

Clause 17 in Report No. 11 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on June 25, 2015.

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Update on the Operational Agreements for
Emergency and Transitional Housing at the
Richmond Hill Housing and Community Hub

Committee of the Whole recommends adoption of the following recommendations contained in the report dated May 22, 2015 from the Commissioner of Community and Health Services:

1. Recommendations

It is recommended that:

1. Council authorize the Commissioner of Community and Health Services to negotiate and execute a Purchase of Service agreement between The Regional Municipality of York and 360°kids Support Services for the set up and operation of a multi-service youth facility at the Richmond Hill Housing and Community Hub upon the following terms:
 - a. The initial term of the agreement be for the period commencing September 1, 2015 and expiring December 31, 2016
 - b. The fees applicable to the initial term shall not exceed \$1.9 million, inclusive of HST
 - c. The Region have four, one-year options to extend the agreement
2. The Commissioner of Community and Health Services be authorized to exercise each of the four options to extend the agreement for additional one-year periods, provided that 360°kids Support Services has performed the services to the satisfaction of the Commissioner and it is within the approved operating budget for this facility.

2. Purpose

On April 13, 2011, through the adoption of the private report “Youth Housing Proposal Town of Richmond Hill” Council directed staff to examine a partnership with 360°kids Support Services (360°kids) for the operation of the youth facility at the Richmond Hill Housing and Community Hub (Hub). This report seeks Council approval to enter into negotiations and execute an agreement with 360°kids as the service provider for the multi-service centre for youth within the Hub. The partnership with 360°kids is based on the agency’s proven expertise in dealing with at-risk youth in York Region, their administrative and organizational capacity and the significant investment they bring to this project.

Section 9.2 of the Purchasing Bylaw requires Council approval for the proposed agreement with 360°kids because it is a direct purchase of service exceeding \$100,000. Council approval is also required under Section 16.1 of the Purchasing Bylaw where the renewal or extension of a contract could result in an aggregate term of greater than five years.

3. Background

The Region is currently constructing a nine-story, 202-unit apartment building in a southern part of York Region. Plans for the main floor include a multi-service centre for youth. The building will be owned and operated by Housing York Inc., who will be responsible for the management and maintenance of the entire facility. It is anticipated it will open in spring 2016 and will include a youth drop-in centre as well as 14 emergency beds and 11 transitional beds for youth. This facility will provide the only emergency housing for youth in York Region, south of Newmarket. Over 70 percent of youth live in the southern three municipalities, yet all 36 existing emergency and transitional youth beds in the Region are in the northern municipalities.

Youth who are at risk of homelessness need specialized supports due to a multitude of diverse and complex circumstances. Successful early intervention for these youth can prevent a life time of difficulties. This facility will provide youth, who are at risk of homelessness or homeless, with stability and focused supports to help them successfully remain or reintegrate back into the community.

The Region's new vision for homelessness guides youth service planning at the Hub

In 2012, there was a fundamental provincial shift (and Council-approved direction) to move from a primary focus on investing in crisis intervention to housing stabilization. Council adopted a new vision for emergency housing and homelessness prevention services on November 15, 2012 through Clause No. 1 of Report No. 9 of the Community and Health Services Committee, as part of significant, ongoing program reforms. The new vision for homelessness services in York Region is for a better-coordinated, integrated service delivery system to prevent and address homelessness.

The goal, over time, is to shift from primarily reactive services to more proactive, permanent solutions based on two key outcomes that are also part of provincial homelessness reform:

1. People experiencing homelessness obtain and retain housing
2. People at risk of homelessness remain housed

In 2014, new core standards were incorporated into funding agreements with all York Region Emergency Housing Service Providers with the goal of ensuring that residents receive consistent core services across York Region. The Region's new vision for homelessness guides the service planning for the youth multi-service facility within the Hub as well as the rest of the Region's homelessness services.

4. Analysis and Options

York Region has chosen 360°kids as a partner due to its record as a leader in the delivery of innovative support services to youth for more than 25 years

On November 21, 2013, through the adoption of Clause 18 of Report No. 5 of the Community of the Whole, Council identified 360°kids as the operator of the emergency and transitional housing facility for youth at the Hub. The agency's philosophy is based on doing things with youth rather than doing things for them. Youth are expected to take the lead but have the support needed to be successful. The agency's long history in York Region will enable youth to connect to the services that they need to be contributing members of the community.

