, subject to all specifications being satisfactory in financial content to the City Treasurer, and in technical content to the Executive Director of Parks and Facilities; and further,
- IV. THAT the Chief Administrative Officer and City Clerk **BE AUTHORIZED** to sign any required documentation, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer and technical content to the Executive Director of Parks and Facilities; and,
- V. THAT Administration **BE AUTHORIZED** to use available funds within the project budget for any amendment(s) or change requirement(s)/directive(s) and additional documents relating to executed agreement(s), pursuant to the Purchasing By-Law 93-2012 and amendments thereto, satisfactory in legal content to the City Solicitor, in financial content to the City Treasurer, and in technical content to the Executive Director of Parks and Facilities; and further,

Whereas, on February 2, 2024, the 2024 10-year capital budget was approved via Mayoral Decision MD05-2024 which included an amount of \$1,000,000 for the implementation of Phase 1 be it further resolved:

- VI. THAT City Council **APPROVE** a pre-commitment of \$1,000,000 in 2025 Canada Community-Building Fund, Fund 176, funding from the Cricket Pitch behind Safety Village project, PFO-002-24, so that funding is made available for immediate use; and further,
 - VII. THAT the City Treasurer **BE DIRECTED** to bring forward a capital budget issue in the amount estimated to be \$6,528,000 as part of the 2025 10-year capital plan for consideration; and,
 - VIII. THAT administration **BE DIRECTED** to begin seeking out corporate sponsorship funding for future phases of the Derwent Park project.
- Carried.

Report Number: S 37/2024
Clerk's File: SR/14766

8.3. South Cameron Park Trails – Approval of the Conceptual Plan – Ward 10

Moved by: Councillor Mark McKenzie
Seconded by: Councillor Renaldo Agostino

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Decision Number: **CSSC 242**

THAT On February 2, 2024, the 2024 10-year capital budget was approved via Mayoral Decision MD05-2024 which did not include any amount for the implementation of the South Cameron Conceptual Trail Plan; be it further resolved,

- I. THAT Council **SUPPORT** the South Cameron Conceptual Trail Plan as shown in Appendix A of this report which would require additional expenditures which are not currently included in the 10-year capital plan; and further,
- II. THAT the City Treasurer **BE DIRECTED** to bring forward a capital budget issue in the amount estimated to be \$2,634,240 as part of the 2025 10-year capital plan for consideration.

Carried.

Report Number: S 38/2024
Clerk's File: SR2024

8.4. Windsor Essex Regional Community Safety & Well-Being Plan Update

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

Decision Number: **CSSC 243** CSSC 226

THAT the report of the Manager of Social Policy & Planning dated April 11, 2024 entitled "Windsor Essex Regional Community Safety & Well-Being Plan Update - City Wide" **BE RECEIVED** for information.

Carried.

Report Number: S 53/2024, SCM 42/2024 & SCM 365/2023
Clerk's File: SS/14026

8.5. Asylum Claimants Transferred to Windsor Hotels by Immigration, Refugees and Citizenship Canada (IRCC) Update – City Wide

Councillor Jo-Anne Gignac requests that Administration summarize the report. Andrew Daher, Commissioner, Health & Human Services appears before the Community Services Standing Committee regarding the Administrative report "Asylum Claimants Transferred to Windsor Hotels by Immigration, Refugees and Citizenship Canada (IRCC) Update – City Wide" and provides a brief summary of the report, including the Federal Government contacted the City of Windsor to ask if the municipality would assist in taking on some of the asylum claimants; the Government would be funding the hotels and meals for these individuals; a few hundred turned into about 1400 at its peak; the government has been working with other municipalities to redistribute the number of

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asylum claimants; The City of Windsor provided a resolution from council that stated that we cannot accept any more claimants; Immigration, Refugees and Citizenship Canada (IRCC) acknowledged the resolution and as a result the numbers in these hotels have decreased; there are about 840 claimants currently in the City of Windsor; administration has been working closely over the last year to find a pathway for the claimants so that they do not go into the shelter system; IRCC was contacted to request that they take on some of the individuals into the hotels where there is already available capacity; this step prevented about 100 individuals from entering emergency shelters; Federal funding that was received covered the cost of incurred expenses for emergency shelters. Mr. Daher indicates that signatures and authority are required in order to receive that same funding again this year. IRCC has already extended agreements with the hotels until June 30th and a further extension to September 30th is expected.

Councillor Ed Sleiman inquires whether the government has provided asylum seekers with employment. Mr. Daher responds that since July of 2023, they were able to get about 75 claimants into training with a large majority gaining employment. Mr. Daher adds that not all claimants are able to work due to a language barrier. The City is working with newcomer service providers to ensure they are providing support that they need in order to get acclimated into our environment. The City has deployed it's Ontario Works team, have received provincial funding to have a specialized team to help with applications that are forwarded to the employment team.

Councillor Renaldo Agostino inquires whether the City is receiving enough government funding in order to support the current services being offered. Mr. Daher responds that it is adequate. The IRCC is providing the funding for the housing as well as meals throughout the day. There are some ancillary services still needed, such as Legal Assistance Windsor-Essex (LAW) who are advocating for funding. Mr. Daher indicates that the biggest concern is what happens if the hotels are no longer being funded. The Peel region is looking at a reception centre where they will be triaged and provided with immediate supports.

Renaldo Agostino inquires as to how many rooms are occupied downtown. Mr. Daher responds that there are about 436 between two hotels.

Councillor Mark McKenzie inquires as to how many of these individuals are staying in Windsor-Essex and how many are leaving. Stephen Lynn, Manager Social Policy & Planning, appears before the Community Services Standing Committee regarding the Administrative report "Asylum Claimants Transferred to Windsor Hotels by Immigration, Refugees and Citizenship Canada (IRCC) Update – City Wide" and indicates that they found that there was a lot of movement to other communities across Ontario to where other friends or family members were located. Once they leave the hotels, they are not able to return.

Councillor Mark McKenzie inquires whether the goal is to get these individuals on Ontario Works so that they can be free to find alternative housing or leave the municipality. Mr. Lynn indicates that they are staying in the hotels because they are seeking asylum and are awaiting their applications to be reviewed by the Immigration Refugee Board. Some of these individuals have had their applications approved and they move into a Permanent Resident status. They are no longer

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eligible to receive supports at the hotel at that time. The real goal is that individuals leverage their work permit to be able to sustain themselves by obtaining a job and not relying on Ontario Works.

Councillor Mark McKenzie inquires whether these individuals are moving out of the hotels, if there are new people coming in to take their spot. Mr. Lynn indicates that the number of rooms hasn't changed. When people left, the rooms were filled by IRCC as they became available.

Councillor Mark McKenzie inquires whether the City had set a limit on the number of claimants. Mr. Lynn indicates that there was a limit on the number of rooms, but not on the number of claimants.

Councillor Mark McKenzie inquires whether the funding for hotels is likely to continue past June. Mr. Lynn indicates that the hotels have a contract for an additional 3 months. The Federal counterparts are aware that this is not a sustainable model for long-term. The City needs to be included in any plans to change course from the Federal government so as to mitigate any risk to our shelter system. The City is working together with several network partners that support these individuals as they continue on the pathway to permanent residence. The Interim Housing Assistance Program (IHAP) funding of \$1.1 Billion is directly to support municipalities with respect to housing and shelter for claimants.

Councillor Jo-Anne Gignac inquires whether the Federal government is funding the Peel model. Mr. Daher indicates that that it is in concept and hasn't yet been approved, the proposal is being brought forward to the Federal and Provincial government and Ministry of Health for funding.

Councillor Jo-Anne Gignac inquires whether refugees from the west coast and Quebec are being directed to similar hubs elsewhere. Mr. Daher indicates that the majority are coming through Toronto at Pearson Airport and are from within Ontario.

Councillor Jo-Anne Gignac inquires whether municipalities have a choice in the types of skills that are needed for the area. Mr. Daher indicates that there was a formula that a certain percentage would be directed to our area, but not based on skills needs. The overall impact was the biggest concern in terms of permanent housing.

Councillor Ed Sleiman inquires whether asylum seekers are coming from all over the world or a specific region. Mr. Daher responds that they are coming from war-torn countries and countries of civil unrest.

Councillor Mark McKenzie inquires whether the City of Windsor has a choice of which hotels these claimants go to. Mr. Lynn indicates that the Federal government through the IRCC and submits requests for proposals for the hotels to bid on.

Councillor Mark McKenzie inquires whether the municipality has an opportunity to speak up and request that hotels that wouldn't have a direct effect on tourism be chosen instead. Mr. Daher responds that the government is looking at hotels that have a large number of rooms in one location so that they can operate more efficiently. Mr. Daher adds that they can bring that request back to the Federal government if that is the direction of council.

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Moved by: Councillor Jo-Anne Gignac

Seconded by: Councillor Mark McKenzie

Decision Number: **CSSC 244**

THAT the report of the Manager, Social Policy & Planning dated March 18, 2024 entitled “Asylum Claimants Transferred to Windsor Hotels by Immigration, Refugees and Citizenship Canada (IRCC) Update – City Wide” **BE RECEIVED** for information; and,

THAT the Commissioner of Human and Health Services **BE AUTHORIZED** to approve and submit applications and related submissions and sign Ministry funding letters or agreements and amendments to Immigration, Refugees and Citizenship Canada (the “IRCC”), or any other Ministry as required, to secure funding related to asylum claimants and other newcomer populations, provided they are in a form satisfactory to the City Solicitor, satisfactory in content to the City Treasurer, and technical content to the Executive Director of Housing and Children’s Services; and,

THAT the Commissioner of Human and Health Services **BE AUTHORIZED** to allocate funding approved by the IRCC, or any other Ministry as required, and execute, sign, amend and terminate agreements with Purchase of Service agencies to support asylum claimants and other newcomer populations provided the agreement does not exceed the funding provided by the agreement or as allocated in the approved City budget in each respective year, and provided they are in a form satisfactory to the City Solicitor, satisfactory in content to the City Treasurer, and technical content to the Executive Director of Housing and Children’s Services; and,

THAT City Council **AUTHORIZE** the Executive Director of Housing & Children’s Services to sign financial reports in consultation with the Manager of Intergovernmental Funding, and to sign administrative reports or other documents to remain in compliance as required under the funding agreement, and where the funding agreement(s) requires City Treasurer to attest to financial reports, that the City Treasurer, or designate, **BE AUTHORIZED** to sign; and,

THAT administration **BE DIRECTED** to contact the federal government to determine whether they would consider selecting hotels that wouldn’t have such a direct impact on City of Windsor tourism and whether they would consider splitting up the number of rooms into 3 or 4 smaller hotels instead of a large number in one hotel.

Carried.

Report Number: S 39/2024

Clerk’s File: GF/14750

9. QUESTION PERIOD

None registered.

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10. ADJOURNMENT

There being no further business the meeting of the Community Services Standing Committee is adjourned at 9:42 o'clock a.m. The next meeting of the Community Services Standing Committee will take place on Wednesday, June 5, 2024
Carried.

Councillor Sleiman (Chairperson)

Deputy City Clerk / Supervisor of Council
Services



Council Report: S 82/2024

Subject: 2024 Evaluation of the Homelessness & Housing Help Hub (H4)

Reference:

Date to Council: July 3, 2024
Author: Kelly Goz
Manager (A), Homelessness & Housing Support
Housing & Children's Services
Kgoz@citywindsor.ca
519-255-5200 ext 5362
Housing and Children's Services
Report Date: June 14, 2024
Clerk's File #: MD/14771

To: Mayor and Members of City Council

Recommendation:

THAT this report on the Evaluation of the Homelessness & Housing Help Hub (H4) **BE ENDORSED**; and further,

THAT Administration **PREPARE** an official letter on behalf of City Council to advocate to upper levels of government for operating and capital dollars to expand supportive housing in Windsor Essex; and further,

THAT the Commissioner, Human & Health Services and Executive Director, Housing & Children's Services **BE DIRECTED** to seek endorsement from the Windsor Essex Ontario Health Team to **PURSUE** the additional resources necessary to expand mental health and addiction support at the Homelessness & Housing Help Hub (H4).

Executive Summary:

N/A

Background:

In April 2021, an evaluation of the Homelessness & Housing Help Hub (H4) was completed to gauge the initial success of the program and provide recommendations to establish a path forward post pandemic to continue providing supports and services to people experiencing homelessness. The initial [report](#) identified thirteen (13) recommendations that have, for the most part, been implemented since that time.

In early 2024, OrgCode Consulting Inc. was again engaged to complete an updated evaluation of the H4 with the primary goal to examine service improvements made since 2021, understand the outputs and outcomes being actualized through the program, recommend additional service improvements, and help to inform future supportive

housing for some of the more complex presentations of needs by H4 service users. The evaluation included engagement in January and February 2024 amongst three main groups including people who use H4, community partner organizations and City staff.

Subsequently, in May 2024 City Council approved the Strengthen the Core – Downtown Windsor Revitalization Plan which identified an opportunity area to better support people experiencing mental health and/or addiction crises and those experiencing homelessness. More specifically, Healthy Spaces can be achieved by connecting individuals with the right supports, at the right place and at the right time.

This report serves to highlight the work completed at the H4 over the past 3 years as well as highlight the new recommendations to allow the program to iterate to meet the evolving needs of people experiencing homelessness in our community. Additionally, the 2024 H4 Evaluation serves to inform strategy 3.6 in the Strengthen the Core: Downtown Windsor Revitalization Plan which is to *“evaluate whether barriers exist for people experiencing homelessness to accessing H4 in its interim state, and to work to minimize any identified barriers where possible.”*

Discussion:

Since 2020, the H4 has been successful in connecting unhoused persons with accessible and integrated supports that reflect their unique needs and preferences. The H4 program can assist to achieve the outcomes of the strategies identified in the Strengthen the Core plan by providing a multi service drop-in program within the downtown for people experiencing homelessness, and as a result in May 2024 City Council unanimously endorsed and supported an expansion of hours at the H4 from 8am until midnight, 7 days per week.

As of June 2024, in addition to Housing Information Services as the primary service provider, there are an additional 11 community partners on site providing a combined 100 hours of service per month to program participants. The evaluation notes that “anyone who is seeking assistance with housing or income support has the opportunity to engage in these supports either daily or almost daily”. It is important to note that 98% of persons surveyed identified that they wanted to be housed.

Based on the updated report from OrgCode Consulting Inc., the following recommendations were made to address the current needs of the community. Refer to Appendix A for the detailed report and findings.

1. Supportive Housing Considerations for Many of the People Who Use H4

- a. It is recommended that the community initiate the development and operation of at least 120 permanent housing units as rapidly as possible (inclusive of the number in the proposed Housing Hub), with another 230 units over the next 5 years (by 2029).**

Administration is currently exploring models of supportive housing that include multi sector responses, including the proposed 64 units at the Housing Hub (CR# 390/2022). Administration also continues to have discussions with community stakeholders, while advocating for upper-level government funding. Additionally, in February 2024

Addictions and Mental Health Ontario released its Policy Recommendations for Mental Health & Addictions Supportive Housing in Ontario¹ which aligns with many of the findings in the 2024 Evaluation of the H4. As more information, details and plans are developed, they will be shared with City Council.

2. Develop a Persons with Lived Experience Advisory Group Amongst H4 Users

- a. It is recommended that the Manager, Homelessness & Housing Support specific to the H4 and Housing Hub convene with a PWLE advisory group that meets quarterly to discuss programs, policy and operations at the H4 to gather feedback on services and opportunities for continuous improvement.***

Administration has added this to their 2024-2025 workplan.

3. Improving Services and Supports for Indigenous People Experiencing Homelessness that use H4.

- a. It is recommended that all staff that service people at H4, regardless of organization worked for, undertake training on homelessness amongst Indigenous People, Truth and Reconciliation and culturally appropriate services and cultural humility***
- b. It is recommended that Indigenous specific programming by an Indigenous organization be provided at H4 at least two half days per week.***
- c. It is recommended that the Indigenous community be consulted on the future location and operations of the H4 to incorporate culturally specific elements into the design and / or program.***

Administration has continued to have discussions with Can Am Indian Friendship Centre regarding program offering at H4 specific for Indigenous Persons. Although the location has already been approved by City Council, the Indigenous community has and continues to be prioritized as a group to engage in the planning and implementation of the permanent H4. This includes training options to increase the understanding of all staff on site.

4. Enhancing Mental Health Services at H4

- a. It is recommended that executive leaders within the homelessness and housing support system of care and the City of Windsor meet with executive leaders within mental health services to negotiate an agreement to have enhanced mental health services at H4.***
- b. It is recommended that future supports planning for Permanent Supportive Housing ensure, through contract or Memorandum of understanding that mental health services will be provided at future Supportive Housing buildings.***

As part of the Shelter Health initiative, Strengthening the Core executive and working groups, and Windsor Essex Ontario Health Team Steering Committee and working

¹ [AMHO_Supportive_Housing-Final.pdf](#)

groups, the Human & Health Services administration continues to work to improve health, mental health, and addiction services at the H4 along with continuing to look at opportunities for future Permanent Supportive Housing. In addition, Canadian Mental Health Association – Windsor Branch (CMHA) have recently been named the Health lead at the H4 and the City will be working with CMHA and other health partners to improve Mental Health and Health supports at the facility.

5. Trauma Counselling for People That Use H4

- a. It is recommended that all staff that serve people at H4, regardless of organization worked for, undertake training on trauma-informed care, with refresher training completed on an annual basis.***
- b. It is recommended that, if possible, a new partner be recruited to provide trauma-counselling at H4 or with H4 service users for at least a half day per week, to engage in more moderate and longer-term supports to assist with coping and healing from past trauma.***

Administration is in discussion with Canadian Mental Health Association Windsor Essex County Branch to provide mental health and trauma support at the H4. In addition, available training opportunities for staff at H4 have been presented to community agency leadership for their review.

