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Date October 6, 2021 **Report No.** 2021-458

To Chair and Members
Social Services Committee

From Marlene Miranda, General Manager
Community Services & Social Development

1.0 Type of Report

Consent Item []
Item For Consideration [X]

2.0 Topic **Live Well Brantford-Brant Q2 Update and Evaluation Report [Financial Impact: None]**

3.0 Recommendation

- A. THAT Report 2021-458, Live Well Brantford-Brant (LWBB) Q2 Update and Evaluation Report, BE RECEIVED; and
- B. THAT Council APPROVE the single source procurement pursuant to Section 4.02(e) of the Purchasing Policy to St. Leonard's Community Services Inc. for the continued service delivery of the LWBB Youth Program Component from January 1, 2022 to December 31, 2022 to an upset limit of \$260,000; and
- C. THAT Staff BE DIRECTED to sign the necessary contract extension with St. Leonard's Community Services Inc.; and
- D. THAT Staff BE DIRECTED to continue to operate the LWBB Adult Program Components for one more year to the end of December 2022; and
- E. THAT the City Clerk BE DIRECTED to forward a copy of the final resolution and staff report to the County of Brant.

4.0 Executive Summary

Staff were directed to implement a new staffing model for the Home for Good funded Live Well Brantford Brant (LWBB) programs for one year, and to conduct an evaluation of the City-operated adult program components at Marlene Avenue and Winston Court in order to provide long term direction for the operation of this program (Report 2020-530, Home for Good Support Services Staffing Proposal). This report is intended to serve as a Q2 update (April – June 2021); provide the program evaluation of the City-operated adult program component as of January 1, 2021; and to outline the rationale in recommending that the City continue to operate the LWBB Adult Program component for one more year. Based on the program review, there is good evidence to show that these programs are making a significant difference in the lives of residents, as well as in reducing homelessness in our community.

5.0 Purpose and Overview

As directed by Council, new staffing models were put into place as of January 1, 2021 for the three Live Well Brantford-Brant (LWBB) program components: the youth component, and the two adult components at Marlene Avenue and Winston Court, Brantford (Report 2020-530, Home for Good Support Services Staffing Proposal). Previously, all three program components were operated by one external service provider from the beginning of the program in April 2018 up to December 31, 2020.

The new staffing model included contracting the youth program component out to an external service provider for a one year period and City staff became responsible for the two adult program components at Marlene Avenue and Winston Court for one year with a program evaluation prior to year's end.

The purpose of this report is to inform the Social Services Committee and Council of the progress of the Live Well Brantford-Brant (LWBB) Program delivered by City staff and to seek direction on the ongoing service delivery provider beyond December 31, 2021.

6.0 Background

The City of Brantford, as the Service Manager for Housing and Homelessness for both the City of Brantford and the County of Brant, submitted a proposal to the Ministry of Municipal Affairs and Housing (MMAH) for a new supported housing program called Home for Good (HFG), which was approved in October 2017 (Report PHSS2017-097, The City of Brantford's 100% Provincially

Funded Home for Good (Live Well for Supportive Housing Program in Brantford-Brant) Allocation). The report included the MMAH approved funding request for \$1.256 million (annualized) for operating costs and \$3.15 million for one-time capital costs for a capital build (\$3.6M requested), and gave approval for the construction of a design-build twenty (20) unit supportive housing building with the MMAH capital funding to be paid to the City over a 20 year period to offset debt costs for the building.

The HFG Program is focused on the goal of reducing homelessness, a key difference from existing supported housing in our community, targeting specific populations who have typically endured the most difficulty obtaining and retaining housing.

In May 2018 Council approved additional funding for the Marlene Avenue Apartments project to increase the number of units from 20 to 30, and to address site servicing requirements (Report HHS2018-025). The design-build project was awarded to construct a 30 unit 2-storey building with 25 studio and 5 accessible studio apartments. The building was completed in May 2020, with occupancy beginning on June 1, 2020.

Meanwhile, in January 2018 an RFP was issued for the operating program components – the Live Well Brantford-Brant (LWBB) support services - and following the award process, the City entered into an agreement with an external partner, beginning in April 2018 with a December 31, 2020 end date. The \$1.256 million approved by MMAH for the operating costs was to support the LWBB program, which consists of three components:

Live Well – Adults (High Support) at Marlene Avenue supportive housing apartment provides 30 self-contained studio units (5 accessible) with staff space to provide on-site support;

Live Well - Adults (Medium Support) at Winston Court community housing provides supports for up to 30 tenants; and

Live Well – Youth (High-Medium Support) provides funding for rent supplements for up to 20 youth, and supports for up to two years to help them transition to independent living.