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Since 2001, the Region has been supporting the Home Base drop-in program located in Richmond Hill, just north of the future Hub. In 2014, this program served 664 youth who made 5,300 visits to Home Base. The agency, 360°kids, receives \$358,700 in funding for Home Base and \$78,800 for a Housing Support Worker through the Region's Community Investment Strategy.

At Home Base, the agency also operates a successful federally funded program for youth facing multiple obstacles to employment, known as Base 4 Success. This program is a 12-week hybrid learning experience that combines in-class training with on-the-job vocational experience and 100 per cent of the youth receive new job experience and 50 per cent retain employment. This success has earned the agency repeat federal funding.

The After School Jobs is a program for youth 15-18 years to obtain part-time employment and gain valuable in-class training. Students work 8-10 hours per week in a paid job placement organized by 360°kids and are required to participate one Saturday per month for six hours of in-class vocational training. The program runs during the school year, September through June.

360°kids also has extensive experience managing housing for youth

The agency also operates an Aftercare and Transitional Support Program in two sites in Markham. This program assists youth transitioning out of the care of the Children's Aid Society by meeting the physical, cultural, social, emotional, economic and spiritual needs of youth within the context of relationships with family, friends, employers and community. Youth Workers provide support with housing assistance, informal counselling, college/university enrolment, independent living skill development, career planning, court appearances, issues related to substance abuse and job searching.

The Supportive Transitional Apartments for Youth (STAY) is another transitional housing program offered by 360°kids that builds on the skills youth currently have and assists them in becoming independent. While participating in STAY, youth have access to an on-site live-in mentor. The mentor's role is to provide youth with goal setting and problem solving supports in a real-life setting as they prepare to move back into the community in a real-life setting. Youth successfully move from this setting directly into the community. 360°kids experience and knowledge of youth housing will be an asset in operating the youth Hub.

Preparation to open the Youth Hub will begin in 2015

Phase One: Operational Preparation and Set-up for the opening of the youth centre by 360°kids will start on September 1, 2015 and is estimated to end on March 31, 2016, dependent upon construction completion. During Phase One, the agency will plan and set-up the emergency and transitional housing supports including development of programs and services, policies, procedures, partnerships and expansion of drop-in services. The total upset cost of the operational preparation is set at \$400,000.

Phase two: Service Delivery is estimated to begin on April 1, 2016 after construction completion. 360°kids will provide staff and program delivery for three program areas. The upset cost of operations is set at a maximum of \$1.5 million for 2016 and prorated for nine months of operation, estimated to be April 1, 2016 to December 31, 2016.

Table 1
Richmond Hill Youth Hub Operational Expenses

	Estimated Timeframe	Estimated Cost
Phase 1: Operational Preparation and Set-up	Sep 2015 to Feb 2016	\$ 400,000
Phase 2: Transitional and Emergency Housing and Home Base Drop-in Centre	Mar 2016 to Dec 2016	1,500,000
Total requested for Phase 1 and Phase 2		\$1,900,000

360°kids services to at-risk and homeless youth will be expanded

At the Hub 360°kids will add more than 45 hours of service per week to Home Base drop-in services, with additional hours on week days as well as providing service on weekends. The agency will also manage the 14 emergency and 11 transitional beds at the Hub. With this expansion of service, as the service provider for the Youth Hub, 360°kids will now provide a full range of services in a purpose-built, multi-service setting and with 24/7 staff support.

Effective January 1, 2016, the \$437,500 that 360°kids receives through the Region's Community Investment Strategy will be transferred out of the Community Development budget and into the Social Services 2016 budget for operations at the Youth Hub. Contract management for Home Base drop-in services will be provided by knowledgeable program staff in the Social Services Branch without any impact to the delivery of services.

Upon Council approval, staff will engage formally with 360°kids as the service provider for youth services at the Hub

As a specialist in the delivery of youth services, 360°kids helps approximately 1,000 youth annually through a number of programs delivered across southern York Region. At the Hub, 360°kids will continue to provide youth with a safe place to stay and basic needs as they emerge from crisis and will also provide situational coaching to enhance life skills and community living skills. 360°kids will invest \$1 million in this project to expand services to at risk youth and to furnish the Hub. Upon Council approval, staff will engage with 360°kids in negotiations in order to:

- Amend the Region's standard emergency housing and facility agreement to include a scope of services applicable to pre-opening activities commencing September 1, 2015 for the operational preparation and set-up of services, and the delivery of services to December 31, 2016, not to exceed a total of \$1.9 million.
- Define the terms applicable to the Region's renewal option rights based on the criteria of satisfactory service, past performance and pricing.