6. Better Meeting the Needs of Women That Use H4

- a. It is recommended that women's specific programming be offered by women and for women that use H4, and that women-identifying H4 patrons have an active voice in determining what type(s) of programming are offered and the frequency of the programming being offered.***
- b. It is recommended that should H4 relocate to a larger building or purpose built space, that has a women's only area or space integrated in the design and operations.***

This recommendation has been carried forward from the initial evaluation of the H4. Administration has added this to their 2024-2025 workplan and is committed to engage with women centric service providers on best practices and possible alignment with other current community supports. It will also be taken into consideration when working on the design build of the new housing hub at 700 Wellington.

7. Activities at H4

- a. It is recommended that H4 test the interest and participation in activities by starting with two planned activity sessions per week, later in the afternoon or early evening, and that H4 patrons have a direct voice in determining what types of activities will be offered to start.***

H4 staff have begun offering some recreational programming monthly based on participant feedback. This has ranged from basketball games, barbecues and more passive activities such as puzzles, bingo and colouring. Staff will continue to build out regular recreational programming based on participant feedback at varied times and will leverage support from other community partners, where appropriate.

8. Document Replacement and Document Storage Assistance at H4

- a. It is recommended that the City, in cooperation with community partners, identify a not for profit organization that can develop and implement a program at H4 that will assist H4 patrons with replacing identification and other vital documents, as well as offer safe and secure legal storage of the documents, if requested by the patron, to assist with the likes of securing housing in the future.***

This service was previously provided in collaboration with a not for profit. Administration will reconvene discussions to determine if there is capacity within the system to re-implement this service. Administration has added this to their 2024-2025 workplan.

9. Renaming H4

- a. It is recommended that the City, with input from people with living / lived experience and partners that work out of H4, renames the facility and program operations.***

Administration will explore this recommendation as part of the new reimagined Housing Hub project.

In summary, H4 excels and meets many basic needs of people experiencing homelessness, however continuous improvement ensures the evolving needs of program participants and the broader community continues to be met. Increasing community awareness of the program and expanding discussions with specific sectors will be paramount to achieve the most recent recommendations made in the report. Additionally, the permanent expansion of hours will also allow other sectors an opportunity to engage with the population outside of regular business hours which will lead to an increased understanding of what gaps continue to exist in the homelessness, health and justice systems while providing a space that may be more conducive to provide these supports under an alternate service orientation.

Risk Analysis:

As communicated to Council in February 2024, (Council Report S 13/2024), the City of Windsor received communication from Infrastructure Canada that it's Reaching Home: Canada's Homelessness Strategy funding allocation from April 1, 2024 – March 31, 2028 will be decreasing by \$234,814 (6.7%) in each fiscal year of the 2024-2026 period and an additional \$2,432,546 (74%) in each fiscal year of the 2026-2028 period. These funding reductions return the Reaching Home program to its pre-pandemic base funding allocation of \$853,851.

There is a significant financial risk that if additional federal or provincial government funding is not secured, particularly in 2026, that Housing Services will need to review its entire homelessness portfolio and may need to reduce and/or eliminate homelessness programs in response to the anticipated net funding loss. This concern has been raised by a number of Ontario communities who receive Reaching Home dollars and are directly impacted, and advocacy efforts are underway by OMSSA, AMO, FCM and the

Canadian Alliance to End Homelessness. Administration will continue to monitor the annual allocations and report back to Council on impacts to services and/or put forward requests for additional municipal funding during the annual budget development process, if required.

Additionally, should the recommendations outlined in the 2024 Evaluation of the H4 not be included in future strategic planning, advocacy to health, justice, housing and homelessness ministries and other sector related and municipal budget planning processes, that there is a significant risk that visible homelessness will increase as a result of maintaining the status quo and not continuing to expand supports and services to meet the needs of the population.

Climate Change Risks

Climate Change Mitigation:

N/A

Climate Change Adaptation:

N/A

Financial Matters:

At this time, there are no additional budget requests stemming from the consultant's recommendations. Many of the recommendations are being addressed within existing budgets and/or resources. Although some of the recommendations may require future funding, those requests will be brought forward to Council as part of the annual budget process as required.

To date, approximately \$20.5 million in capital funding has been secured for the Housing Hub project, as approved by Windsor City Council (HCS-001-23). Of this amount \$10 million has already been pre-committed (CR189/2023) and is available for immediate use. The remaining \$10.5 million is approved only in principle starting in 2027 through to 2033 and if needed now, \$9,490,938 could be pre-committed as needed subject to obtaining the necessary approvals. The remaining \$1,009,062 is outside the current five-year window and cannot be pre-committed at this time. This capital funding is also in addition to previously approved capital funding of \$200,000 in Project 7221048. No Federal or Provincial capital funding has currently been secured for the Housing Hub capital project. Business cases are being finalized that will be sent and presented to upper levels of government.

As it relates to the operating costs, in 2023-24, approximately \$2.1 million was allocated to the operation of the current Homelessness & Housing Help Hub, primarily funded through the Federal Government's Reaching Home program. In 2024, Council approved an additional \$1,470,340 in City funding to support the expansion of H4 operating hours, with a further \$735,171 pre-committed for 2025. This was part of the Strengthen the Core – Downtown Windsor Revitalization Plan.

Without additional funding from senior levels of government to offset any additional cost associated with some of the recommendations, requests for municipal capital and/or

operating funding would need to be brought forward to Council during the annual budget development process.

Opportunities to leverage capital and operating funding from upper levels of government and private donors will be critical to the success of the current H4 and future Housing Hub project.

Consultations:

Whitney Kitchen, Coordinator, Housing Administration & Development

Jennifer Tanner, Manager, Homelessness and Housing Support

Nancy Jaekel, Financial Planning Administrator

Conclusion:

H4 has become a critical component of the homelessness serving system and has allowed City Administration and community partners to understand what needs are being met and unmet through traditional program offerings. One of the most important lessons learned throughout the recent evaluation of H4 has been understanding the depth of need of some of the people supported at the site, and the need to expand Permanent Supportive Housing with onsite 24/7 supports, like the model proposed for the future Housing Hub in order for many H4 participants to successfully exit homelessness permanently.

Planning Act Matters:

N/A

Approvals:

Name	Title
Linda Higgins	Manager, Intergovernmental Funding
Kelly Goz	Manager (A), Homelessness & Housing Support
Kirk Whittal	Executive Director, Housing & Children's Services
Janice Guthrie	Commissioner, Finance & City Treasurer
Andrew Daher	Commissioner, Human & Health Services
Joe Mancina	Chief Administrative Officer

Notifications:

Name	Email
List provided to Clerk's office	

Appendices:

- 1 Appendix A - Windsor H4 Follow Up Evaluation.FINAL

JUNE 10, 2024

ORGCODE CONSULTING INC.

AN EVALUATION OF THE HOMELESSNESS & HOUSING HELP HUB (H4) IN WINDSOR, ON



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In April 2021, the first evaluation of the Homelessness and Housing Help Hub (H4) was completed after operating for almost one year during the pandemic. Almost three years later, the H4 is being evaluated again. The purpose is to examine service improvements and changes made since that time, identify any barriers, understand the outputs and outcomes being realized through H4, recommend additional service improvements, and help inform future supportive housing for some of the more complex presentations of needs in some individuals that use H4.

OVERVIEW OF H4 SINCE OPENING APRIL 2020

According to data provided by the City of Windsor, since April 2020 H4 has served more than 4,000 unique individuals.

There are 11 community partners providing service at H4 weekly and 2 additional community partners that provide service once monthly. Just shy of 100 hours of service from community partners are provided monthly.

Together, community partners that have engaged at H4 have helped hundreds of people experiencing homelessness connect to housing, access income supports, improve their health care, navigate probation and parole, access legal assistance, and access supports for addiction. This is on top of the hundreds of people that use the H4 for less formal support needs, examples include having a safe place to rest, accessing clothing, using the bathroom, and accessing snacks.

H4 has become a critical part of the homelessness response in the community. For people that are unsheltered, H4 represents an anchor point to meet some basic human needs on a daily basis and access other resources. For people that use shelters, H4 represents an alternative to the shelter environment and a safe place to rest and access other resources as well.

H4 has also become an important location and service to learn more about the experience of homelessness in the community, and which needs are met and unmet for the population. One of the most important lessons learned has been about the depth of needs of some of the people served, which has shed light on why some of the housing and support models attempted with the population to date have not always been successful. While many of the people that use H4 are resilient survivors, to reach their fullest potential and to reduce the costs of serving people through other more costly interventions in the community, Permanent Supportive Housing with on-site 24/7 supports is needed for many of the people that use H4 if they are to successfully exit homelessness permanently.

THE APPROACH TO THE EVALUATION

To complete the evaluation three main groups were engaged: those that use H4; community partner organizations; and, City staff. Overall, those engagements yielded inputs into the evaluation in various ways:

- ❖ 46 surveys were completed in person with people using H4 on January 9, 10 and 11, 2024;
- ❖ 13 in-depth interviews were completed in person with people using H4 on January 9, 10 and 11, 2024;
- ❖ 9 key informant interviews were completed with City staff and a few community partners;
- ❖ 6 detailed conversations were held with staff and three community partners working at H4 on January 10 and 11, 2024;
- ❖ 51 surveys were completed electronically with all organizations that provide services at H4;
- ❖ Homeless Individuals and Families Information System (HIFIS) data was analyzed regarding service use and demographics.

Inputs into the evaluation represented a range of diverse perspectives and included a range of experiences of H4, from daily service use from some people that use H4 services, to occasional location of services at H4; from people that

had nothing but glowing things to share about their H4 experience to people that did not have a positive assessment of H4.

COMMUNITY PARTNER CONTRIBUTIONS

Using June 2024 as a fairly typical month, the calendar image below demonstrates the broad range of community partners that operate out of H4:

Homelessness and Housing Help Hub


H4 June 2024 Service Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
SCHEDULE NOTES Housing Workers from HIS on-site Monday to Sunday, 8:00 am – 11:30pm. Ontario Works on site Monday to Friday, 10:00 am – 5:30 pm.			EVENTS THIS MONTH H4 Housing Fair will take place on June 18 th from 1:00 PM – 6:00 PM. There will be refreshments from Tim Hortons and a patio BBQ.	
RPN 8:30am – 12pm 3	Dr. Bondy 10:30am – 2pm P&P 1pm – 4:30 pm PZP 1:30pm – 3:30pm 4	ASW 9am – 4:30pm CAN-AM 11am – 3pm 5	RPN 8:30am – 12pm P&P 9am – 12:00 pm JHS 9am – 11am LLWC 1pm – 4pm 6	ASW 8:30am – 4pm BW 12:30pm – 1:30pm NP 10am – 4pm 7
RPN 8:30am – 12pm 10	Dr. Bondy 10:30am – 2pm P&P 1pm – 4:30 pm PZP 1:30pm – 3:30pm 11	ASW 9am – 4:30pm LAW 9:30am – 11:30 am CAN-AM 11am – 3pm 12	RPN 8:30am – 12pm JHS 9am – 11am LLWC 1pm – 4pm 13	ASW 8:30am – 4pm BW 12:30pm – 1:30pm NP 10am – 4pm 14
RPN 8:30am – 12pm 17	Dr. Bondy 10:30am – 2pm P&P 1pm – 4:30 pm PZP 1:30pm – 3:30pm 18	ASW 9am – 4:30pm LAW 9:30am – 11:30 am CAN-AM 11am – 3pm 19	RPN 8:30am – 12pm P&P 9am – 12:00 pm JHS 9am – 11am LLWC 1pm – 4pm 20	ASW 8:30am – 4pm BW 12:30pm – 1:30pm NP 10am – 4pm 21
RPN 8:30am – 12pm 24	Dr. Bondy 10:30am – 2pm P&P 1pm – 4:30 pm PZP 1:30pm – 3:30pm 25	ASW 9am – 4:30pm LAW 9:30am – 11:30 am CAN-AM 11am – 3pm 26	RPN 8:30am – 12pm JHS 9am – 11am LLWC 1pm – 4pm 27	ASW 8:30am – 4pm BW 12:30pm – 1:30pm NP 10am – 4pm 28

ACRONYMS
ASW – Addiction Support Worker from weCHC
BW – Brantwood (Intake Assistance)

CAN-AM – CAN-AM Indian Friendship Centre (Indigenous Housing Outreach Worker)
JHS – John Howard Society
LAW – Legal Assistance of Windsor
LLWC – Lower Limb Wound Clinic by Windsor Family Health Team

NB – New Beginnings Art Workshop
NP – Nurse Practitioner from weCHC
PZP – Positive Pathways Outreach
P&P – Ontario Probation and Parole
RPN – Registered Nurse Practitioner from CMHA



The partners involved at H4 are there through a combination of fees for service and locating existing staff at H4 for certain hours on a regular basis. Housing Information Services is available daily during operating hours and Ontario Works is on location Monday through Friday. Anyone that wants assistance with

housing or income supports has the opportunity to engage in those services daily or almost daily.

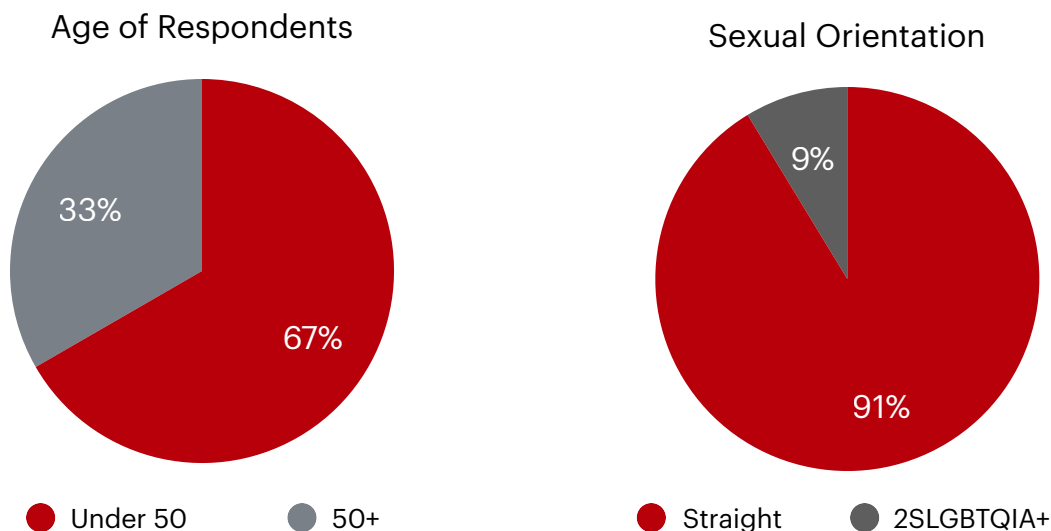
H4 SERVICE USERS

Data from the program and the Homeless Individuals and Families Information System¹ (HIFIS) paint a picture of an H4 service user:

- ❖ 42 years old, on average
- ❖ 61% of service users are cisgender men, 37% are cisgender women, and 2% are all other gender identities
- ❖ 11% identify as Indigenous
- ❖ Approximately half of all service users can be classified as higher needs/higher acuity²

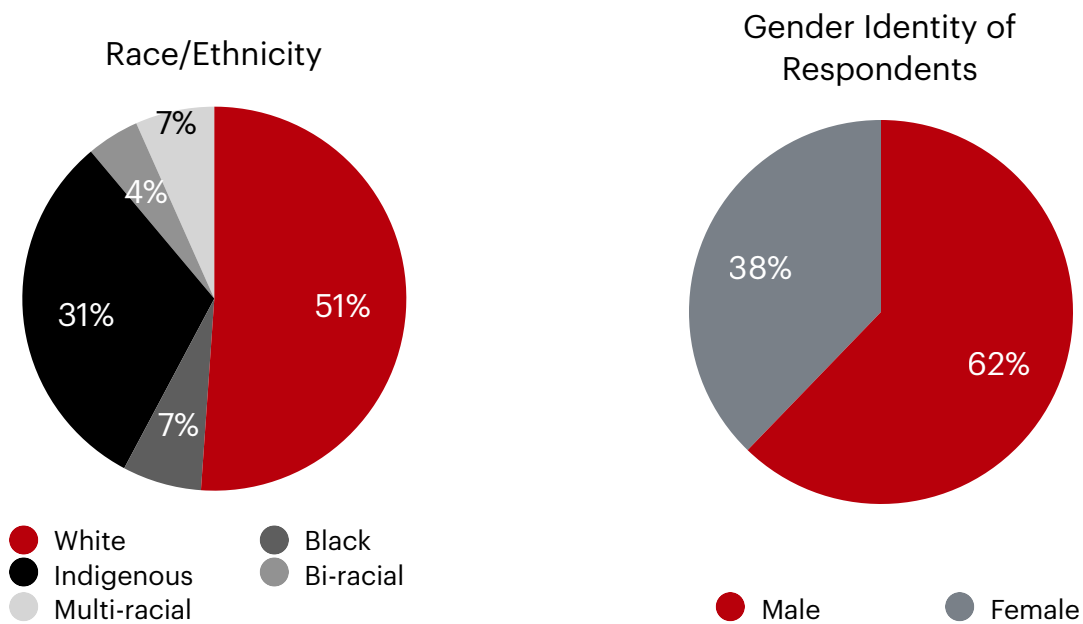
H4 SERVICE USERS: SURVEY AND INTERVIEW RESULTS

The characteristics of those engaged in January 2024 are quite similar to what the aggregate data of all H4 service users demonstrates.