The external service provider delivered the LWBB supportive housing program at the Winston Court housing site and in the community until the June 2020 addition of the Marlene Avenue apartments, which rendered the LWBB program fully operational. A program update was provided to Social Services Committee

in June 2020 (Report 2020-169, Marlene Avenue Apartments Supportive Housing Update) and again in October 2020 (Report 2020-418, Live Well Supportive Housing Program Update).

Based on the November 10, 2020 Report to Council, (Report 2020-530, Home for Good Support Services Staffing Proposal), the decision was made, effective January 1, 2021, to move to a City-operated model for the Live Well adult components and to have staff contract out the Youth Component to an external service provider. The expectation was that the City-operated model would continue until December 31, 2021 to allow for a more fulsome program review in the fall of 2021, and then decide on the longer-term model for this program (in-house or out-sourced).

The hiring process was underway in December 2020 for four Tenant Support Coordinators – Live Well Adult Program positions so that staff would be in place as of January 1, 2021 to deliver the two Adult Program components and to ensure a smooth program transition. The Youth Program component was contracted out to St. Leonard's Community Services, effective January 1, 2021, through a single source procurement process.

Unfortunately, the 2020-2021 annual program funding received from the Province was \$1.12 million, representing a decrease from the approved annual funding of \$1.256 million, due to underspending related to COVID-19 challenges and the completion of the Marlene Avenue program component. A business case was submitted to MMAH in late October 2020, requesting the full operating budget amount that was originally approved, and staff were notified with a letter dated January 8, 2021, that the business case was approved.

The return to the originally approved budget for the current fiscal year 2020-2021 permitted program funding and the creation and hiring of a Supervisor position in February 2021 for the Live Well Adult Program components to complement the four Tenant Support Coordinator FTE positions already in place (Closed Report 2021-129, Supervisor Position for Live Well Brantford-Brant Adult Programs at Marlene Avenue and Winston Court). An internal management staff person was seconded to this contract position. This annual operating budget supports LWBB programming in its entirety including staffing costs, funding for alternate service delivery by St. Leonard's Community Services Inc. (SLCS) for the LWBB Youth component, current security services at 5 Marlene Ave., rent supplements, therapeutic recreation programming, and supports for life stabilization.

7.0 Corporate Policy Context

The subject of this report supports City Council's 2021-2022 priority #2: "Meaningful supports are in place for those most in need in the community". In particular, the information in this report supports Brantford being a safe and healthy community, one that promotes and enables the well-being of its citizens and supports access of all citizens to a full range of health and community services.

This report also supports Part 1 of the City of Brantford's Official Plan (Section 6: Housing, Economy and Creative Culture, Subsection 6.1.4., Affordable and Rental Housing) and the Brant-Brantford Housing Stability Plan (2014-2024).

8.0 Input From Other Sources

City of Brantford Finance
City of Brantford Housing and Homelessness
City of Brantford Human Resources
City of Brantford Legal
City of Brantford Purchasing
St Leonard's Community Services Inc.

9.0 Analysis

According to Addictions and Mental Health Ontario, supportive housing is the difference between a home and homelessness for many people. Supportive housing is a key element in enabling people with complex needs to find stable housing, lead fulfilling lives and live as independently as possible. Providing people with appropriate housing and supports also helps to reduce and prevent homelessness, unnecessary hospital admissions and involvement with the criminal justice system.¹

Supportive housing generally refers to a combination of housing assistance and supports that enable people to live as independently as possible in their community. This definition includes several forms of housing assistance (e.g., rent geared-to income, rent supplements, housing allowances) and housing types (e.g., dedicated buildings, individual units). Supports also take a variety of forms and vary in intensity based on people's unique needs.

¹ Ontario Supportive Housing Policy Framework:
<http://www.mah.gov.on.ca/AssetFactory.aspx?did=15986>

Supportive housing may be delivered through a variety of approaches.² Rather than identifying specific models of supportive housing that are considered best practice, it's important to understand the principles and practices that, when implemented, create the conditions under which client and system outcomes can improve (**Appendix A – Supportive Housing Best Practices Overview**).

