

Mayor's Task Force: Program Sustainability



WELCOMING STREETS INITIATIVE
ADDICTION COURT SUPPORT PROGRAM
SUPPORTED RECOVERY ROOM
PERMANENT SUPPORTIVE HOUSING
EXPANDED SERVICE HOURS

Welcoming Streets Initiative



Program Overview

- To support local businesses and street-involved individuals in the Guelph Downtown Area.
- **Outreach Workers** work in a close and integrated way with existing services that serve individuals with complex needs

Outcomes

1. Downtown Guelph feels safe and welcoming for everyone
2. Ensuring downtown businesses are receiving the support they need to respond to challenging situations appropriately
3. Building positive relationships with vulnerable individuals to ensure they are supported and connected to the resources they need

Welcoming Streets Initiative

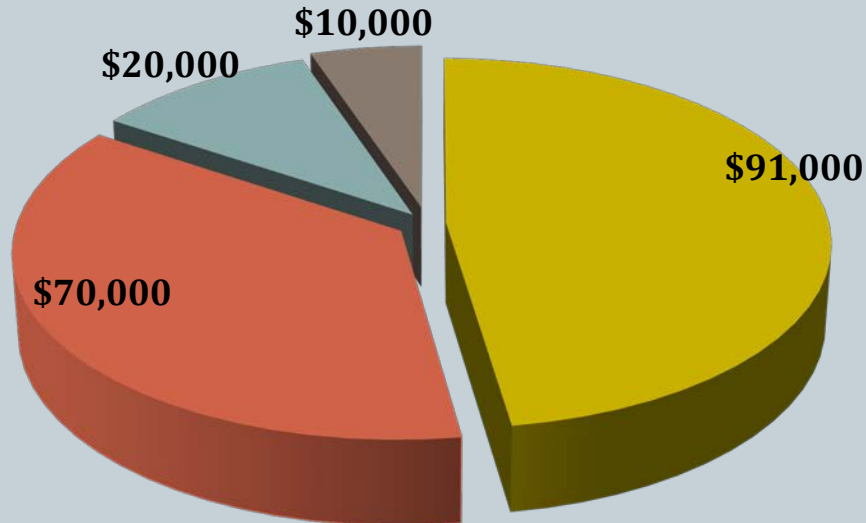
2019/2020 Outcomes

- Business calls received and responded to: 272
- Client engagements: 1773
- Unique clients supported: 206
- Presentations : 20

Several Ontario municipalities have looked to Guelph's Welcoming Street's program as a best-practices model, with communities including Barrie, North Bay, Oshawa, Coburg, Kenora, Brantford, Brampton, Cambridge, and Hamburg Germany visiting to learn from program partners and staff about this innovative client-centred approach to enhancing community safety.

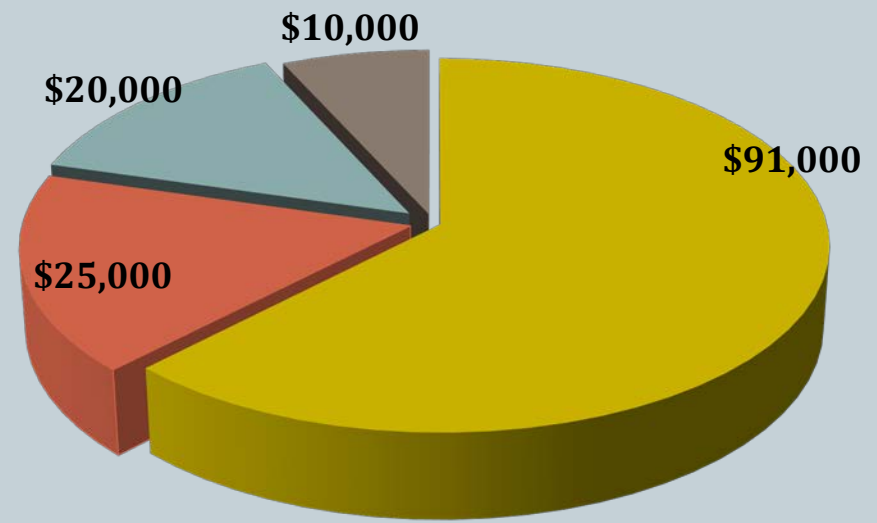
Welcoming Streets Initiative Budget

2020/2021 Budget Revenue



- City of Guelph: \$91K
- Ontario Health West: \$70K
- Downtown Business Association: \$20K
- Guelph Police Services: \$10K