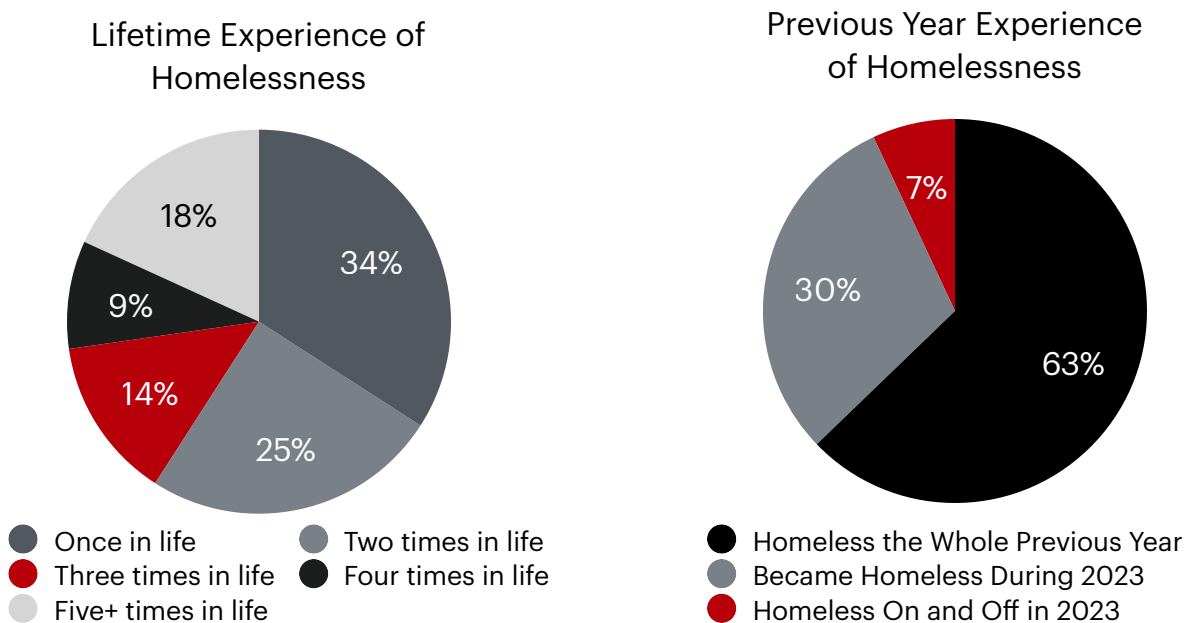


¹ HIFIS was implemented after the operation was already operational. Data, therefore, on the program comes from multiple data sets that have been spliced together.

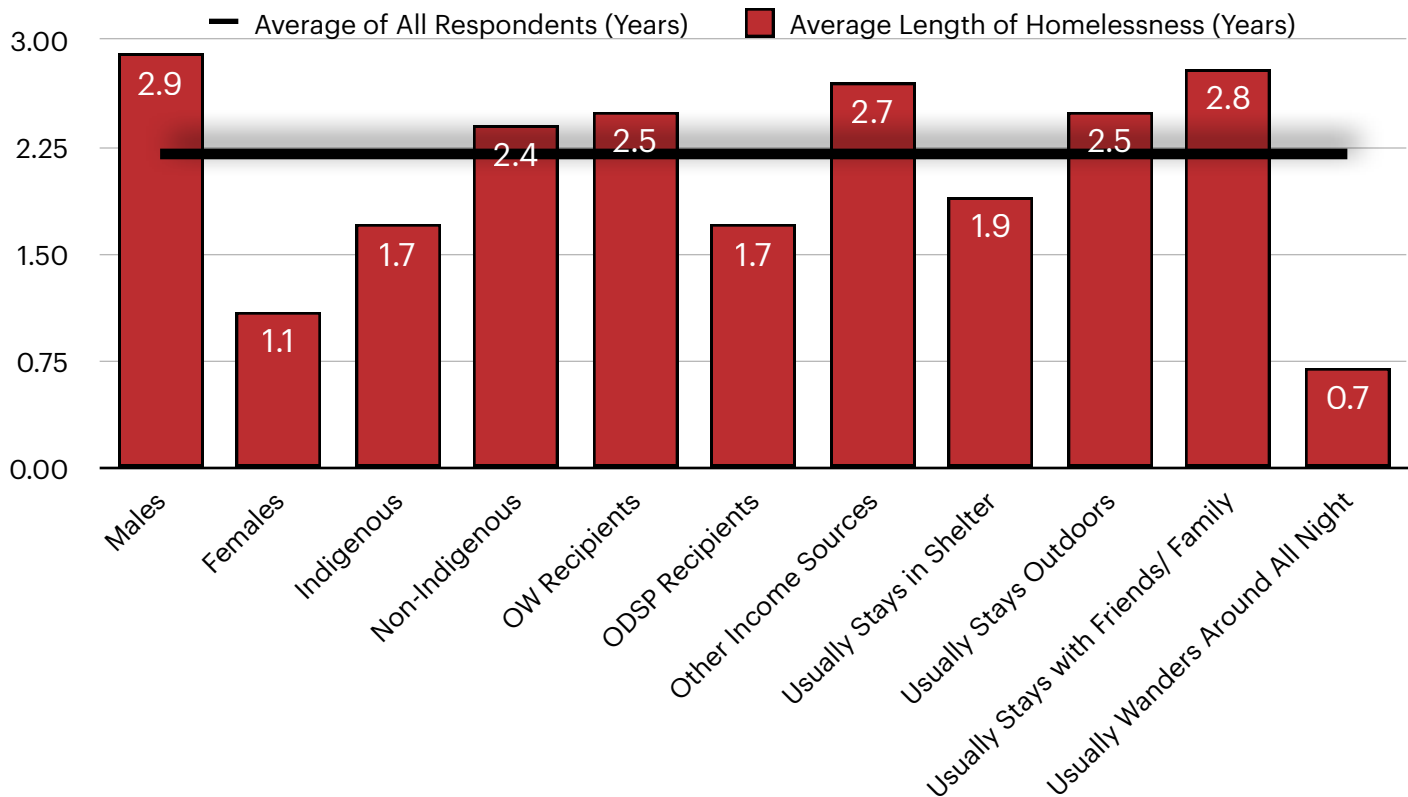
² As measured by the VI-SPDAT using self-reported data.



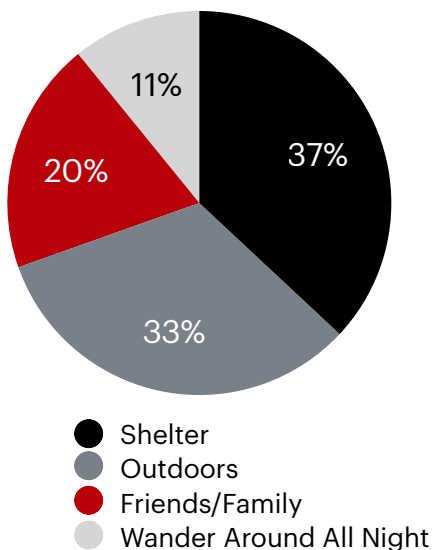
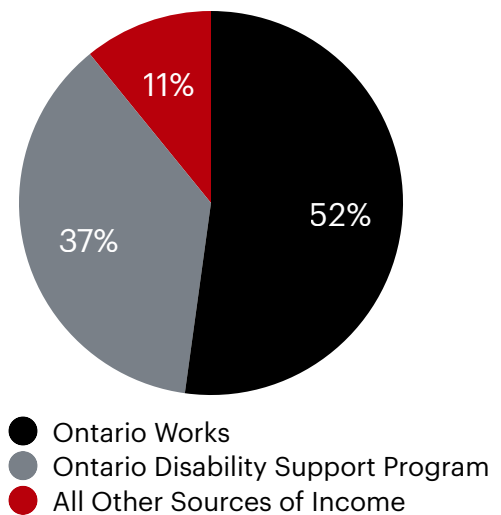
Three out of five people that use H4 became homeless more than one year ago. The majority of people interviewed are experiencing chronic homelessness. Males were homeless almost three years on average. People that usually stay with family/friends were also homeless for almost three years. And people spending longer periods of time homeless were also more likely to have other sources of income (usually panhandling, sex work, etc.) as a source of income.



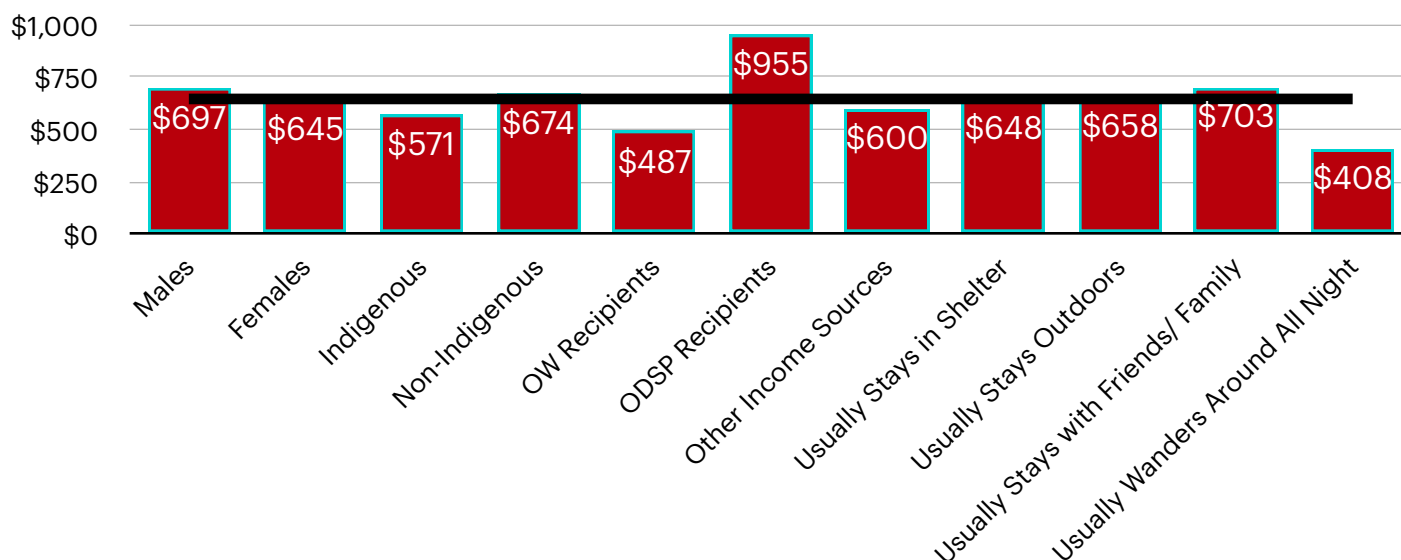
Average Length of Homelessness (Years)



NOTE: "Usually wanders around all night" is differentiated from staying outdoors or in shelter, as the individual indicated they are on the move from one location to another. For example, going to a coffee shop, then a park, then an ATM vestibule, etc. all in the same night while they stay awake.

Place Stayed Most Often
Previous 7 NightsIncome Source of
Respondents

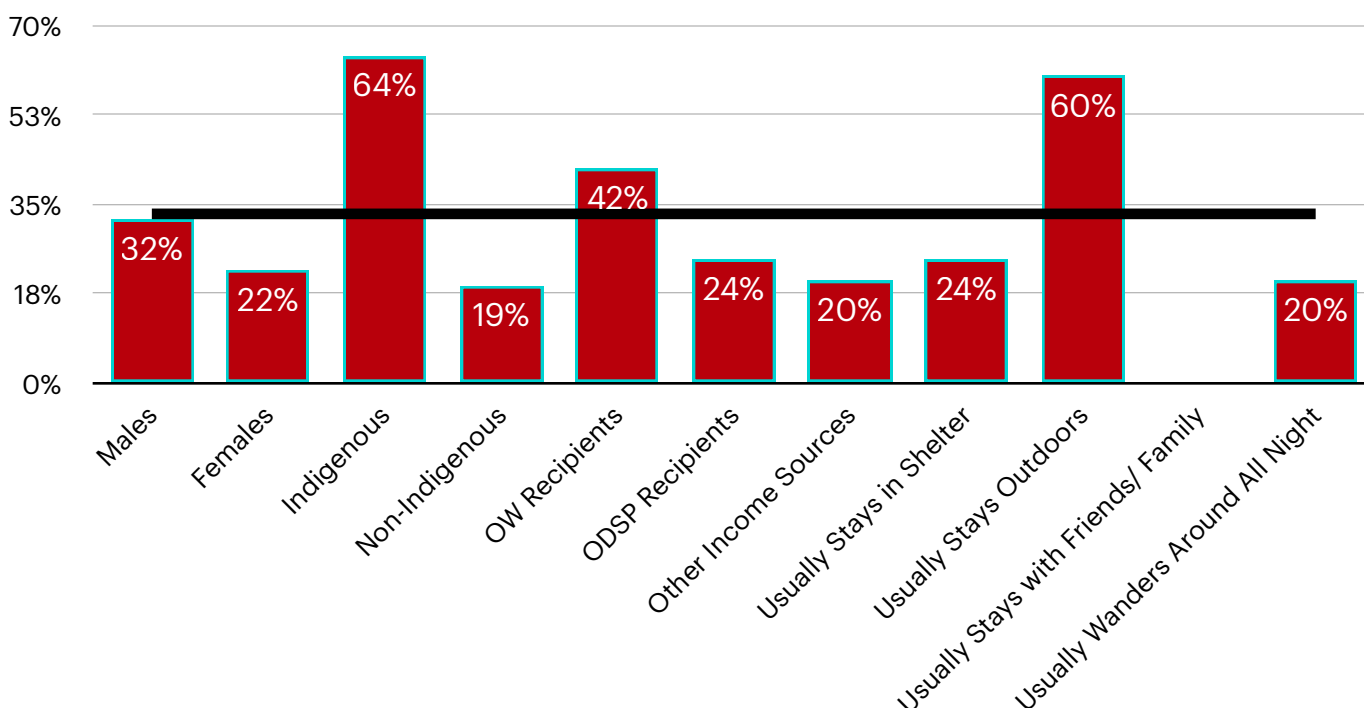
Average Self-Reported Monthly Income from All Sources



(NOTE: Income source and amount was self-reported. As such, amount of income for OW and ODSP may not align to the amount a person would be eligible to receive for basic needs and shelter costs. Not all people that use H4 are receiving complete OW or ODSP benefits, while others have additional discretionary benefits.)

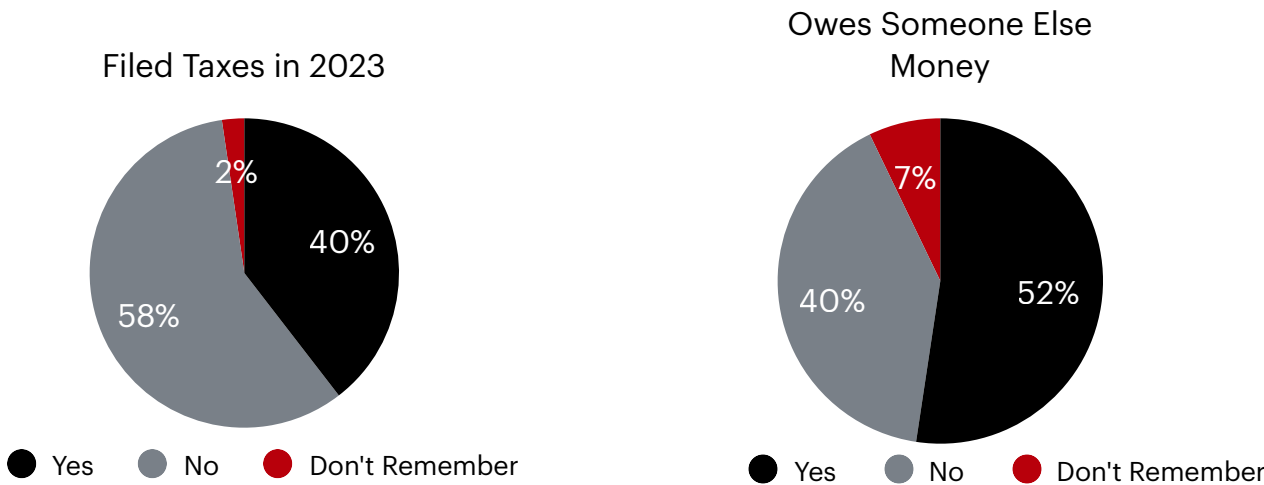
People that use H4 are most likely to be an Ontario Works recipient who stays in a shelter.