9.1 Supportive Housing

City of Brantford is well on its way to becoming an established provider of supportive housing by both owning and directly managing its supportive housing program.

Supportive housing services include both clinical and non-clinical services that help people to remain stably housed. These services may take a variety of forms and may vary in intensity based on people's needs.

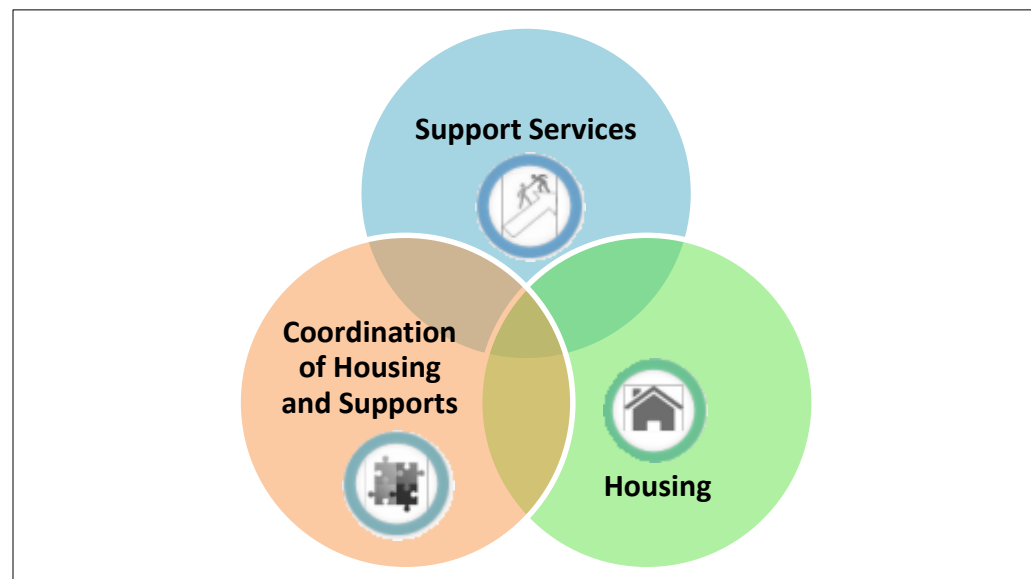


Figure 1 - Supportive Housing Best Practices

Best practice support services are:

- Flexible;
- Promote and support independence, personal growth and dignity;
- Delivered in the most effective way possible; and
- Connect people with their communities and promote inclusion.

² Ontario Supportive Housing Best Practice Guide:
<http://www.mah.gov.on.ca/AssetFactory.aspx?did=15988>

Best practice housing:

- Promotes social inclusion;
- Is affordable;
- Is safe and well-maintained;
- Is suitable; and
- Tenancy rights are promoted and respected.

To best meet people's needs, services must be coordinated across systems. Coordinating services reduces barriers to access to housing and support services, and improve transitions within and between sectors. Coordination of housing and supports means:

- Service providers (community support services agencies, housing providers, etc.) work together to provide person-directed services;
- Local entities (e.g. LHINs, Service Managers, regional offices, lead agencies, local planning tables, Indigenous organizations) plan together to achieve common outcomes; and
- Provincial ministries work together to support the implementation of the Supportive Housing Policy Framework, improve coordination across the supportive housing system, continue work to improve programs and share best practices.

The Live Well Brantford-Brant (LWBB) program is centered on providing ongoing supportive housing that combines affordable rental housing with individualized and flexible support services for people experiencing homelessness with high needs related to physical or mental health, developmental disabilities or substance use. The strategy is consistent with the "Housing First" philosophy of assisting and preventing homelessness, where those individuals that might otherwise continue to rely on shelters or experience repetitive homelessness are provided with their own independent residence but with support services.

The Housing First model provides more positive health outcomes by providing shelter and supportive access to health and social services for people that have often been marginalized or may be trying to cope with complex mental health conditions or concurrent disorders. Beneficial outcomes are also realized by the community through the reduction of costly emergency care and emergency services while ideally reducing the need for emergency shelter services overall.