2021/2022 Budget Request



- City of Guelph: \$91K
- County of Wellington: \$25K
- Downtown Business Association: \$20K
- Guelph Police Services: \$10K

Annual Budget: \$150,000

- Health sector contribution for 2021/2022 is pending
- \$40K reserve budget from 2020/2021. Enables longevity and ESA requirements for program
- To ensure program sustainability, we are requesting for an extended agreement beyond 1 year to support the sustainability of the program

Addiction Court Support Program



Program Overview:

- To connect with individuals to address both substance use issues and criminal offending behaviour
- **Counsellor** provides outreach based service delivery that is flexible and responsive to client care needs
 - ✦ Services include: referrals to ongoing treatment, support access with community resources, brief counseling

Outcomes:

1. Decreased interactions with police/court
2. Increased adoption of health behaviours and enhanced motivation for positive change
3. Increased connections to treatment and social services
4. A safer and healthier community for all

Addiction Court Support Program



Service Overview:

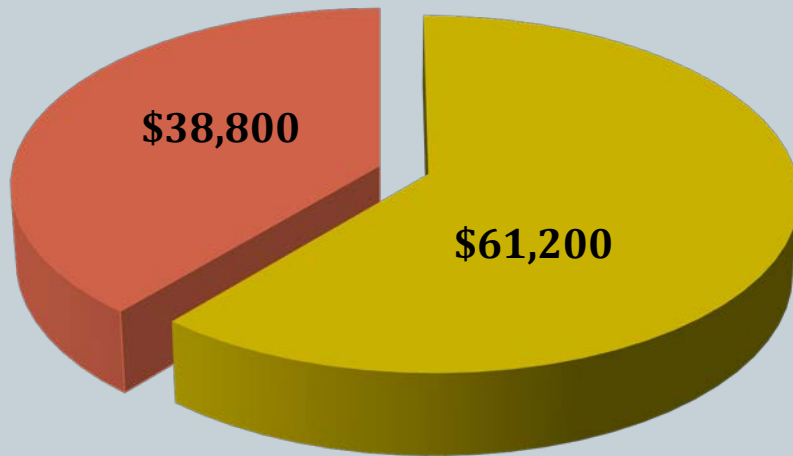
- **635** client interactions
- **64** unique clients have connected with the counsellor
- Majority of referrals were made by John Howard Society- Direct Accountability Program or defense counsel

Of the 64 clients connected to the program:

- **56% referred to community treatment resources**
- **43% referred to residential treatment**

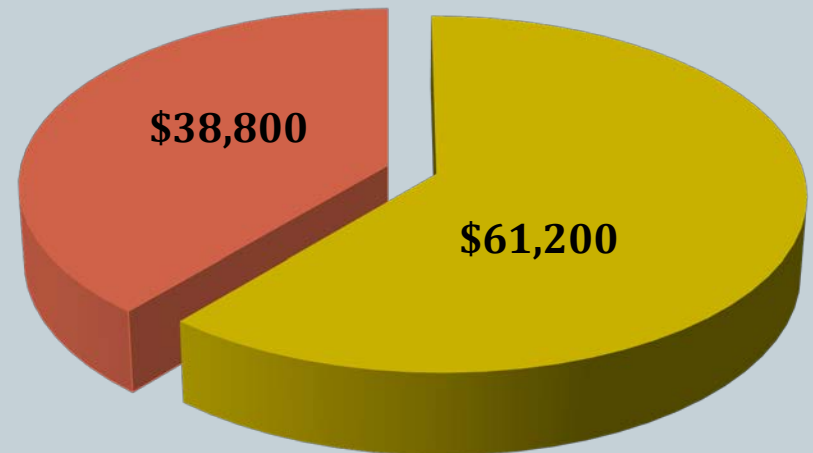
Addiction Court Support Program Budget

2020/2021 Revenue



■ City of Guelph ■ County of Wellington

2021/2022 Budget Request



■ City of Guelph ■ County of Wellington

Annual Budget: \$100,000

- Health sector contribution support for 2020/2021, 2021/2022 pending
- To ensure program sustainability, we are requesting for an extended agreement beyond 1 year to support the sustainability of the program