Also Makes Monthly Income Through Informal Means (e.g., panhandling, sex work)



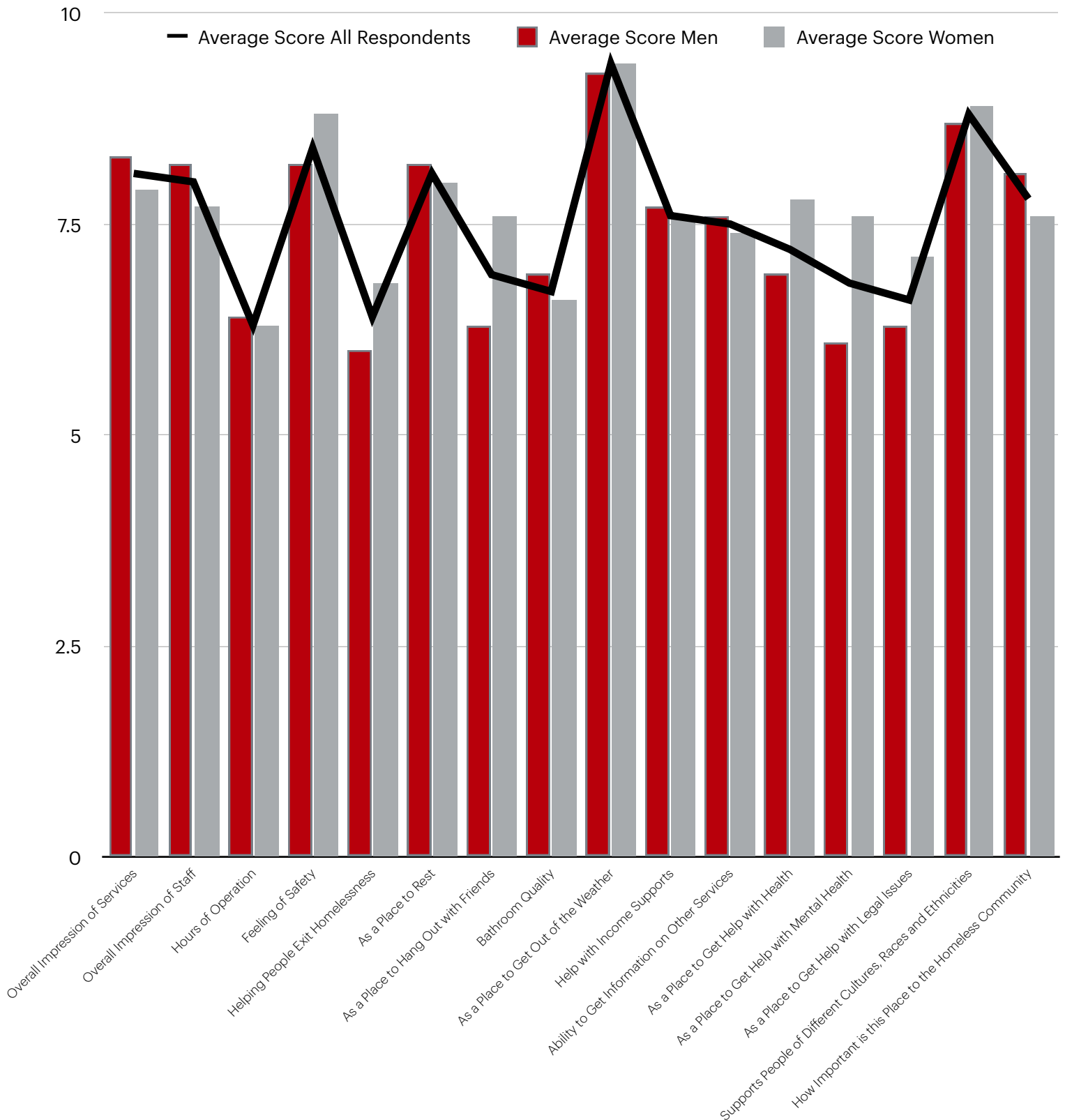
People that were in receipt of Ontario Disability Support Program had the highest self-reported average monthly income. People that reported they wandered around all night had the lowest monthly self reported income. Indigenous-identifying people and people that stayed outdoors were most likely to report that in addition to income support from government, they also made money in other ways.

The majority of people engaged at H4 had not filed their taxes in the previous year. This means they are likely missing out on additional economic benefits like GST rebates. The majority of respondents also reported that they owed someone else money. Not only were H4 service users very low income, they were also very likely to be in debt.

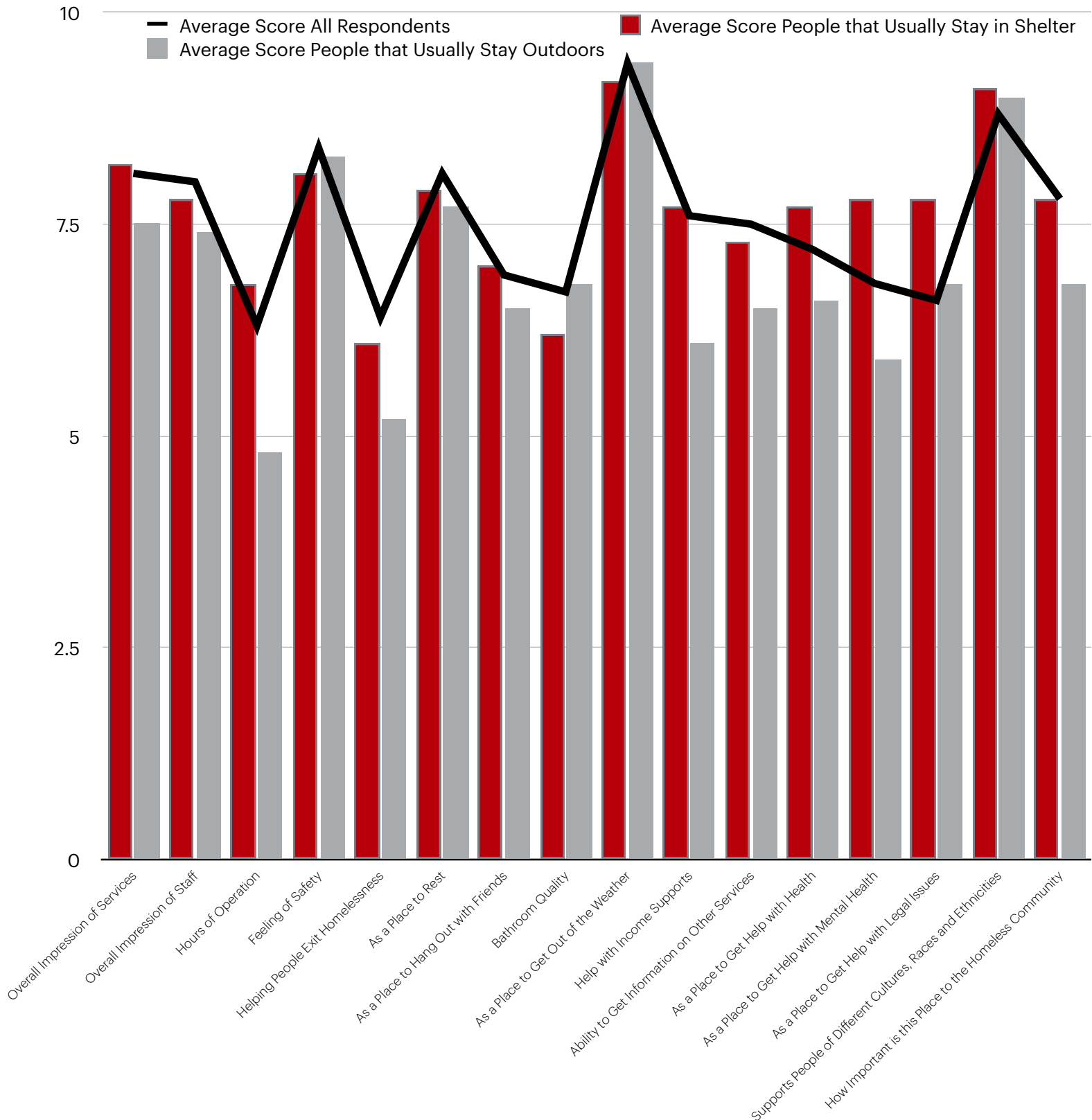


Impressions of the services at H4 varied based upon gender identity, whether the person normally stays in shelter or outdoors, and by Indigenous identity. As noted in the following three charts, the greatest variations in impressions of services and amenities are found with people who are unsheltered (generally speaking less favourable than people who use shelter), and, Indigenous identifying people (generally speaking less favourable than non-Indigenous identifying people).

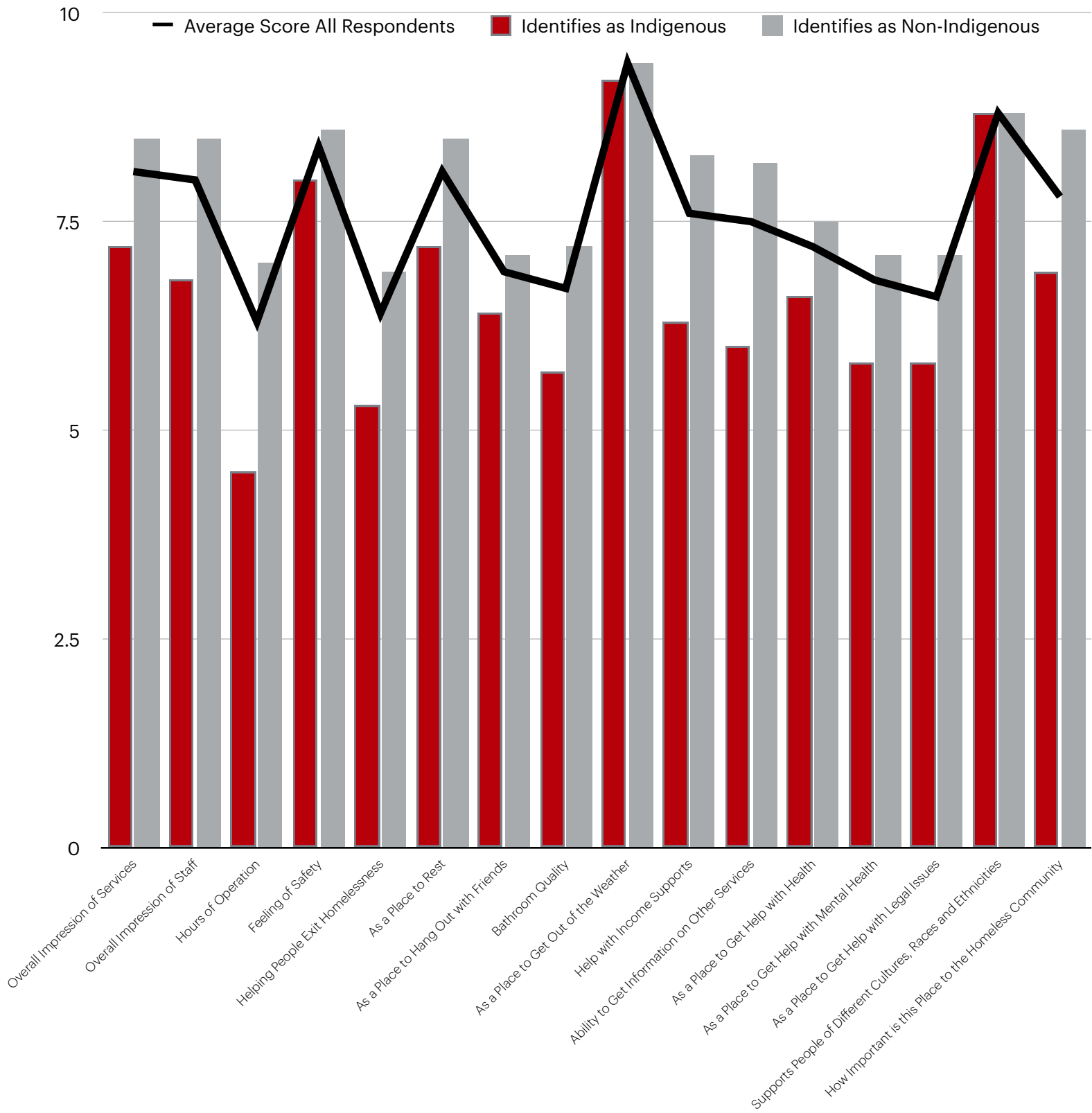
H4 Service Users Feedback: Comparison of Responses for Men and Women

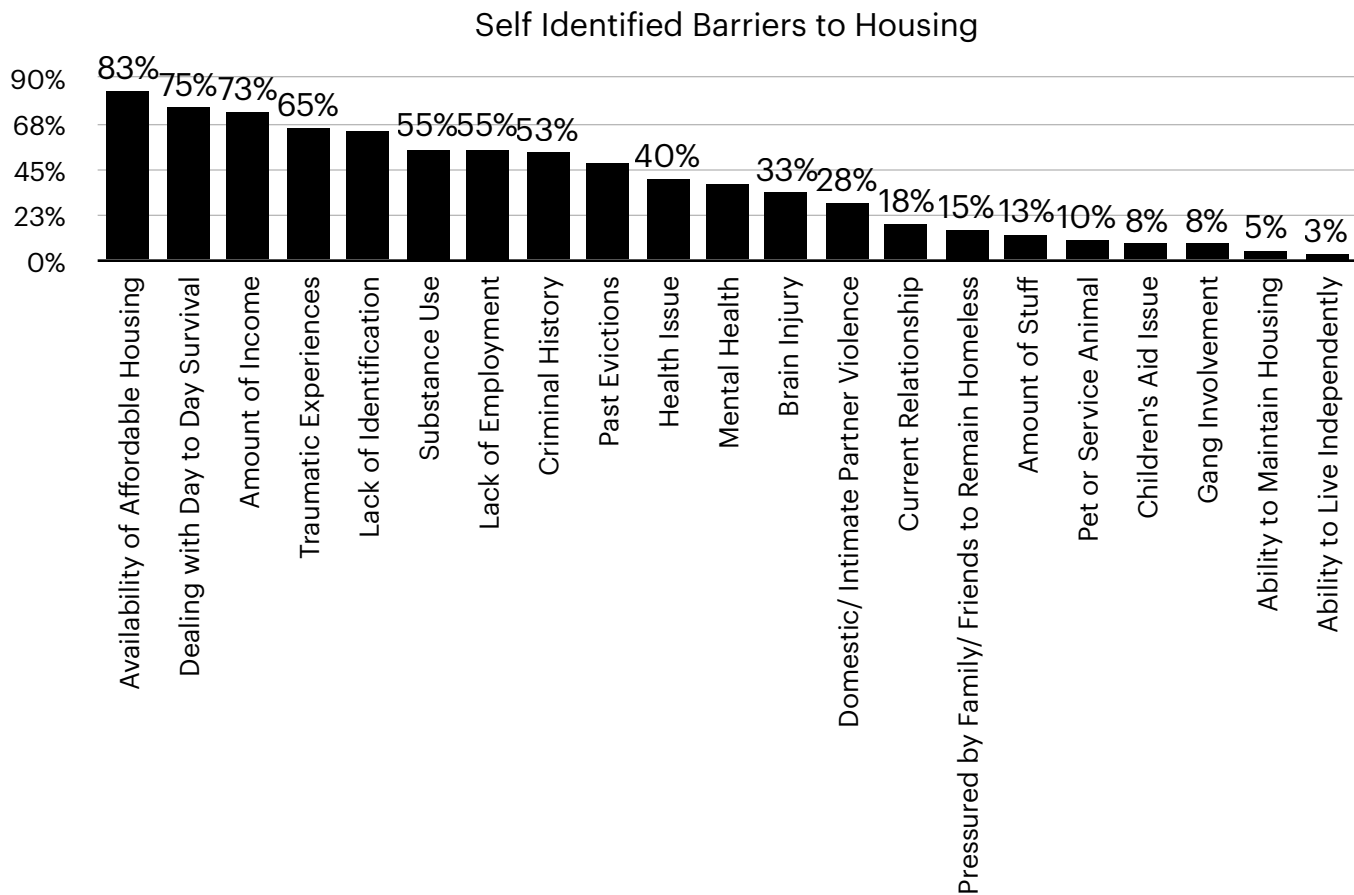


H4 Service User Feedback: Comparison of Responses from People that Usually Stay in the Shelter and People that Usually Stay Outdoors



H4 Service User Feedback: Comparison of Responses from Indigenous and Non-Indigenous





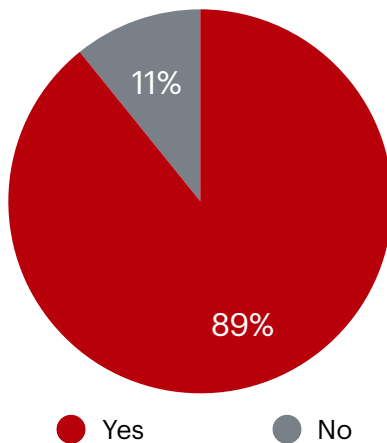
Therefore it is not surprising that two of the three top reported barriers to housing were related to money. The lack of affordable housing (relative to income) was the top reported barrier, and the amount of monthly income people were in receipt of was noted as the third most popular barrier to housing.

Even with these barriers, almost all (98%) of people engaged indicated that they wanted to be housed, and, almost everyone engaged had been housed at some point in Windsor-Essex.

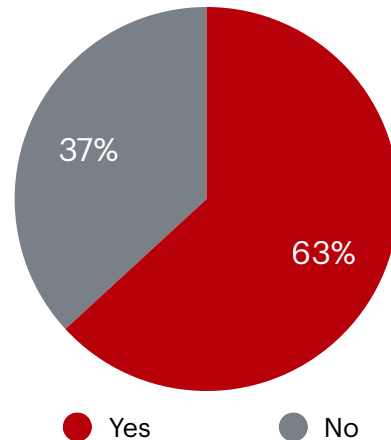
People that use H4 have a number of health, mental health and addiction support needs, and interface with other parts of the health system on a fairly regular basis. For example, on average a survey respondent had reported being to the emergency room of the hospital 4 times in the previous six months, self-reported 6 ambulance trips per person on average in the previous six

months, and reported 9 nights of in-patient hospital stays per person in the previous six months.