The program services include the following general components: rent subsidies, intensive case management, life skills, therapeutic recreation and building community capacity. Working with shelters and homelessness workers, potential participants are identified through a referral system and outreach efforts work to engage at-risk individuals with the appropriate LWBB program. LWBB intensive case management efforts then help participants transition into their supportive housing unit, help them to maintain their unit, assist with eviction prevention and seek to increase life skills so participants can achieve improved quality of life. The youth specific supports for the LWBB youth program component range from practical assistance with budgeting, the landlord-tenant relationship, decision-making, as well as the more intensive mental health and/or addiction services.

One significant support service that has been introduced since January 2021 as part of the LWBB adult program components is a one-year service agreement (April 1, 2021 – March 31, 2022) using \$64,095 from Ontario Priorities Housing Initiative (OPHI) support funding with the Brant Haldimand Norfolk RAAM (Rapid Access Addiction Medicine) Clinic, run by the Barton Street Medical Centre to provide on-site medical services including:

- Addiction assessment, services and referrals;
- Mental Health assessment, services and referrals;
- Primary care assessment, services and referrals; and
- Delivery of medications.

Tenant Support Coordinators work in partnership with staff from the RAAM Clinic to support residents in the LWBB program in accessing support for:

- Obtaining a valid Ontario health card (and other identification);
- Applying for financial assistance for medical needs such as transportation costs and special diets through social assistance programs such as the Ontario Disability Support Program (ODSP) and Ontario Works (OW);
- Obtaining referrals to see specialized health care providers based on needs;
- Accessing harm reduction programming and supplies;

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- Participating in groups for mental health and/or addictions concerns;
 - Onsite Hepatitis C clinic for testing and subsequent application for treatment; and
 - Providing education and testing for benzodiazepines in substance usage.

Additional support services have been added as COVID restrictions are reduced, such as leisure and recreation programming, and a community garden. New opportunities and partnerships are continuously being explored in order to bring wraparound supports to the LWBB program.

9.2 Program Outcomes and Successes

It can be difficult to determine the impact of supportive housing. Some measures for the LWBB adult program components were to use Quality of Life indicators or to look for improvements over time in acuity levels using the Service Prioritization Decision Assistance Tool (SPDAT).

A quality of life questionnaire was conducted for residents participating in the Live Well Brantford-Brant (LWBB) program in order to gather anonymous qualitative data on their experience in the program. Residents had the option of completing a voluntary survey to help provide information and to determine what impact, if any, the Live Well Program has had on their quality of life. Twenty-nine (n=29) completed surveys were received from residents at both the Marlene Avenue and the Winston Court sites of the LWBB program with the majority of survey questions voluntarily answered by all respondents (**Appendix B – Live Well Brantford-Brant Quality of Life Survey Results**).

In order to determine if any changes to quality of life were experienced by residents of the Live Well Program after participating over a period of time, a baseline was required. The questionnaire first asked respondents to reflect back on the time before they entered the Live Well program and to answer questions about their quality of life. When thinking back to their time before the Live Well program, many individuals 'disagreed' or 'strongly disagreed' with statements such as feeling optimistic about their future, feeling physically or emotionally safe, and feeling connected to their community.

The second part of the questionnaire asked the same questions based on their current situations as residents in the Live Well Brantford-Brant program. Many respondents ‘strongly agreed’ or ‘agreed’ with statements such as being able to access medical help and feeling that their physical and emotional health needs are being met.

Overall, responses indicate that residents’ subjective feelings about their own quality of life increased after participating in the Live Well program, with the majority selecting ‘agree’ or ‘strongly agree’ with statements such as feeling optimistic about their future, having someone to reach out to if they need help, feeling healthy, and feeling physically and emotionally safe.