Supported Recovery Room



Program Overview

- To provide care and stabilization following crisis related to substance use and mental health issues deemed too ill for shelter and not requiring hospital care.
- Integrated staffing model:
 - **Wyndham House:** provides 24-7 support
 - **Stonehenge Therapeutic Community:** addiction/concurrent clinical staff
 - **Guelph CHC:** nursing staff

Outcomes

1. Reduced pressure on EMS, hospital, and health care organizations
2. Reduced safety concerns in the community when this populations' need are met
3. Reduced occupancy and safety concerns for the shelter system
4. Improved linkages to health and social supports for complex populations

Supported Recovery Room

- The SRR adapted this year to changing needs given the pandemic, and resources were utilized to support the Supported Isolation Centre for the first half of the year.
- The SRR is re-launching out of Loyola House between now and March 31, 2020
- Next year the program will be **reduced to 1-2 safe beds** utilized according to the SRR model to support the shelter system and the upcoming permanent supportive housing models

Summary of Request 2021/2022



- To support and sustain these innovative, cross-sector collective impact programs going forward we respectfully request that the City of Guelph consider annual funding contributions of:
 - Welcoming Streets Initiative \$91K
 - Addiction Court Support \$61.2K

TOTAL: \$152.2 K
- At this time, we are requesting no further investments to support the SRR program. **Rather, we are focusing our targeted energy on securing the foundational operating funds to implement PSH - such that we are addressing the root cause issue - homelessness.**



Permanent Supportive Housing



Association canadienne pour la santé mentale Waterloo Wellington



STONEHENGE
Therapeutic Community

Permanent supportive housing need

- Snapshot of April 2020 By-Name List
- Not a definite number for PSH need



88 high-acuity individuals

All should be considered for some form of PSH.

29



experience significant challenges in finding & maintaining housing

Should be considered for...
A high-intensity PSH model with supports for very high-acuity individuals with complex mental health, addiction, & physical health barriers