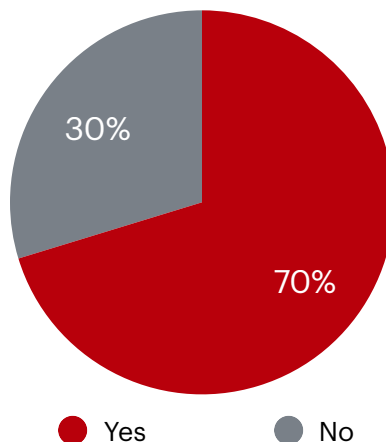
Self Reported Been to
Emergency Room in Last
6 Months



Self Reported Used an
Ambulance or Assisted
by Paramedics in Last 6
Months

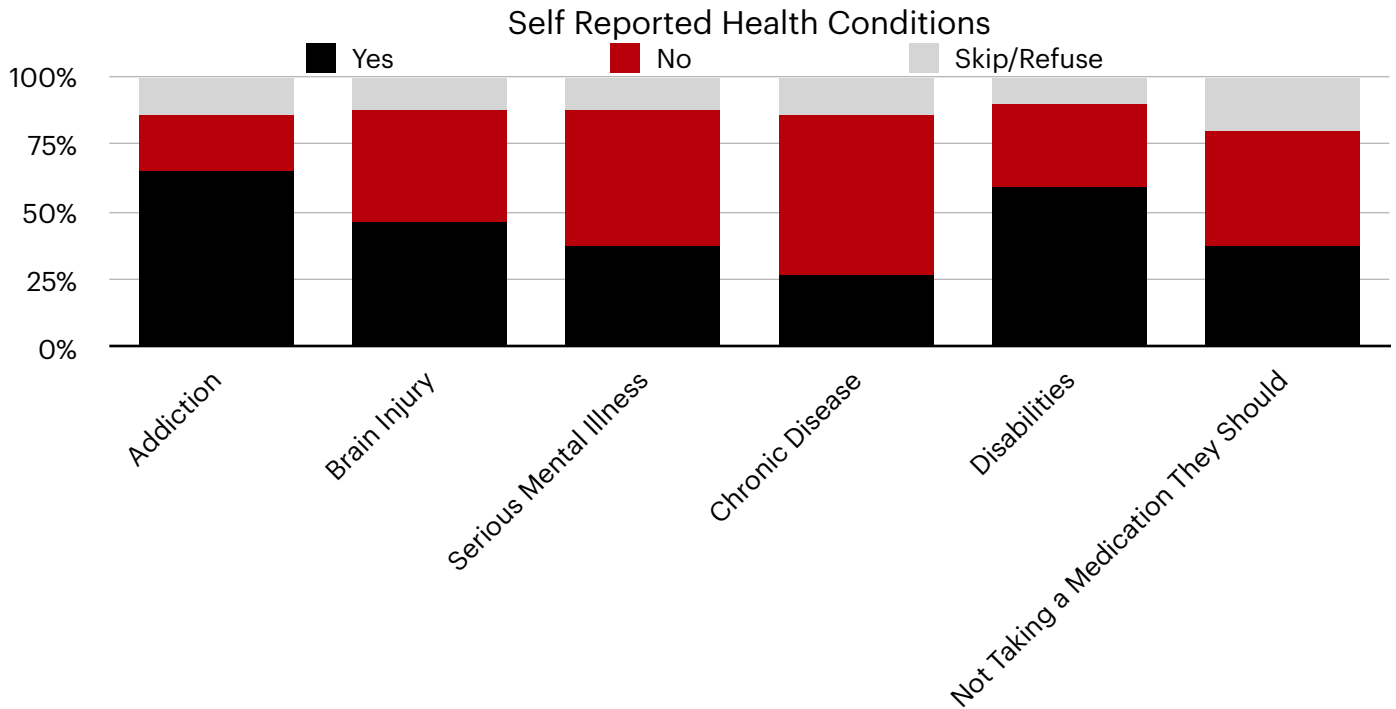


Self Reported Spent One
or More Nights in
Hospital in Last 6 Months



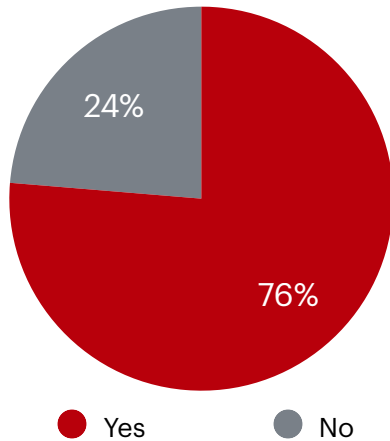
Three out of five people that use H4 that were engaged indicated that they live with an addiction. Almost half reported a brain injury. Slightly less than 40% indicated they live with a serious mental illness. Rarely did a respondent have a single health issue: they more likely had two or more health conditions co-occurring. In addition, 7 out of 10 people engaged that use H4 self reported

that they are involved in higher-risk behaviour such as injecting drugs, or, engaging in sex work.

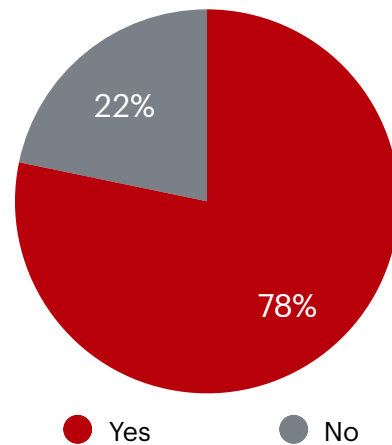


H4 service users were also likely to report considerable involvement with police, probation/parole conditions, and previous incarceration. For example, respondents averaged 11 self-reported police encounters per person over the previous 6 month period. (A police encounter should not necessarily be interpreted as having conflict with the law.) Furthermore, respondents averaged 6.3 self-reported nights incarcerated over the previous 6 month period; and, people staying outdoors self-reported the highest rates of incarceration with over 90% experiencing incarceration in their lifetime, and almost two-thirds experiencing one or more nights incarcerated in the previous 6 months.

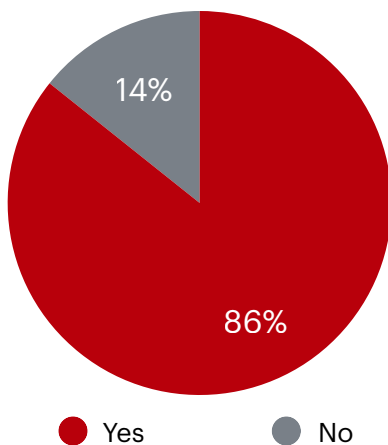
One or More Encounters
with Police in Previous 6
Months



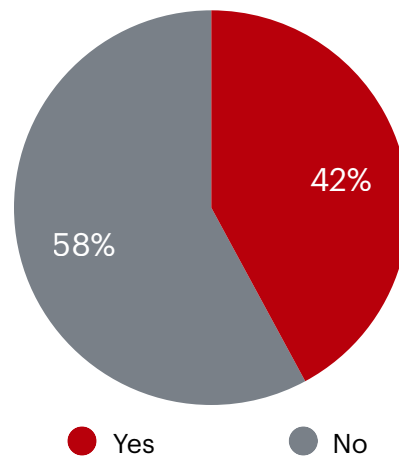
Currently on Probation or
Parole



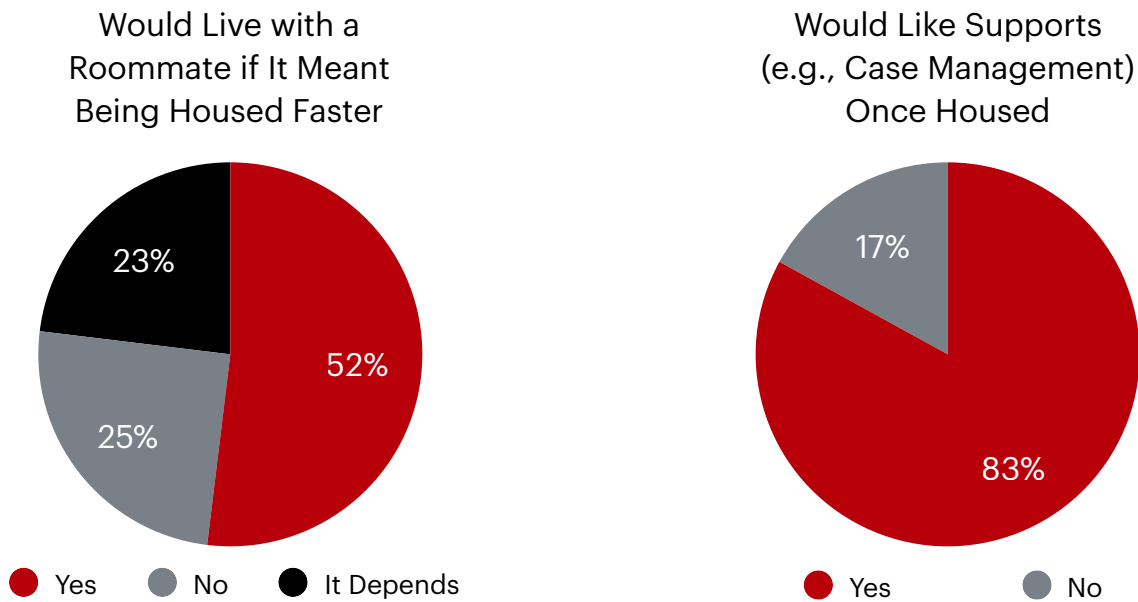
Incarcerated at Any Point
in Lifetime



Incarcerated in Jail or
Prison in Previous 6
Months

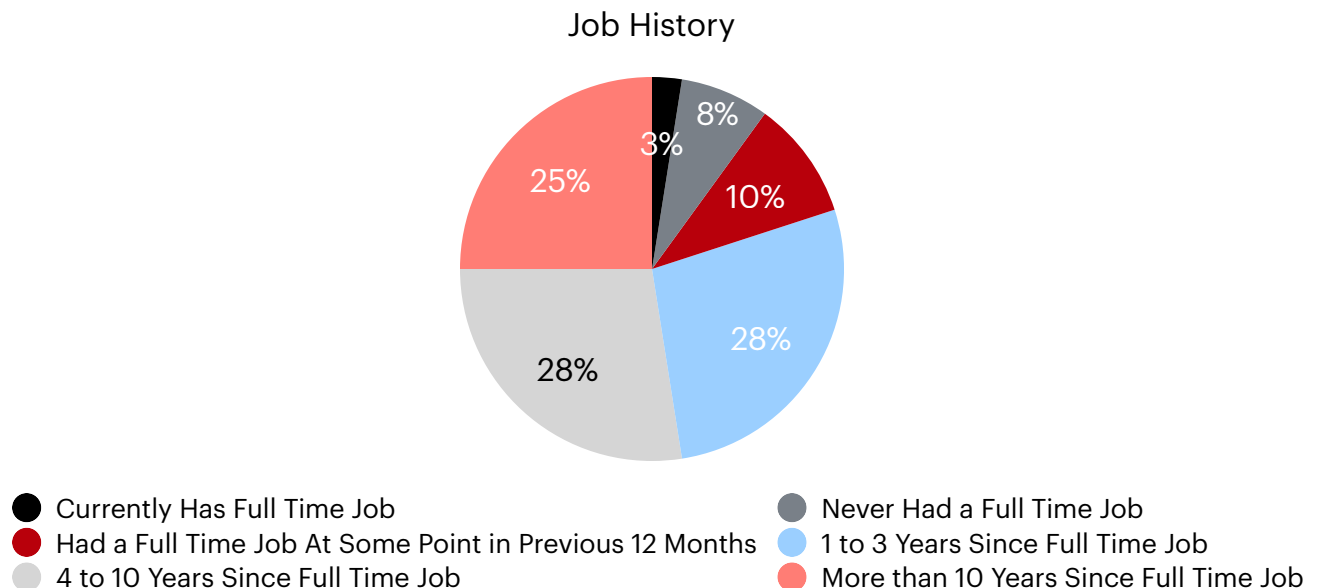


When it comes to future housing aspirations, more than half of people engaged at H4 indicated they would live with a roommate if it meant they could be housed faster. With apparent insight into service needs, more than 80% of people engaged indicated they would like supports such as case management once housed to help them stay housed.



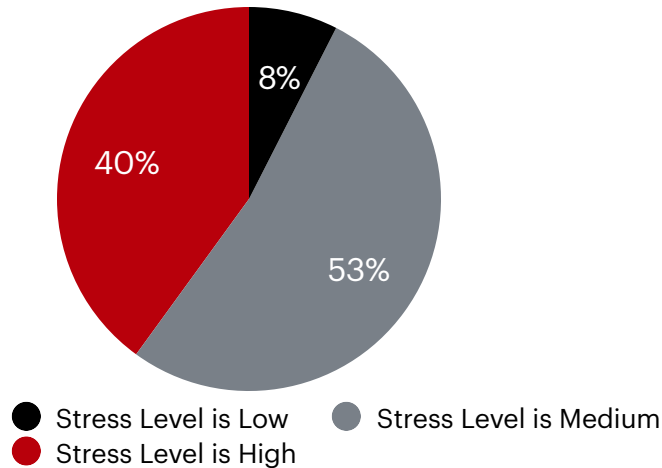
Day to day existence also brings about its challenges for people that use H4. Consider the following: 80% report they are bored most days without anything meaningful to do; the overwhelming majority have been in a physical fight one or more times in the previous six months; and, 95% of people engaged at H4 had something of value to them stolen in the previous six months.

Even though Ontario Works is the primary source of income for people that use H4 services, this is a population that has been disconnected from the labour force, more or less, for a prolonged period of time. Consider that 3 out of 5 respondents have either never had a full time job or it has been 4 or more years since they had full time employment.

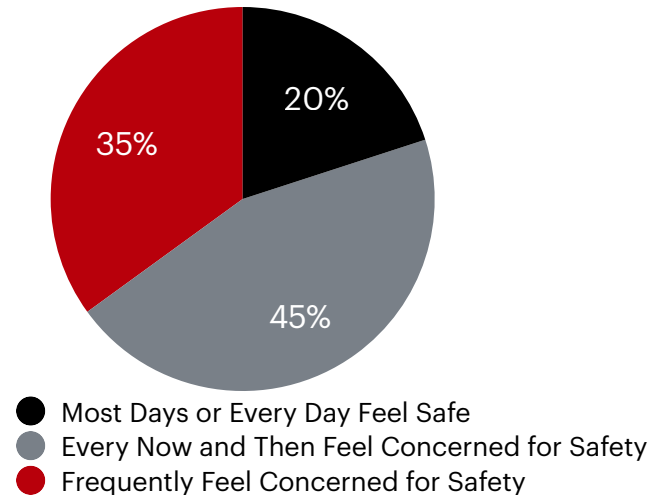


People at H4 were asked about how hopeful they are for the future, whether they feel safe, and their stress level. Clear from the responses is that people who use H4 generally have a bleak perspective.

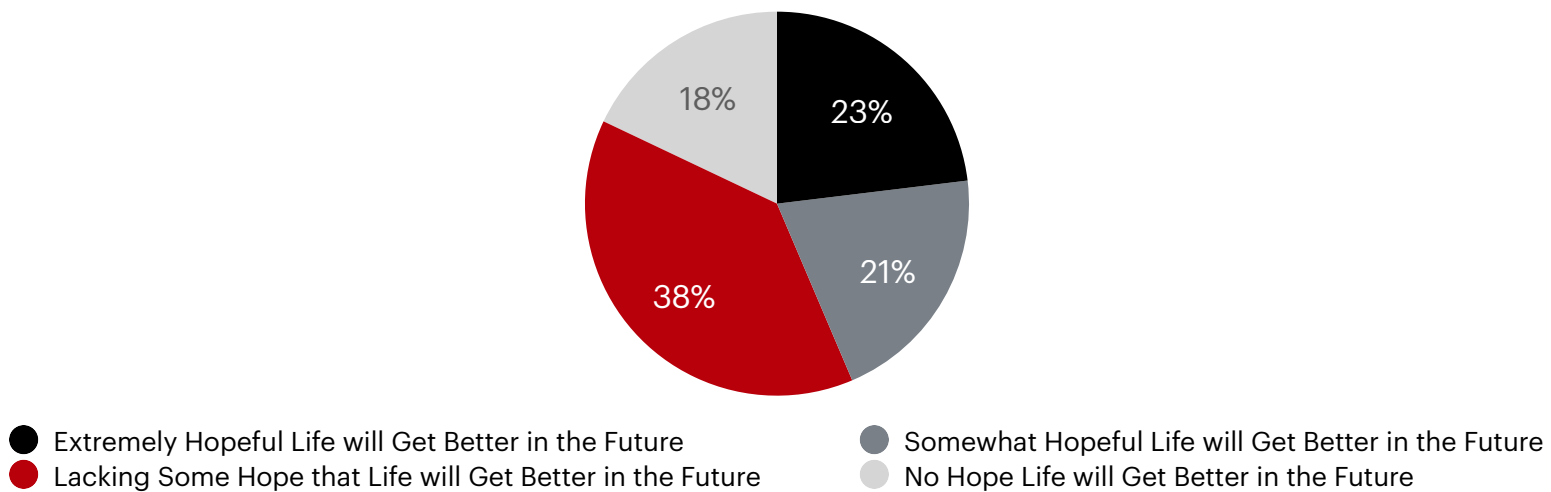
Stress Level



Feeling of Safety



Hopefulness About the Future



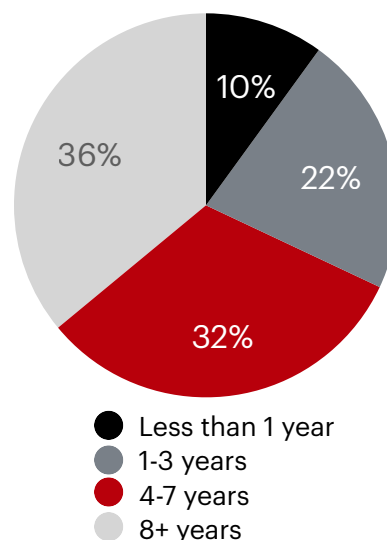
H4 SERVICE PROVIDERS: SURVEY AND INTERVIEW RESULTS

City staff and community partners involved at H4 were invited to participate in a survey to gather insights on H4. In total, 51 people responded to the survey. In addition, 10 key informant interviews were conducted with various community and city entities involved in H4.

SURVEY RESULTS

About two-thirds of survey respondents have been working in the field for four or more years. As such, the majority of respondents have considerable experience responding to homelessness in Windsor-Essex to compare the work and results of H4 against. Also, two-thirds of respondents to the survey indicated that they are a frontline worker, directly engaging with people who use services at H4. As such, these are professionals who see the work of H4 with their own eyes and directly interact with program participants at H4.

How long respondents have been working in the field



It is the perception of more than 80% of people surveyed that homelessness has become worse the past few years, and about the same percentage of people surveyed believe the service needs of people experiencing homelessness are higher.