Link to key Council-approved plans

The youth facility at the Hub will assist in furthering York Region's goal to respond to housing choices for people of all ages and stages as outlined in Vision 2051. The programs offered will help to address the root cause of social and health issues through partnership, education and the delivery of wrap-around services to at-risk and homeless youth. The youth facility will strengthen the homelessness and housing stability system as outline in the 10-year Housing Plan through the provision of much needed emergency and transitional beds for at-risk and homeless youth. The services and programs that will be offered to youth at the Hub will also directly support the strategic priorities of the 2011 to 2015 Strategic Plan through the provision of a range of housing choice that meet the diverse needs of residents and by helping residents access basic needs.

5. Financial Implications

York Region's Homelessness Community Programs operates under an annual gross budget of \$17.4 million (2015 approved budget). The Ministry of Municipal Affairs and Housing provides up to \$10.5 million in funding to the Region under the Consolidated Homelessness Prevention initiative. The pre-opening costs to support the service provider with the set-up of the multi-service youth facility were set at a maximum of \$400,000 of which \$150,000 is approved in the 2015 department operating budget with a further request in the 2016 outlook budget.

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The operating cost estimates of \$1.9 million as noted in Table 1 for emergency and transitional housing operations and drop-in services for youth was based upon Regional knowledge and experience with emergency housing operations as well as research of best practices for youth services and includes the \$437,500 transferred from Community Investments. 360°kids will be contributing \$1.0 million over four years to support the furnishing and operations of the Hub. To date the agency has raised \$238,500.

Based upon contracting experience for emergency housing services and staff's knowledge of services for at-risk and homeless residents, the suite of services offered by 360°kids at the Hub offers good value for the full range of services that 360°kids will provide to at-risk and homeless youth.

The set-up costs and the operating costs were exclusive of construction costs and Housing York Inc. (Housing York) expenditures. The Town of Richmond Hill has committed \$1.0 million towards the construction of the Hub. The agreement between the Town of Richmond Hill and the Region has been completed and is in the process of being executed. The total capital cost for the Hub is expected to be approximately \$60 million. In addition to the \$1 million contribution from the Town of Richmond Hill, the project is funded from Regional reserve funds, development charges, provincial funding under the Investing in Affordable Housing program, and Investing in Ontario funds.

The building will be owned and operated by Housing York, who will be responsible for the management and maintenance of the entire facility including the multi-service youth facility. In 2016, there will be a transfer payment of up to \$283,500 from the Social Services budget to Housing York to off-set maintenance costs at the youth facility and for the capital reserve contribution. This will be an ongoing expense included in the annual Operating budget.

Table 2
Richmond Hill Youth Hub Estimated Costs

Operating:	
Initial Set-up costs (Estimated Sep 2015 to Feb 2016)	<u>\$400,000</u>
Estimated Annual Operating Expenses:	
Transitional, Emergency and Home Base Operations	\$1,179,120
Transfer of Community Investment Strategy funds	437,500
Housing York Transfer Payment (Maintenance and Reserve Funds)	<u>283,380</u>
Total estimated on-going annual operating expenses	<u>\$1,900,000</u>

6. Local Municipal Impact

The youth facility within the Hub will serve all of York Region and will provide much needed emergency and transitional housing for youth in the southern part of the region. At the Hub, youth from across York Region at risk of homelessness and who are homeless will be supported in a holistic manner to move out of crisis, effectively plan out their next steps, and access services they need to become self-sufficient contributing members of the community. This supports the Region's strategy to make investments in integrated services to help residents who are homeless or at risk of homelessness find and/or keep appropriate housing.

7. Conclusion

The development of the youth facility will provide a more coordinated, integrated response to youth who are at risk of homelessness or who are homeless. The services offered by 360°kids will help youth stay in their communities, in school, and connected to family while supporting youth to become successful and contributing members of the community.

There is a need for emergency and transition housing and support services for youth in the southern part of York Region to address a significant and growing gap in service.

It is recommended that Council authorize the negotiation and execution of a contract with 360°kids Support Services to December 31, 2016 with an option to renew the contract for four additional one-year periods.

For more information on this report, please contact Cordelia Abankwa, General Manager, Social Services at Extension 72150.

The Senior Management Group has reviewed this report.

May 22, 2014

Accessible formats or communication supports are available upon request