59

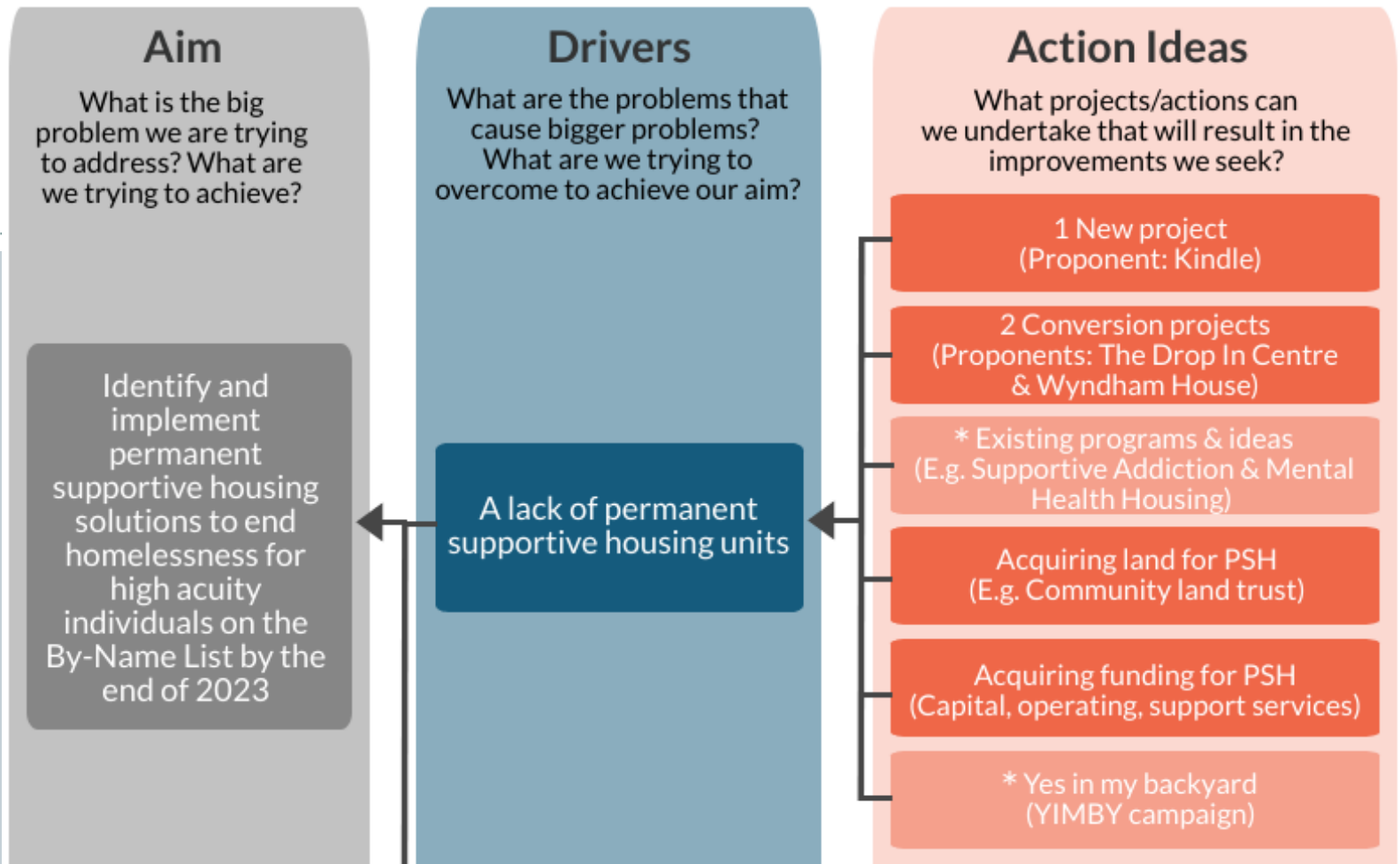


also face challenges, but likely do not require the same degree of support as the 29 individuals

Should be considered for...
A PSH model with intensive case management supports

Important to also consider **outreach**, as **60%** of the 29 individuals were most frequently unsheltered (sleeping in locations unfit for human habitation)

Action Ideas



*existing projects & programs that were already underway



Three Emerging Projects:

1. The Drop In Centre's plan to purchase and retro fit the Parkview hotel;
2. Kindle Communities plans to develop new-build PSH on land donated from Skyline and SkyDev;
3. Wyndham House's plan to adapt existing transitional housing residence to permanent supportive housing.

Developing Our Vision



- We are committed to designing an integrated and a *comprehensive system* of support and care that will be applied across the **developing permanent supportive housing programs** in the City of Guelph.
- In our design, each partner's expertise will be wholly leveraged as we build our best practice, integrated wraparound model together.
- Where the needs of residents exceed the capacity of the onsite services, specialized services will be invited into the team.

PSH Going Forward



- Recently submitted a \$2.7 M operating funding proposal to the Ministry of Health and Long Term Care’s “Back to Home” funding envelope, endorsed by the Mayor's Task Force partners, and the Guelph and Area OHT.
 - Over \$1M in in-kind operating resources from across multiple organizations and sectors have been identified.
- We are pursuing multiple avenues to support our operating costs, with an assumption that municipal investments will be necessary to support ongoing operating costs.
- United Way is a long-standing partner/ funder of Mayor’s Task Force programming. They remain committed to support going forward, focused on the greatest areas of need, including a dedicated PSH fundraising campaign.
- We expect to have greater clarity on our resource needs in the coming months, at which time we will be making an informed request for funding to both the City of Guelph and the County of Wellington.



- **Questions?**

Briefing Report: Funding to Sustain Implementation of Mayor's Task Force Priorities

Attention: City of Guelph Council
County of Wellington Social Services

Date: November 16, 2020

Submitted by: Raechelle Devereaux CEO, Guelph Community Health Centre
Kristin Kerr, Executive Director, Stonehenge Therapeutic Community

In 2019, the **Mayor's Task Force on Homelessness and Community Safety** was convened. From this Task Force, cross-sector community leaders identified five priorities, including:

1. Develop **Permanent Supportive Housing** to house 15 chronically homeless individuals with complex needs, with 24/7 staffing to support residents with addiction, mental health, or chronic health issues
2. Re-open a **Supported Recovery Room**, which would meet sleep and recovery needs for clients for up to 72 hours. It would be staffed by a registered nurse, addiction counsellor, and peer worker
3. Fund the **Welcoming Streets Initiative** to support individuals and businesses in Guelph's downtown by educating, empowering, and connecting them to services and supports
4. Re-start an **Addiction Court Support Worker** program, which provides an addiction counsellor for people who are in bail court and connects them to services and supports
5. Implement system and service improvements such as **expanding service hours to evenings, weekends and holidays**; including peer supports in service delivery; and involving end-users in the design of services