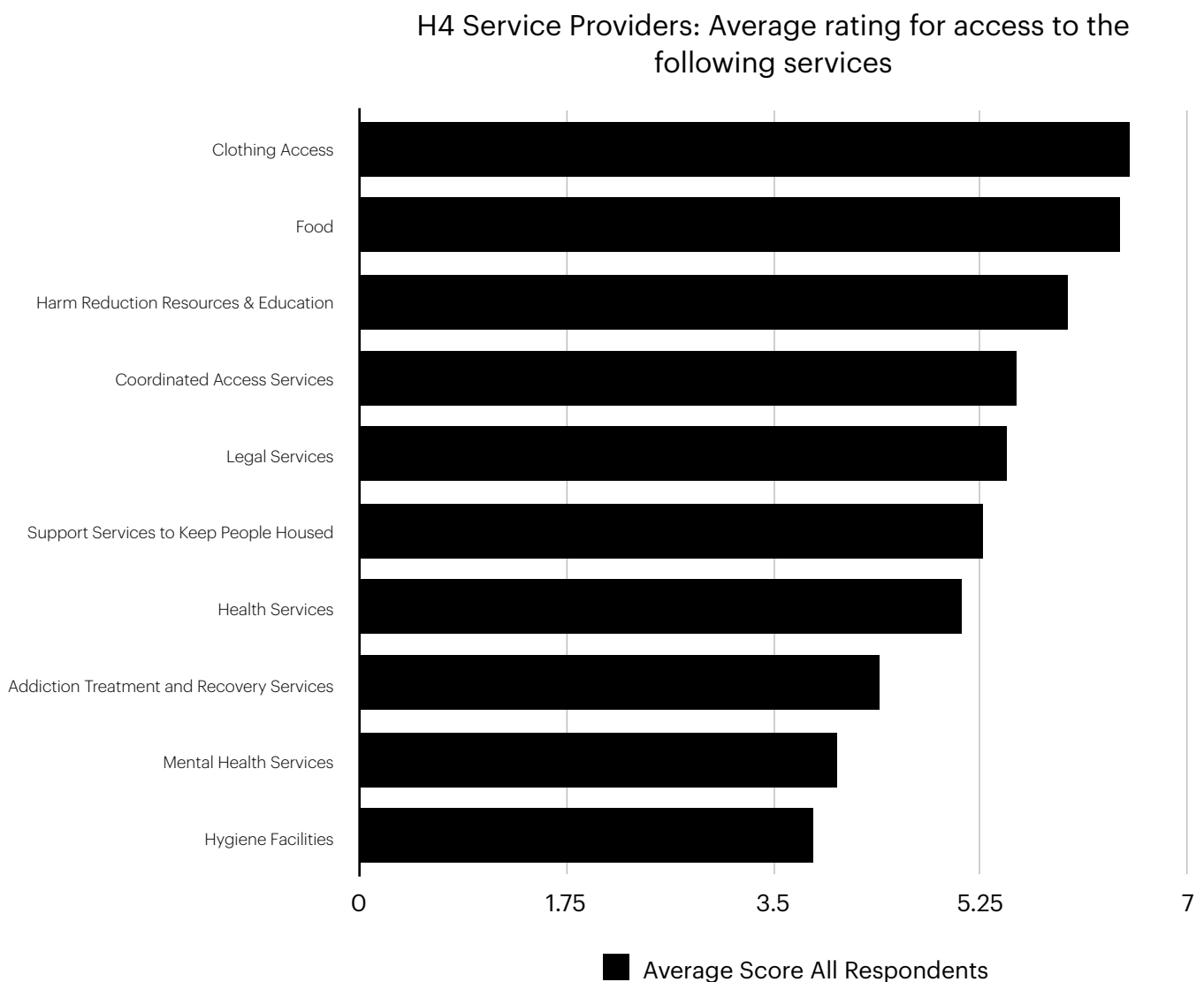
About three out of five survey respondents have the opinion that the shelter system in the community is inadequate in size to consistently accommodate people experiencing homelessness in the community. No respondents were of the opinion that the shelter system has the capacity to accommodate all people on all nights. As for the quality of shelter services, about half of respondents felt the quality has stayed the same the past few years, while the

H4 EVALUATION

remaining respondents were more or less evenly split on shelter services getting worse or better.

Two-thirds of survey respondents felt the quality of street outreach services has gotten better the past few years. Only one respondent felt street outreach services had gotten worse. The remainder felt it had stayed about the same.

Survey respondents were asked to measure a number of other services and access to those services for people experiencing homelessness in the community (H4 as well as other services) on a scale of 1 to 10 with 1 being terrible and 10 being excellent.



The biggest concerns of homelessness services professionals in the community in terms of services and access to services are hygiene facilities, mental health services, addiction treatment and recovery services.

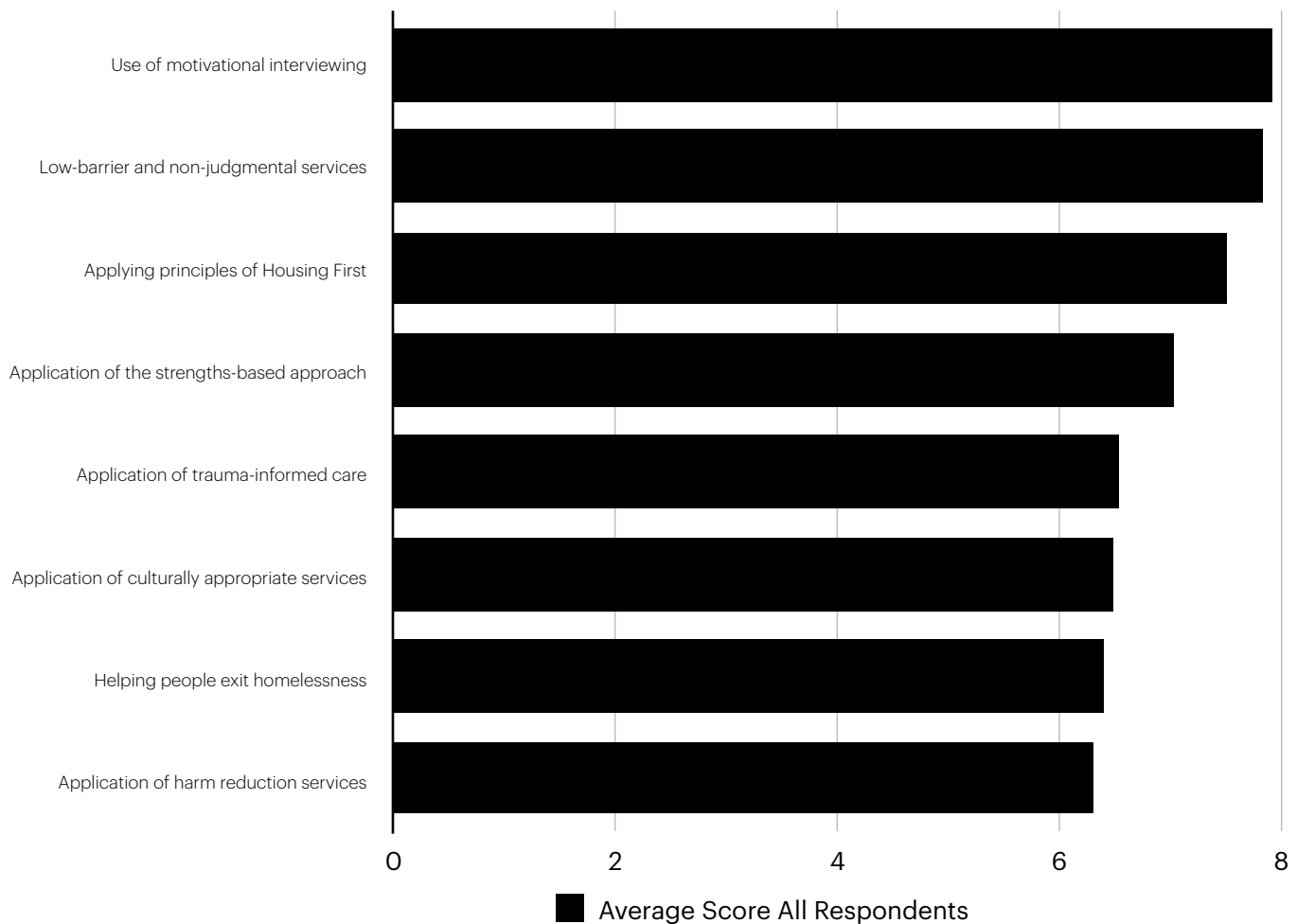
Survey respondents were also asked to rank what the top five barriers that they see amongst the people served when trying to exit homelessness. In order, across all respondents, the top five barriers identified were:

1. Lack of housing that is available and affordable
2. Income is insufficient to afford housing
3. Substance use
4. Mental health
5. Lack of housing with 24/7 supports for people with more intense needs

When asked about collaboration between organizations that operate a service at H4, respondents overwhelmingly found that collaboration to be positive. Collaboration between organizations at H4 and organizations elsewhere in the community that do not operate at H4 was slightly less strong, but still positive. Communication between organizations when consent is in place, for people that use H4, was also generally seen as positive.

Respondents were asked to rate a number of other features of the services provided and alignment to best and promising practices in service provision. This includes everything from helping people exit homelessness for housing to taking a strengths-based approach to assisting people experiencing homelessness. As the chart below shows, the application of best and promising practices in the service orientation is generally seen favourably at H4.

H4 Service Providers: Average rating for other features of H4 services provided



Survey respondents were asked what they felt, based upon their experience, are the three most important services offered at H4. Analysis of open-ended responses reveal having a safe place for people to be during the day, assistance with housing, and access to healthcare to be the top three important services at H4.

Survey respondents were also asked what they felt, based upon their experience, are the three biggest gaps in services offered at H4. Overwhelmingly, adequate mental health services were seen as the biggest gap to be filled. Sufficient addiction supports services were also seen as a gap. Access to laundry and showers came in third place.

The respondents see H4 as integral to the community and the ability of the community to respond effectively to homelessness; however, it was noted by respondents that the complexity of co-occurring needs within the population served makes it difficult to meet each person's needs. The volume of people seeking assistance at H4 is felt to be increasing (and confirmed by available data). Increase substance use and the nature of the substances used was seen as particularly challenging without adequate on-site addiction expertise on a daily basis. The compromised mental health presentations of people at H4 is seen as increasingly complex, and staff at H4 overwhelmingly feel that additional professional mental health supports are needed on-site on a daily basis. It was also noted by several professionals who work at H4 that the overall health of people is compromised; that many people that use H4 services need wound care, medication management assistance, and help navigating health care for ongoing chronic disease management.

KEY INFORMANT INTERVIEWS

Throughout the key informant interviews, each conversation focused on five specific themes from the perspective of the key informant:

1. Whether H4 has added value to the community's homelessness response;
2. The unintended consequences of H4 - positive or negative - as a result of the facility and operations;
3. The high volume of people that have been to H4, with a specific emphasis on the large volume of people that have not continued to use H4 for years (and there is no knowledge of their current whereabouts);
4. How to better meet the needs of Indigenous Peoples that use H4; and,
5. What they would improve regarding H4.

1. WHETHER H4 HAS ADDED VALUE TO THE COMMUNITY'S HOMELESSNESS RESPONSE

Generally, the key informants pointed to the way in which H4 was originally conceptualized as a response during the early days of the pandemic to meet

an unmet need, but that H4 has evolved to become an important — but perhaps in some aspects duplicative — component of the homelessness response system in the community. Some key informants questioned whether it would have been better to increase capacity in shelter services rather than create or sustain H4, and others questioned whether a health care setting would have been a better fit for meeting the needs of the population that uses H4 given the higher health needs. Despite those opinions and perceptions, this was not shared by all key informants, the majority (5) of whom felt that H4 was unique, meeting an unmet need to this day, that the greatest value H4 offers the community response to homelessness is bringing different entities together under one roof.

2. UNINTENDED CONSEQUENCES OF H4 - POSITIVE OR NEGATIVE

Regarding unintended consequences, the negatives most often shared were: a higher concentration of high needs individuals in the neighbourhood; people hanging around the building not only during operating hours, but before and after as well; public urination near the building; stigma associated with the program; and, the popularity of the H4 putting pressure on other parts of the homelessness responses system operationally and financially to perform similarly or better than H4. The positive unintended consequences most often shared were: synergy between service providers sharing the space; putting homelessness on the radar in a new way in the community; service providers working together to get people housed; providing a location to connect with people who are otherwise transient and street involved; and, being able to continue to meet people's needs even after the worst impacts of the pandemic have passed.

3. THE VOLUME OF PEOPLE THAT HAVE USED H4

As for the large number of unique individuals that have used H4, the majority of whom do not continue to use H4, it was speculated that many of the people not using H4 anymore are likely housed, incarcerated, moved to another community or passed away. However, almost all key informants saw the higher volume of people using H4 as a positive. It was suggested that if H4 did not add

value it would not be used at all, and the fact that people continue to find their way to H4 demonstrates the need it fulfils in community.

4. HOW TO BETTER MEET THE NEEDS OF PEOPLE WHO IDENTIFY AS INDIGENOUS AND USE H4 SERVICES

As noted earlier in the report, people that identified as Indigenous had the least positive assessment - and sometimes outright negative assessment - of H4. Key informants were asked the ways in which H4 could be improved for people who are Indigenous. While several spoke to the importance of culturally appropriate and culturally safe space, others noted that efforts to fully engage the Indigenous community on matters of homelessness would benefit from renewal. It was noted that engagement and improvement in Indigenous services should be seen as an effort requiring ongoing tweaking and improvements and that progress is iterative given the legacy of how poorly Indigenous people have been treated. Other key informants noted that given 11% of H4 service users identify as Indigenous that even without a favourable assessment of H4, it was not a deterrent to people who are Indigenous using the space and that there was an opportunity to continue to get better at serving the Indigenous community.

5. POTENTIAL IMPROVEMENTS TO H4

There were a few themes that emerged in response to what to improve. First and foremost was the building itself. H4's building was described as insufficient, unacceptable or ill-designed for the purpose it was being used for, and people were hopeful that a potential future building would be designed specifically as a multi-service space. Another theme that emerged in the key informant interviews was how to better get enhanced mental health services into the location for ongoing engagement with people that are struggling, as well as to respond more timely (though not quite urgent or crisis) situations with people's wellness. Specific programming and activities was mentioned by several other key informants. Most were quick to point out that they would not get rid of the passive space in the gymnasium where people can sleep on a mat, but several key informants noted potential benefits if there was an additional physical

location in the building to offer everything from group sessions on substance use to the likes of a women's health support group with at least one activity planned every day of the week. The final theme noted by several of the key informants was to improve food services. Many key informants described the food in less than favourable terms (e.g., "inadequate", "abysmal", "insulting") and were critical of the reliance on charitable donations, lack of appropriate food handling, and the inability to meet the nutrition needs of very vulnerable people.

BY-NAME PRIORITY LIST (BNPL) DATA AND HOMELESS INDIVIDUAL AND FAMILY INFORMATION SYSTEM (HIFIS) DATA

BNPL data is generated when an individual experiencing homelessness expresses interest in assistance with getting housed and receiving supports to stay housed. All communities across the country that receive *Reaching Home* funding from the federal government are required to have a BNPL. Windsor, as a recipient of federal homelessness funding, has had a BNPL for several years.

Cross-referenced BNPL data with logs of service users at H4 demonstrated that 1,749 individuals were found to be common between the BNPL and H4 lists. Since April 2020, this means that a large number of people that have used H4 services have been engaged in the process of exiting homelessness for housing.

HIFIS (a database of all transactions of people experiencing homelessness with service providers and not just those interested in housing like the BNPL) data illustrates that more than 600 households that have used H4 have realized housing since April 2020. HIFIS data reveals that more than 100 H4 service users that were housed have returned to homelessness. BNPL data analyzed demonstrates a further 184 H4 service users have been housed multiple times during that period. What is clear is that the service and support needs of many H4 service users are remarkably high. Sustaining housing, even with supports provided in community, has proven to be difficult for many H4 service users. It is

quite likely that the level of support required to sustain housing surpasses the intensity of supports that are provided in scattered site housing. A reasonable inference is that H4 users that have lost housing — especially those that have lost housing multiple times — would benefit from a more intensive supportive housing model where there are staff on-site and available to provide assistance 24 hours per day, 7 days per week.

DISCUSSION & RECOMMENDATIONS

RECOMMENDATION #1: SUPPORTIVE HOUSING CONSIDERATIONS FOR MANY OF THE PEOPLE THAT USE H4

Within the local context, the need for supportive housing is abundantly clear. Many of the service users of H4 have complex and co-occurring support needs, and quite a number of H4 service users have had previous attempts at *Housing with Supports* that were not successful. Furthermore, H4 service users are primarily living in extreme economic poverty and need a permanent place to call home that they can afford on an ongoing basis. In addition, as indicated in the survey and interviews completed with people who use H4, 98% of service users want housing and over 80% of H4 service users would like to have ongoing case management supports once they move into housing. There is an acknowledgment amongst people served that supports are necessary in order to sustain housing going forward.

There are two key features to supportive housing: it is affordable; and, there are customized support services to help the household remain housed and improve their overall wellness. People living in supportive housing tend to achieve overall life stability, are more resilient to respond to adverse life events, can focus on recovery, see their health, mental health and substance use improve, and realize personal goals. Supportive housing is sometimes focused on the needs of a specific population group experiencing homelessness such as women, youth, older adults, people living with compromised mental health, people who use

substances, people with considerable and repeated criminal justice involvement, or Indigenous Peoples.

There are primarily two types of supportive housing:

- 1. **Permanent Supportive Housing:** Housing where both the apartment unit and the supports are available to the person permanently. This is normally reserved for people with the highest needs. Everyone who lives in this type of apartment building is a recipient of support services.
- 2. **Housing with Supports:** Housing where the apartment is scattered in the community, integrated with other apartments where people are not in receipt of financial or support assistance because of previous homelessness. This type of supportive housing can include a combination of transitional dwellings and apartments that may be permanent but the supports are time-limited.