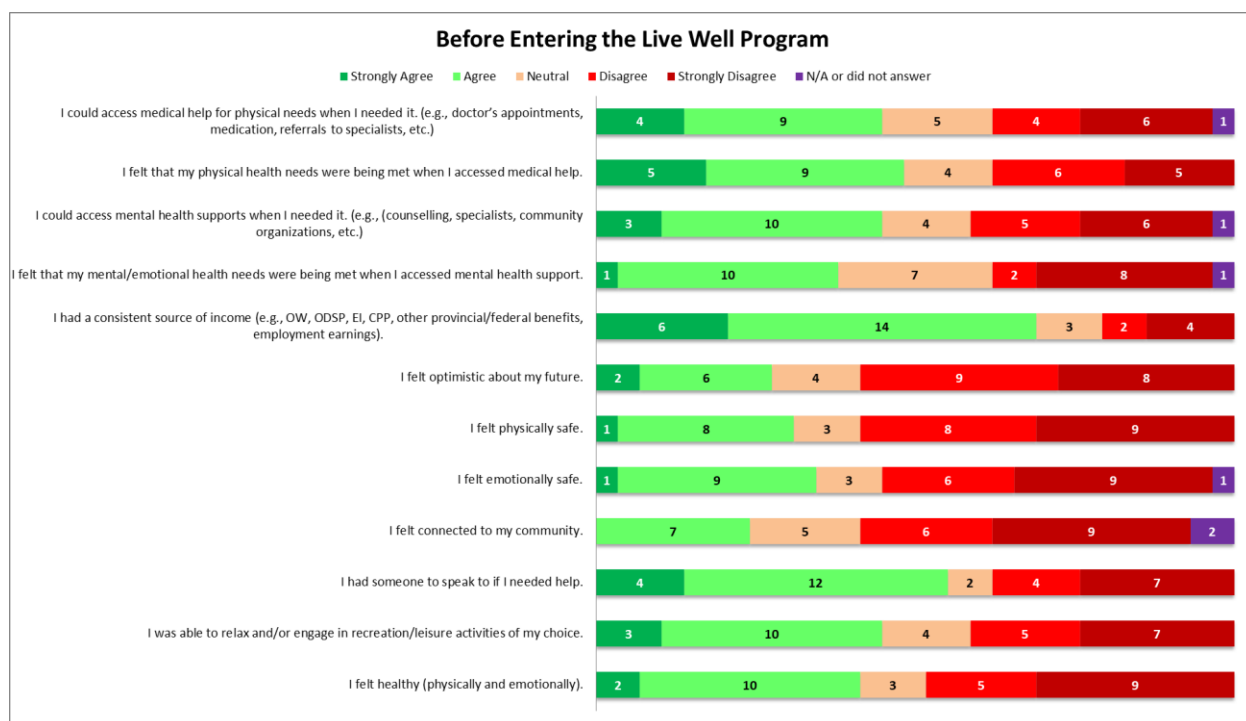


Figure 2 - Quality of Life Survey Results (prior to entering LWBB)