Over the course of the past 18 months, community partners have been working tirelessly to design, implement, and sustain all five priorities in our community. By way of this report, we are providing you with a high-level summary of respective program status' and outcomes, **as well as respectfully submitting our funding requests for the 2021 year.**

Welcoming Streets

- The Welcoming Streets Initiative began as a pilot in the spring of 2018, through a partnership between the Guelph Community Health Centre, the Guelph Downtown Business Association, and Guelph Police Services. Welcoming Streets program outcome's span multiple sectors, including:
 - Support downtown businesses to respond to challenging behaviours from complex individuals (municipal)
 - Building positive relationships with vulnerable individuals to ensure they are supported and connected to the resources they need (health and social services)

- Downtown Guelph feels safe and welcoming for everyone (municipal, social services, health)
- The following is a snapshot of the program's reach during the 2019/2020 year:
 - Business calls received and responded to: 272
 - Client engagements: 1773
 - Unique clients supported: 206
 - Presentations : 20

Because of the outcomes achieved, several Ontario municipalities have also looked to Guelph's Welcoming Street's program as a best-practices model, with communities including Barrie, North Bay, Oshawa, Coburg, Kenora, Brantford, Brampton, Cambridge, and Hamburg Germany visiting to learn from program partners and staff about this innovative client-centred approach to enhancing community safety.

Welcoming Streets Initiative Funding

- **The annual budget for the 2-staff program is \$150K.** Recognizing the program's cross-sector outcomes, the Welcoming Streets Initiative has consistently been supported by a cross-sector funding model, with time-limited contributions from the City of Guelph, the County of Wellington, the United Way, the Guelph Downtown Business Association, Ontario Health West (formerly the Waterloo Wellington LHIN) and the Guelph Police Services Board.

2020/2021 budget contributions include:

1. \$91K 1 x funding City of Guelph
2. 20K 1x funding Downtown Business Association
3. \$10K City of Guelph Police Services Board
4. \$70 K 1X Ontario Health West (WWLHIN)

At this time, for the 2021 year, we request that:

- The City of Guelph consider an annual funding contribution of \$91K
- The County of Wellington consider an annual funding contribution of \$25K
- That the City of Guelph considers extending the funding agreement beyond a one-year period to support the sustainability of the program

Addiction Court Support Program

- Delivered by a single outreach worker, the Addiction Court Support Program focuses on disrupting the cycle of arrest – release – return that is so often the norm for those whose addiction/mental health issues result in conflict with the law. The program works with individuals to address both substance use issues and criminal offending behaviour. Engaging individuals at key moments when motivation for change is likely to be higher - in Bail Court, and as they are preparing for release from custody – is a key element of the program's success.
- This program, initially delivered for 10 months in 2016-17 as part of Guelph's Community Response to Methamphetamine, began as a partnership between Stonehenge Therapeutic Community, the Wellington Guelph Drug Strategy, and Guelph Police Services. When the original funding source, a Proceeds of Crime

grant, expired, Guelph Police opted to fund the program for several more months in recognition of its positive impact for justice-involved individuals.

- The services provided by the Addiction Court Support are outreach-based services, ensuring a flexible and responsive approach to care. Offering referrals to ongoing treatment, support to access and fully engage with other resources in the community, and brief counselling focused on building and consolidating motivation for change, this program demonstrated strong evaluation outcomes and quickly became a vital resource for legal and social service partners.
- Although the original program was forced to wind down in 2017 due to lack of sustainable funding, its impact continued to be felt and it was quickly identified as one of the key priorities by the 2019 Mayor's Task Force on Homelessness and Community Safety. Thanks to contributions from the County of Wellington and the City of Guelph, the Addiction Court Support Program returned to the community in May of 2019 and has provided support to 64 individuals to date with over 600 client interactions.

Addiction Court Support Funding

This innovative program relies on a collective impact funding model, which recognizes the cross-sector outcomes that it delivers, including

- Decreased interactions with police/courts (municipal)
- Increased connections to treatment and social services (health and social services)
- A safer and healthier community for all

The annual budget for the program is \$100K. 2019/2020 budget contributions included:

1. \$38.8K 1x funding County of Wellington
2. \$61.2 1x funding City of Guelph

At this time, for the 2021 year, we request that:

- The County of Wellington consider an annual funding contribution in the amount of \$38.8K
- The City of Guelph consider an annual funding contribution in the amount of \$61.2K
- That both funders consider extending agreements beyond a one-year period to support the sustainability of the program.