While the personally anticipated outcome of each tenant in supportive housing can be unique to the person being supported, as a concept supportive housing focuses on five core outcomes:

CORE OUTCOME SOUGHT	DESCRIPTION OF OUTCOME
People do not return to homelessness or housing instability	Both Housing with Supports and Permanent Supportive Housing go to great lengths to help ensure the household does not return to homelessness again. Even if the household needs to move, the intention is to have a seamless move from one address to another without a period of homelessness in between. The type, duration, frequency and intensity of support services provided all share the same purpose: to help the household stay housed.

CORE OUTCOME SOUGHT	DESCRIPTION OF OUTCOME
People believe their overall health improves (physical health, mental health, and/or addiction)	Improvements in overall health can include stabilization of a health condition, access to treatment or supports for a health condition, improved education and strategies for responding to a health condition, and/or lessening harm associated with a health condition. In Supportive Housing, health assistance can be provided “in house” or by connecting households to “mainstream” health and community resources. With a stable roof over one’s head and enhanced affordability, it is hoped that people can make informed choices in their health care and reap the benefits of that access to health care.
People are satisfied with the quality of supports	Households receiving support services in housing have an active voice in determining what type(s) of support they want, how often they want to receive those supports, how long the supports will last, and how intense the support assistance will be.
People are satisfied with the quality of affordable housing	Housing provided to households in need of supports must be affordable. Most often the rental amount is relative to the amount of gross monthly income the household receives, usually from social assistance. People should feel the housing is as affordable as possible, and that they dwelling is in good condition with all aspects of the dwelling in good working order.
People are socially connected	Support staff, peer supports workers, and recipients of support services work collaboratively to create meaningful opportunities for socio-recreational engagement. This can include a broad range of activities, from acknowledging birthdays and seasonal holidays to partnering with the local senior's centre or other day services to expand tenant's social connections.

It is recommended that the community initiate the development and operations of at least 120 units of Permanent Supportive Housing as rapidly as possible (which would include the 64 units of Permanent Supportive Housing proposed for the new Hub), with another 230 units of Permanent Supportive Housing developed over the next 5 years.

It is recommended that in order to be a candidate for the initial 120 units of Permanent Supportive Housing, the prospective tenant has to have had other attempts at Housing with Supports in the community that were unsuccessful or be referred by an onsite H4 health professional as a person that would benefit from the intensive supports within Permanent Supportive Housing.

It is recommended that the City of Windsor — both independently and in partnership with comparable other Ontario municipalities — along with allied entities like Ontario Health Teams and local justice initiatives advocate for additional capital and operating dollars from the Provincial and Federal governments to make the Permanent Supportive Housing a sustainable reality.

RECOMMENDATION # 2: DEVELOPING A PERSONS WITH LIVED EXPERIENCE (PWLE) ADVISORY GROUP AMONGST H4 SERVICE USERS

“Nothing about us without us” is a mantra used often to describe the importance of integrating the voice of people with lived/living experience into program design, ongoing program counsel, and program evaluation. H4 would benefit from a formalized advisory group comprised of people with lived/living experience. This will assist with policy and procedure improvements, program improvements, and improvements to engagement and activities at H4.

A PWLE advisory group would:

- ~ Help reinforce a culture of inclusion at H4;
- ~ Create opportunities for input on an ongoing basis, thereby assisting with continuous improvement;
- ~ Enhance trust between service providers and service recipients;
- ~ Provide training and mentorship opportunities for people that participate in the advisory group;
- ~ Empower and share responsibility for the ongoing intended success of H4.

It is recommended that Manager, Homelessness Special Projects, Housing Hub at the City of Windsor convene a PWLE Advisory Group that meets quarterly to discuss programs, policy and operations at H4 to gather feedback on services and opportunities for continuous improvement.

RECOMMENDATION # 3: IMPROVING SERVICES AND SUPPORTS FOR INDIGENOUS PEOPLE EXPERIENCING HOMELESSNESS THAT USE H4

According to Statistics Canada data³, people with an Indigenous identity comprise less than 3% of the population of Windsor, yet according to H4, people with Indigenous identity comprise 11% of all service users. Undoubtedly, as is the case with communities throughout Turtle Island people with an Indigenous identity are over-represented in homelessness.

Of all the different defining characteristics of people that use H4 services, people with Indigenous identity were the only characteristic associated with a poorer assessment of H4, as noted in the January engagement with H4 service users. There is one exception: *Thinking about different cultures, how would you rate this place at supporting people with different cultural backgrounds, and different races and ethnicities on a scale of 1 to 10, where 1 means there are no cultural supports and 10 means there are excellent cultural supports?* The answer to this question was the same as non-Indigenous People (8.8 out of 10).

³ <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Windsor&DGUIDlist=2021S05101032&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>

This likely is an indicator of the services not being as culturally appropriate and relevant as perhaps they could be, while overall the program is not seen as discriminatory against people that are Indigenous.

	Average Score of All Respondents	Average Score of Indigenous Respondents
Thinking about the services provided at this place, how would you rate those services on a scale of 1 to 10 where 1 is terrible and 10 is excellent?	8.1	7.2
Thinking about the staff at this place, how would you rate the staff on a scale of 1 to 10 where 1 is terrible and 10 is excellent?	8.0	6.8
Thinking about the hours of the day this place is open (8:30am - 6pm), how would you rate the availability of the service on a scale of 1 to 10 where 1 is terrible and 10 is excellent?	6.3	4.5
Thinking about your safety when at this place, on a scale of 1 to 10 where 1 is completely unsafe and 10 is completely safe, how would you rate this place?	8.4	8.0
Thinking about exiting homelessness for housing, on a scale of 1 to 10 where 1 means you are getting absolutely no support from this place to exit homelessness and 10 means you are getting incredible support from this place to exit homelessness, how would you rate this place?	6.4	5.3
Thinking about resting, on a scale of 1 to 10 where 1 means you get no rest when you come to this place and 10 means you find this place very restful, how would you rate this place?	8.1	7.2
Thinking about a safe place to hang out with your friends, on a scale of 1 to 10 where 1 means this is not a safe place to hang out with friends and 10 means this is a great place to hang out with friends, how would you rate this place?	6.9	6.4

H4 EVALUATION

Thinking about a place during the day to go to the bathroom, on a scale of 1 to 10 where 1 means the bathrooms are terrible and 10 means bathroom access and quality of bathroom facilities are excellent, how would you rate this place?	6.7	5.7
Thinking about the weather, on a scale of 1 to 10 where 1 is not at all important and 10 is extremely important, how important is this place to get out of the weather when it is really hot or cold, or raining or snowing?	9.4	9.2
Thinking about people on income supports like OW who need help with their case file or help getting referrals for employment opportunities, how would you rate this place on a scale of 1 to 10 where 1 means there is no help with income supports and employment and 10 means there is excellent support with income supports and employment?	7.6	6.3
Thinking about getting information about other services or getting a referral to another service in the community, on a scale of 1 to 10 where 1 means there is no information provided about other services or no referrals made, and 10 means there is excellent information about other services or getting referrals to other services, how would you rate this place?	7.5	6.0
Thinking about your health, how would you rate this place at helping people with their health needs on a scale of 1 to 10 where 1 means there is absolutely no help with health and 10 means there are excellent health services?	7.2	6.6
Thinking about your mental health, how would you rate this place at helping people with their mental health needs on a scale of 1 to 10, where 1 means there is absolutely no help with mental health and 10 means there are excellent mental health services?	6.8	5.8
Thinking about people who have legal issues, how would you rate this place at helping people with legal issues on a scale or 1 to 10 where 1 means there is no help with legal issues and 10 means there is excellent help with mental health services?	6.6	5.8

Thinking about different cultures, how would you rate this place at supporting people with different cultural backgrounds, and different races and ethnicities on a scale of 1 to 10, where 1 means there are no cultural supports and 10 means there are excellent cultural supports?	8.8	8.8
Thinking about the overall importance of this place, how would you rate this place on importance to the entire community and all people experiencing homelessness on a scale or 1 to 10, where 1 means this place is not at all important and 10 means this place is extremely important?	7.8	6.9

Moving forward is not simply a matter of increasing investment in Indigenous service providers in the community. Current investments in Indigenous services have not yielded consistent results at H4. Addressing the perceptions of people with Indigenous identity that use H4 will require all staff to engage and support patrons differently.

It is recommended that all staff that serve people at H4, regardless of organization worked for, undertake training on homelessness amongst Indigenous People, undertake training on the relevant conclusions of the Truth and Reconciliation Commission, and, undertake training on culturally appropriate services and cultural humility.

It is recommended that Indigenous-specific programming by an Indigenous organization be provided at H4 at least two half days per week.

It is recommended that the Indigenous community be consulted on the future location and operations of H4 to incorporate culturally specific elements into the design and/or program offerings.

RECOMMENDATION # 4: ENHANCING MENTAL HEALTH SERVICES AT H4

Obvious to the people that use H4, the wide range of partners that operate out of H4 and to external entities that go to H4 is that unsupported or under-supported compromised mental wellness has a tremendous impact on the population served. Meanwhile, the services on-site at H4 specific to mental health are grossly inadequate. Many of the people that use H4 are not well, and many know that their mental health is a barrier to accessing or sustaining housing. About 2 out of 5 people that use H4 indicate that they live with a Serious Mental Illness (e.g., schizophrenia, bipolar disorder, etc.).

While engagement has been attempted with community-based organizations and health care organizations that deliver services to people living with mental illness, the presence of staff at H4 with expertise in these areas has not been sustained. Engagement with leaders of these services elsewhere in the community questioned the utility of having staff present at H4, especially when compared to other community priorities. Other community leaders indicated that because there is not a source of funding to provide consistent service at H4 that doing so was not financially viable. Furthermore, some community leaders were dismissive that people that use H4 would be compliant with any approach put in place to assist with mental health until the person is either a) ready; or, b) stabilized in housing.

If integrating mental health with homelessness and housing supports is not sorted, it is difficult to see how future Permanent Supportive Housing will realize its fullest potential.

It is recommended that executive leaders within the homelessness and housing support system of care and the City of Windsor meet with executive leaders within mental health services to negotiate an agreement to have enhanced mental health services at H4.

It is recommended that future supports planning for Permanent Supportive Housing ensure, through contract or memorandum of understanding that mental health services will be provided at future Supportive Housing buildings.

RECOMMENDATION #5: TRAUMA COUNSELLING FOR PEOPLE THAT USE H4

Past traumatic experiences were named as a barrier to accessing housing for approximately 2/3 of people that use H4, according to the January survey and engagement with people that use H4 services. While this should not be viewed as a diagnosis of Post Traumatic Stress Disorder, the rates of PTSD are likely high given the large volume of people that self-report past traumas as a barrier for moving forward with housing in the current reality. The reality is that while service providers endeavour to support H4 service users through a trauma-informed lens, that is different than providing trauma-specific therapies and supports to help with the healing process.

While academic studies examining trauma amongst people experiencing homelessness provide a wide-range in the percentage of the homeless population impacted by past trauma, there is general agreement that the prevalence of trauma is higher within the population of people experiencing homelessness than the general population. The impacts of the trauma are diverse, from difficulties engaging with services and supports that could offer support through to higher rates of substance use.

It is recommended that all staff that serve people at H4, regardless of organization worked for, undertake training on trauma-informed care, with refresher training completed on an annual basis.

It is recommended that, if at all possible, a new partner be recruited to provide trauma-counselling at H4 or with H4 service users for at least a half

day per week, to engage in more moderate and longer-term supports to assist with coping and healing from past trauma.

RECOMMENDATION # 6: BETTER MEETING THE NEEDS OF WOMEN THAT USE H4

Women make up about 40% of H4 patrons. While women generally have a positive impression of H4 and feel that H4 is a safe place, some service providers and women patrons of H4 spoke to the needs of women-specific supports and programming. More than once it was suggested that having a safe space within H4 that is a women's-only space would be helpful for women that are looking to rest but not be in the company of men when doing so. It was also suggested that having a women's-only space would help facilitate conversations about domestic and intimate partner violence, trafficking, exploitation, safer involvement in sex work, and women's health needs. It was noted in interviews with staff that operate out of H4 that some of the women they serve are never seen or engaged outside the presence of their male partner and that creating women's specific programming or space within H4 may facilitate a safer way of creating opportunities for women to have a break or separation from their partner that they are not currently seeming to get.

It is recommended that women's specific programming be offered by women and for women that use H4 on a weekly basis, and that women-identifying H4 patrons have an active voice in determining what type(s) of programming are offered and the frequency of the programming being offered.

It is recommended that should H4 relocate to a larger building or purpose-built space, that a women's-only area be integrated into the design and operations.

RECOMMENDATION #7: ACTIVITIES AT H4

Four out of five H4 patrons reported that they are bored most days without meaningful things to do. People that come to H4, if not directly engaged in a service that day, are resigned to quiet time in the gymnasium. There are no other structured activities transpiring. Space limitations in the current building make it impossible to offer simultaneous activities while still maintaining a resting place.

Meaningful activities have many benefits for an operation like H4. For example, activities can provide another opportunity for engagement between staff and patrons; socio-recreational activities can improve mental wellness; and, activities related to areas of interest or characteristics of a population (e.g., a women's support group) can enhance feelings of belonging and safety.

As H4 extends operating hours until later in the day there is an opportunity to provide some structured programming later in the afternoon and into the early evening hours. By that point of the day, passive rest opportunities can be replaced with the likes of cultural programming for Indigenous service users, gender-specific programming for women, harm reduction or recovery programming for people that use substances, housing seminars, peer support programming, safety planning, and/or socio-recreational activities such as puzzles, games or artwork. In addition providing people something to do, these types of structured activities offer another engagement opportunity between staff and H4 patrons to promote and connect people to services that can help end homelessness and offer increased life stability.

It is recommended that H4 test the interest and participation in activities by starting with two planned activity sessions per week, later in the afternoon or early evening, and that H4 patrons have a direct voice in determining what types of activities will be offered to start.

RECOMMENDATION #8: DOCUMENT REPLACEMENT AND DOCUMENT STORAGE ASSISTANCE AT H4

Lack of identification was noted by almost two-thirds of people engaged at H4 as a barrier to housing. While different organizations in the community provide assistance with the likes of replacing a birth certificate, it is not well structured as a community-wide program, and formal, secure assistance with storing the documents is lacking. H4 presents an opportunity to respond to this significant barrier. If an identification clinic was offered on a regular basis at H4 with the opportunity for secure storage of the documents, it is likely the number of people reporting lack of identification as a barrier to housing will decrease considerably.

There are several other Canadian and American models of document replacement and document storage assistance that can be examined and the best features of existing programs can be combined to create a robust H4 program in this regard. Not only would such a service provide benefits to existing H4 service users, it is quite likely it would be a draw to entice other people experiencing homelessness in the community to use H4 as well.

It is recommended that the City of Windsor, in cooperation with community partners, identify a not for profit organization that can develop and implement a program at H4 that will assist H4 patrons with replacing identification and other vital documents, as well as offer safe and secure legal storage of the documents, if requested by the patron, to assist with the likes of securing housing in the future.

RECOMMENDATION # 9: RENAMING H4

"Homelessness and Housing Help Hub" which is what H4 currently stands for can be stigmatizing, if for no other reason that the word "homeless" appears in the title. It may be more beneficial and less stigmatizing to, going forward, refer to the resource as something like the Holistic Housing Help Hub given the multi-service nature of resources that operate at the facility.

It is recommended that the City of Windsor, with input from people with living/lived experience and partners that work out of H4, rename the facility and program operations.

CONCLUSION

H4 has excelled at creating an environment where people can rest. H4 has excelled at creating a nonjudgmental environment. H4 has excelled at bring many service providers into the same building to meet a wide range of needs of service users. Engagement with people who use H4 services, staff that work at H4 from across a broad spectrum of community partners, and the key informants generally agree that H4 meets needs in the community for people experiencing homelessness that are not effectively met in any other manner or location.

In the spirit of continuous improvement, H4 needs to focus on amending or adding various services. The primary area identified repeatedly for improvement across most of the interested and affected parties engaged relates to mental health services. People that use H4 want access to mental health services and most of the entities that provide services at H4 identified mental health services - both rapid response and longer-term supports and counselling - as glaringly missing.

In addition, more work needs to be done to meet the needs of specific population groups. H4 should endeavour to work with the Indigenous community and Indigenous organizations and people with lived experience that identify as Indigenous to ensure that people with Indigenous identity have a more positive experience and assessment of H4. Another population group that would benefit from increased attention and improved programming is meeting the needs of women who use H4.

More activities planned at H4 should result in improved engagement with patrons. It is acknowledged, however, that the current building does not

provide adequate space for this to occur regularly, without interrupting other activities such as the resting space in the building. Should H4 move to a new location, a separate activity space is recommended.

Many of the people engaged as part of the evaluation were lacking vital documents. Government-issued identification is critically important for accessing a range of services, and is critical to the process of helping people exit homelessness for housing. Consideration should be given to enhancing document (re)acquisition and safe storage of documents of people that use H4 services.

Renaming H4 to decrease stigma is another consideration going forward. It is hoped that by reducing stigma another barrier is removed for people that may want to use the H4 services, while also improving community relations.

Finally, the evaluation of H4 has put a spotlight on the supportive housing needs in the community. While H4 is doing good work at addressing immediate needs while experiencing homelessness, and aiming to connect people to housing with supports in community, it is clear that many H4 service users will need housing that has supports available on-site 24 hours per day, 7 days per week. This is especially true amongst people experiencing chronic homelessness with significant health issues, and/or mental illness (including substance use disorder), and/or criminal justice services involvement. Focusing solely on improving H4 without concurrently planning and implementing strategies to assist H4 service users to exit homelessness for housing would be shortsighted. The hope and intention should be for each H4 service user to realize stable housing with appropriate supports and no longer need H4, or to use H4 significantly less.