Permanent Supportive Housing

- Permanent Supportive Housing (PSH) is a long-standing gap in the continuum of care for complex individuals in our community. Homelessness presents individuals with a lack of dignity, elevated health risks and mortality, and lack of basic human needs. In addition, extensive research demonstrates the acute pressures that homelessness places on other emergency community services including shelters, policing, and hospital utilization.
- In the winter of 2019, the Mayor's Task Force (MTF) prioritized PSH as a critical need in our community. Since that time, with the strong support of the Poverty Task Force, partners have been working relentlessly to advance PSH developments; with a shared vision to provide client-centred wraparound

housing services **WHILE** simultaneously reaching our community's goal to end homelessness by 2023!

- **Data Snapshot: In April 2020, our community's Built for Zero data identified that 88 homeless individuals in Guelph Wellington had needs that were well-matched to PSH programming.**
- At this time, three PSH projects have emerged:
 - The Drop In Centre's plan to purchase and retrofit the Parkview Hotel to PSH;
 - Kindle Communities plans to develop new-build PSH on land donated from Skyline and SkyDev (see attached briefing note);
 - Wyndham House's plan to adapt existing transitional housing residence to permanent supportive housing
- To operationalize these developments with the necessary staffing models, community partners have engaged in robust planning together to design a **consistent and comprehensive system of support and care** that will be applied across all PSH programs in the City of Guelph and Wellington County. In our design, each partner's expertise is being wholly leveraged in integrated ways.

Permanent Supportive Housing Funding

- Securing base operational investments for PSH is a critical step in our community's journey to ending homelessness. Capital development processes are also underway for all projects, led by the building proponents.
- Partners recently submitted a \$2.7 M operating funding proposal to the Ministry of Health and Long Term Care's "Back to Home" funding envelope, endorsed by the Mayor's Task Force partners, and the Guelph and Area OHT. In addition to our request, the proposal also highlighted over \$1M in in-kind operating resources from across multiple organizations and sectors.
- At this time, we are pursuing multiple avenues to support our operating costs, with the assumption that municipal investments will be necessary to support ongoing operating costs. We expect to have greater clarity on our needs in the coming months, at which time we will be making an informed request for funding to both the City of Guelph and the County of Wellington.

Supported Recovery Room

- In the winter of 2017, the need for a Supported Recovery Room (SRR) was identified in our community, with unanimous prioritization by the Wellington Guelph Drug Strategy, Toward Common Ground, and Poverty Task Force coalitions. The purpose of this program was to provide care and stabilization following crises related to substance use and mental health issues for residents of the community deemed too ill for shelter, yet not requiring hospital care.
- In 2018, a pilot model was tested, which proved promising on many levels including, but not limited to, emergency room diversion and hospitalization avoidance and the ability to provide client-centred options for those experiencing crisis within the community. Perhaps most importantly, a multitude of client stories of recovery emerged from those who received care at the SRR.

- In October 2019, we launched an adapted model of SRR, with 5 beds located on the second floor of the Welcome In Drop-In Centre. The integrated staffing model for the program includes 24-7 support staff provided by Wyndham House, working alongside integrated addiction/concurrent clinical staff from Stonehenge Therapeutic Community and nursing staff from the Guelph CHC.
- Amid the pandemic, partners have flexibly adapted the program in integrated ways within the supported isolation centre and emergency Covid shelter supports.
- Through our planning, we know that many of the unmet needs and corresponding crises that precipitated the need for SRR services will be met through our comprehensive implementation of PSH programming.

SRR Funding:

- **The annualized costs for the SRR program is \$625K** to support a five bed program.
- Partners have sufficient funding to support the program for the 2020/2021 year.
- For the 2021/2022 year, partners commit to applying the \$150K in base Ministry of Health funding to support 1-2 ongoing SRR beds within our existing homelessness programming.
- Therefore, at this time, we are requesting no further investments to support the SRR program. **Rather, we are focusing our targeted energy on securing the foundational operating funds to implement PSH - such that we are addressing the root cause issue - homelessness.**