Committee Matters: SCM 193/2024

**Subject: Minutes of the Windsor Accessibility Advisory Committee of its meeting
held May 14, 2024**



Windsor Accessibility Advisory Committee
Meeting held May 14, 2024

A meeting of the Windsor Accessibility Advisory Committee is held this day commencing at 10:00 o'clock a.m. via Zoom video conference, there being present the following members:

Sally Bennett Olczak, Co-Chair
Peter Best, Co-Chair
Councillor Fred Francis
Danica McPhee
Riccardo Pappini
Nick Petro
Caleb Ray

Absent:

Surendra Bagga

Also present are the following resource personnel:

Mark Keeler, Accessibility/Diversity Officer
James Chacko, Executive Director, Parks
Jen Knights, Executive Director, Recreation & Culture
Bill Kralovensky, Coordinator, Parking Services
Karen Kadour, Committee Coordinator

1. Call to Order

Sally Bennett Olczak, Co-Chair calls the meeting to order at 10:03 o'clock a.m. and the Committee considers the Agenda being Schedule A attached hereto, matters which are dealt with as follows:

2. Declaration of Conflict

None disclosed.

3. Adoption of the Minutes

Moved by Councillor Fred Francis, seconded by Riccardo Pappini,
That the minutes of the Windsor Accessibility Advisory Committee of its meeting held February 20, 2024 **BE ADOPTED** as presented.
Carried.

4. Business Items

4.1 Hidden Disabilities Sunflower

The document entitled “The Sunflower Program – Creating Support for Hidden Disabilities” is **attached** as Appendix “A”. Mark Keeler provides an overview of the Hidden Disabilities Sunflower initiative as follows:

- Indicates that this program is currently running at YQG.
- This program deals with conditions such as autism, Alzheimer’s, Tourette Syndrome. These are people who do not look like they have a disability but they struggle when it comes to getting access to programs and services within the city. They are often misinterpreted, they may have speech issues which is a result of a brain injury and has an impact on how well they integrate in communities and the level of quality of life. Need to ensure they have equal access to programs.
- For example if a person has aphasia which is usually caused by a head trauma or stroke affecting the left hemisphere (in 2 different regions of the brain) it can cause problems with speech or difficulty in taking directions.
- The staff would give out cards to the public for free. The public does not have to verify or disclose their disability. The cards say “dear staff member, I need extra help”.
- The Hidden Disabilities Sunflower initiative began in England; is now in 90 countries but is not in any municipality in Ontario at this time.
- Will require buy-in from senior leaders to promote this program within the City of Windsor departments.
- Branded Visibility (at a cost) for the initiative includes card packs, window decals, standup signage, counter signs and staff buttons.

Riccardo Pappini agrees that this program will be very helpful to those folks dealing with these types of disabilities. The members generally support this initiative.

4.2 Capitol Theatre – Accessible Parking

Bill Kralovensky, Coordinator Parking Services appears before the Committee and advises that in the past, in the City of Windsor, if a commercial parking space is available, this space is also available for those to park with accessible permits. In front of the Capitol Theatre there was space for three vehicles for a one hour time frame for commercial loading which resulted in some complaints. The time limits of one hour have been removed from those parking spots, however, if people park for a longer time, they may need to revisit this matter and add some time frames.

Sally Bennett Olczak, Co-Chair adds that in speaking to some residents, they have expressed they are pleased with the changes put forth by Parking Services.

Moved by Caleb Ray, seconded by Danica McPhee,
That the update provided by Bill Kralovensky, Coordinator Parking Services regarding accessible parking in the vicinity of the Capitol Theatre **BE RECEIVED**.
Carried.

4.3 Windsor Accessibility Advisory Committee Survey, Strengths, and Areas for Improvement, Springtime 2024

Sally Bennett Olzak, Co-Chair reports that she had the pleasure of speaking with each member of the Windsor Accessibility Advisory Committee regarding the committee's strengths and areas for improvement. She indicates that a consolidation of the comments provided by the members will be available at some point. The overall sense of the members showed that the committee is feeling positive of what we are doing; good attendance at meetings; good participation; and a restructuring of the working groups pointing WAAC in a positive direction.

4.4 Working Groups

Infrastructure Working Group

Members of the Infrastructure Working Group – includes Mark Keeler, Riccardo Pappini, Peter Best. Surendra Bagga, Nicholas Petro, Caleb Ray and Danica McPhee

(a) *Audio Pedestrian Signals*

Mark Keeler advises that Ian Day. Senior Manager Traffic Operations, Parking and Prem Patel, Manager Traffic Operations, will be invited to attend a meeting of the Infrastructure Working Group to allow for more detailed discussions which will be reported back to WAAC.

(b) Transit Windsor

Mark Keeler reports that he is working with Transit Windsor on their Federal Accessibility Plan.

(c) Windsor International Airport

Mark Keeler advises that representatives from the Windsor International Airport consulted with the Infrastructure Working Group regarding their Federal Accessibility Plan. He states that at some point WAAC members will be invited to tour the Airport facility.

Mark Keeler responds that traffic is looking at new installations at three various intersections.

In terms of the Windsor Public Library, Peter Best advises that an arrangement was made to meet with library staff to help them understand voiceover on an I-Pad (without any visual). The next step is to provide a demonstration on equipment for low vision.

Moved by Nick Petro, seconded by Caleb Ray,
That the update and progress of the Infrastructure Working Group **BE RECEIVED**.
Carried.

Sandy's Point Working Group

Members of Sandy's Point Working Group includes – Mark Keeler, Peter Best, Nick Petro, Surendra Bagga and Danica McPhee

Mark Keeler states that the event will be held on May 28, 2024 at 10:30 a.m. at Sandy's Point, Alexander Park.

Mark Keeler indicates that Danica McPhee brought up a point that once this event is completed, how do we reflect on different parks in the city, i.e. Mic Mac and Malden. We want to ensure that when we do events in subsequent years that we look at other parks in the city and make sure that all wards are getting that same degree of attention.

Moved by Riccardo Pappini, seconded by Danica McPhee,
That the update of the Sandy's Point Working Group **BE RECEIVED**.
Carried.

Clerk's Note: As of May 22, 2024, the Sandy's Point event was cancelled.

Facility Accessibility Design Standards Working Group

Mark Keeler remarks that the Working Group has been working on the FADS update for almost a year and adds that this will be the first Facility Accessibility Design Standards in all of Ontario that is actually based not only on engineering and architectural guidance, but on lived experience. He adds there are only 18 sections left to review and expects to complete the task by mid-summer.

Moved by Nick Petro, seconded by Caleb Ray,
That the update on the progress of the Facility Accessibility Design Standards **BE RECEIVED.**
Carried.

5. WAAC Operating and Capital Budget

Sally Bennett Olczak, Co-Chair advises that the 2024 Operating Budget for the Windsor Accessibility Advisory Committee is \$6,250.

6. Date of Next Meeting

The next meeting will be held in late September 2024 or in early October 2024.

7. Adjournment

There being no further business, the meeting is adjourned at 10:58 o'clock a.m.

THE SUNFLOWER PROGRAM

Creating Support for
Hidden Disabilities



HIDDEN DISABILITIES

- Thinking beyond the visible spectrum
- Difficult to identify for front-line employees
- Conditions subject to misinterpretation
- Harder to access programs and services
- Impact on integration, quality of life, and equity



More than 900+ Hidden Disabilities

Autism

ADHD

Alzheimer's

Aphasia

Asthma

Brain Injury

Cognitive and Learning

Crohn's

Diabetes

Dyslexia

Cancer

Epilepsy

Fibromyalgia Syndrome

Hemophilia

Lupus

Mental Health Conditions

Migraines

Multiple Sclerosis

Narcolepsy

Parkinson's

Tourette Syndrome



APHASIA

HIDDEN DISABILITIES

Caused by Stroke, Brain Injury, Disease or Tumor

- Affects**
- Left hemisphere, language functions
 - Broca Aphasia – Speech Production
 - Wernicke Aphasia – Speech Comprehension

Impacts on Access to Services

- Requesting 311 or in-person assistance
- Cannot communicate/understand instructions



How to Assist Aphasia Residents

- Allow extra time to respond to questions
- Use short, simple, uncomplicated speech

FAST FACTS

- Cards are always free
- Residents do not need to prove or divulge their disability
- The program does not confer any added preference or privilege
- Cards should be available at key City locations.

WHAT IS SUNFLOWER?

- Helps residents with hidden disabilities receive support
- Increases awareness internally and externally
- Provides training to public-facing employees on how to assist persons that identify themselves with the sunflower card
- Communicates to staff that a resident needs extra assistance
- Cards are free upon request
- Does not require verification and



Where do we find Sunflower?

- Originated Gatwick Airport, 2016
- Growing in North America, in 90 Countries
- Highly concentrated in travel and aviation
- Educational, Courts, Retail, Hotels
- No Ontario municipality – Let's be the *first*.



Americas



Europe



Oceania



Maximizing Effectiveness through Branded Visibility



Card Packs



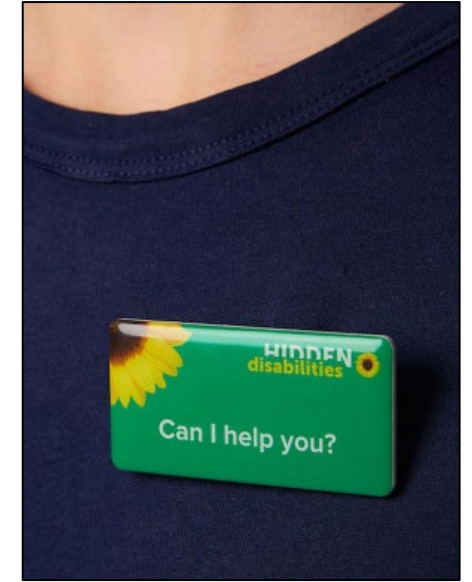
Window Decals



Standup Signage



Counter Signs



Staff Buttons

PRELIMINARY BUDGET

Item Description	Plan A Corporate	Plan B Standard
Membership (Standard or Corporate)	\$2800	\$550
Cards and Lanyard (500)	\$1,750	\$1,750
Window Decals (for customer service) – Pack of 10	\$15.75	\$15.75
Bespoke Roller Banner	\$328	\$328
Poster Pack (Bespoke)	\$154.61	\$154.61
Total	\$5048.36	\$2798.36

* Standard does not include webinars



START



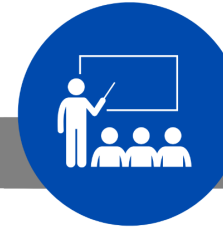
ACQUIRE

Purchase membership, training, cards, lanyards, cards



INFORM

Develop and deliver an awareness program



TRAIN

Provide training through the LMS and track progress



PARTNER

Advise community Partnerships on Sunflower



SHARE

Launch a public awareness program with Communications



FEEDBACK

Gather and report metrics and feedback

LAUNCH

ROADMAP



ONAP Provincial

Municipalities
Southwest Ontario

Thank you





Council Report: S 12/2024

Subject: Response to CQ 27-2023 Regarding Parking Spaces at Ford Test Track – Ward 5

Reference:

Date to Council: July 3, 2024
Author: Wadah Al-Yassiri
Manager, Parks Development
519-253-2300 Ext. 2740
walyassiri@citywindsor.ca
File # ST2024

To: Mayor and Members of City Council

Recommendation:

THAT the report on the Response to CQ 27-2023 Regarding Parking Spaces at Ford Test Track **BE RECEIVED** for information.

Executive Summary:

N/A

Background:

At the September 18, 2023 meeting of City Council, Councillor Sleiman asked the following question of Administration:

Asks that in light of parking complaints at the Ford Test Track, Administration be requested to report back to Council regarding designing and building 100 parking spaces at Ford Test Track on the former Gordon McGregor lands; and, that the report include financial information and budget allocations as required.

This report is in response to that question.

Following the question from the Councillor, Administration met to determine the current inventory and options for additional parking at Ford Test Track. At present time, there are four (4) parking lots surrounding Ford Test Track. There is one (1) large lot on the north end of the park (along Seminole St.), capable of hosting approximately 270 parking spaces. This lot has a granular surface and the parking spaces are not marked out or lined. There are two (2) lots on the south end (along Milloy St.), capable of hosting approximately 87 and 84 spots respectively. These lots are curbed, paved and lined for parking. There is also a lot on the west end of the park (off Alice St.), which is paved but not lined and capable of holding 34 spots. In total, there approximately 475 parking spots available at Ford Test Track. A map of all existing parking spaces can be seen in **Appendix A**. Below is a summary of the existing parking lots, their distance to

the closest field and information on a potential lot near the former Gordon McGregor lands.

Lot	475 Existing Spaces	Distance to Closest Field (m)
North End	270	55
South Lot 1	87	80
South Lot 2	84	40
West End	34	35
POTENTIAL NEW WEST END LOT	66 Additional (541 total spaces)	80

Discussion:

Administration discovered some challenges in terms of parking at Ford Test Track. It became apparent during discussions that while the lot at the north end of the park can hold approximately 270 parking spaces, because the lot is not clearly marked, vehicles are parking in manner which does not allow for the maximum amount of parking. In addition, Administration has learned that often times, park users will opt to use street parking in the surrounding area rather than use the lot at the north end – even when spots are available. Anecdotally, Administration believes the north and south end lots combined are being utilized at approximately 50% capacity. While the south end lots tend to be fuller, there is still parking availability in both the south and north lots during times of peak park usage. As a result, Administration will work with the current user groups of the park in order to promote the option for parking in the north end lot. Other additional options for Council to consider are:

Option 1 – Improve Existing Parking Lot with Parking Barriers in the North Parking Lot

Administration realizes that the parking lot located along Seminole St. is not being properly utilized likely because the parking spaces are not clearly marked out. This allows for users to park as they see fit which does not generally maximize the space available. A solution to this issue could be to properly mark the parking area in order to delineate the spaces using concrete parking curbs. This would ensure there are three (3) rows of parking being utilized. The lot would be graded, with additional granular added to improve the slope and drainage of the lot. Additional signage would also be placed indicating where cars could park. The cost associated with this option would be approximately \$125,000 + applicable HST and would be subject to approvals and site plan control. It would take approximately 1 month to complete.

Option 2 – Additional Parking Lot at Gordon McGregor Lands

The second option to consider is to add a new parking lot on the Gordon McGregor Lands on the west end of the park along Alice St. This option can be seen as **Appendix B**. This lot would attach to the existing west lot containing 34 spots and would add additional parking of 66 spots to increase the total spaces to 100 (including 8 accessible spots). This option would allow for additional parking along the west side of the park. The cost to construct this new parking lot, which includes refurbishing, repaving and adding proper painting and lines to the existing lot would be approximately \$1.25 million and would take 4 months to complete (weather permitting). This option would be subject to approvals and site plan control. **Appendix C** shows a map of the existing parking along with the addition of this potential new lot.

Risk Analysis:

There is little risk associated with a communication plan to reach out to user groups to request they utilize existing parking. There would be no cost associated with this option.

It has been noted that the suggested lot in Option 2 could create a slight risk related to cut through traffic due to the lot configuration. Administration will work with Site Plan Control to ensure proper traffic calming measures are put in place to mitigate that risk.

Climate Change Risks

Climate Change Mitigation:

Under the two options provided there would be no significant impact to the Community or Corporate greenhouse gas (GHG) inventories. Assuming that these changes will not impact the amount of vehicles driving to the site, any GHG emissions increases would be limited to the extent of construction for new parking areas.

Climate Change Adaptation:

Option 1 poses no additional climate risk to the area, as the impervious area at the Ford Test Track is not being increased. Any increases to the impervious area (i.e. Option 2) would have to address storm water volumes at the time of Site Plan Control.

Financial Matters:

The costs to proceed with Option 1 to improve the existing parking lot would be approximately \$125,000 plus applicable HST. These costs include the associated labour, materials, and contingency that would be needed to complete Option 1.

If Council wishes to proceed with Option 2 for the additional parking lot at the former Gordon McGregor Lands, the costs for labour, material and contingency would be approximately \$1.25 million plus applicable HST.

All pricing is subject to the tender bid results.

There is currently no funding within the approved 10 year capital budget that would provide sufficient funding for either Option 1 or Option 2.. Should City Council wish to proceed with either Option 1 or Option 2, direction on the preferred option will need to be provided to Administration and that direction would be taken into consideration in the development of the 2025 capital plan.

Consultations:

Emilie Dunnigan - Manager, Development Revenue and Financial Administration
Trevor Duquette – Supervisor, Parks Projects
Hoda Kameli – Landscape Architect
Canberk Yilmaz – Draftsperson IV
Natasha Gabbana – Senior Manager, Asset Planning
Karina Richters – Supervisor, Environmental Sustainability & Climate Change
Juan Paramo – Development Engineer
Shawna Boakes – Executive Director of Operations, Deputy City Engineer
Jason Campigotto – Deputy City Planner, Growth
Brian Velocci – Planner III, Site Plan Approval Officer
Adam Pillon – Manager of Right-of-Way
Patrick Winters – Manager, Development Engineering

Conclusion:

Administration has presented Council with two options for parking at Ford Test Track. If Council wishes to proceed with either of these options, a funding source would need to be identified as part of the 2025 budget process.

Planning Act Matters:

N/A

Approvals:

Name	Title
Samantha Magalas	EIC, Community Services
Erika Benson	FPA, Parks
Wadah Al-Yassiri	Manager, Parks Development
James Chacko	Executive Director, Parks and Facilities
Alex Vucinic	Manager of Purchasing & Risk Management
Ray Mensour	Commissioner, Community Services
Janice Guthrie	Commissioner, Finance & City Treasurer
Joe Mancina	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

- 1 Appendix A - Ford Test Track Existing Parking Map
- 2 Appendix B – Proposed New West Lot Parking Option
- 3 Appendix C - Full Parking Map with Proposed Option 2 Lot