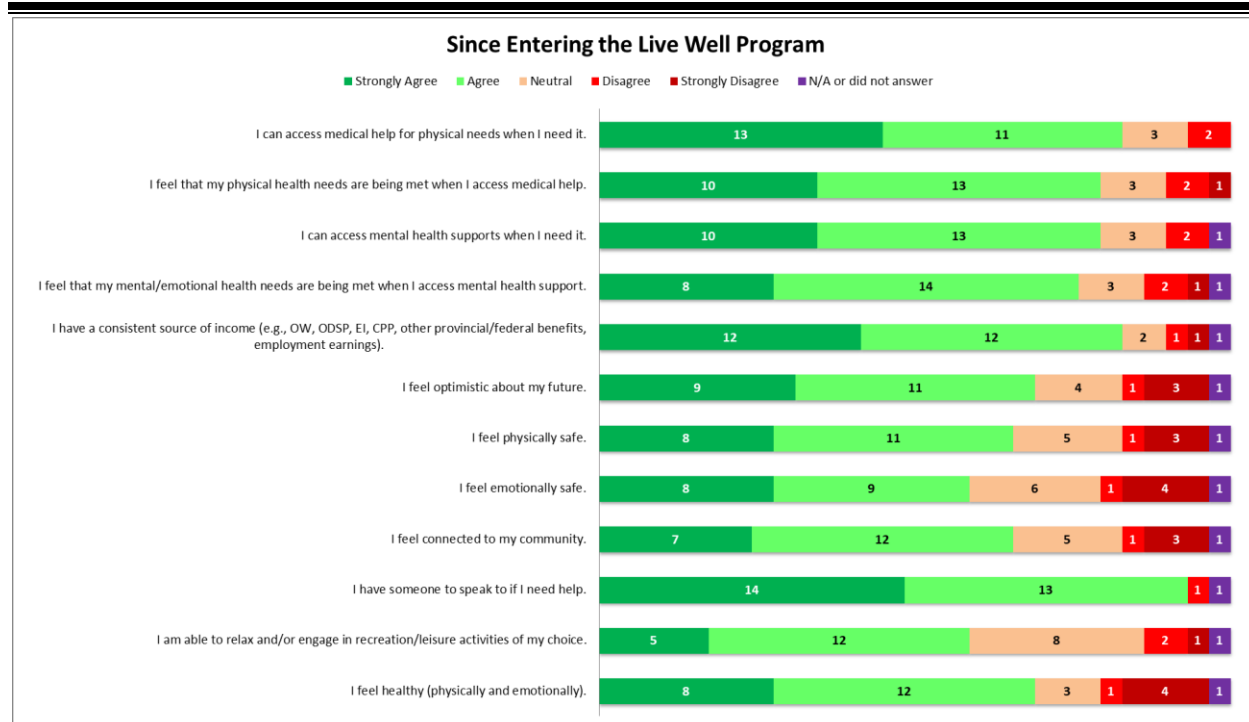


Figure 2 - Quality of Life Survey Results (since entering LWBB)

Service Prioritization Decision Assistance Tool (SPDAT)

The SPDAT is an evidence-informed approach³ to assessing an individual's acuity. The tool, across multiple components, prioritizes who to serve next and why, while concurrently identifying the areas in the person/family's life where support is most likely necessary in order to avoid housing instability. The SPDAT provides a fulsome assessment of housing and support needs to guide service prioritization, individualized service planning, homelessness proofing and tracking progress in the journey to housing stability.

The scoring range of the SPDAT helps workers identify the recommended intervention(s) and approaches to supports based on a person's acuity:

Scoring Range	Acuity	Comments
0-19	Low	Generally high functioning client with shorter periods of homelessness. Needs are not as complex in most of the SPDAT categories. Are most likely to solve their own homelessness, (e.g. very brief financial assistance, shallow subsidy, access apt. listings).

³ <https://cceh.org/wp-content/uploads/2016/07/SPDAT-v4.0-Manual.pdf>

20-34	Medium	With some supports, though not as intensive as Housing First, the client can access and maintain housing.
35-60	High	These are clients with more complex needs who are likely to benefit from case management supports either through Intensive Case Management or Assertive Community Treatment.

Table 1 - Description of SPDAT Score Ranges

SPDAT scores of clients currently in the Live Well program have been compared from the time of entry to the program (or admission date) with their current/updated scores, with the aim of identifying any changes in these scores over a period of time (**Appendix C – Live Well SPDAT Scores**).

For clients who have medium and high acuity scores, it is expected that the overall SPDAT score is likely to decline over time during the period when receiving supports even though there may be fluctuations in any of the elements from one review to the next.

Reductions in SPDAT scores will vary between people. Some clients may progress quickly in establishing supports and stability within their lives, while some may take much longer. Consistently lower scores (which reflect overall life improvements and increased stability) can be used to focus on “graduation” from program supports, leading to program exits with positive outcomes.

As of April 2021, the SPDAT is administered every three months to individuals in the LWBB program in order to track progress over time. At the time of the writing of this report, there has not been enough cumulative SPDAT information obtained per client from which to elicit conclusive findings from.

Overall, it is important to note that any positive change is significant, especially for those who have a long history of experiencing homelessness. Tenant Support Coordinators work closely with program participants and with the permission of residents have shared the following individual success stories:

Participant 1

This person was homeless for over five years, accessing the shelter system at times and also sleeping outside. With the Live Well Program,

they have now successfully maintained housing for a year and are actively working on their identified goals with the support of Live Well staff. Accomplishments include obtaining a health card, accessing the RAAM clinic, and addressing health concerns with their doctor and a new psychiatrist with on-site supports. This individual has been focusing on enhancing life skills and coping strategies and has developed a great rapport with staff which allows them to feel comfortable in reaching out for support when needed. They have shared that they are grateful in having had the opportunity to be housed and to reside in a supportive housing environment.

Participant 2

This person was homeless for approximately five years, either couch surfing or staying on the streets. They have now been successfully housed for a year through the Live Well program and, after having spent time building rapport and gaining trust with the Live Well staff, they have been able to gain access to a variety of supports. Live Well staff have assisted this person in navigating the social assistance system and completing the forms necessary in order to qualify for additional health benefits; have started addressing their health concerns by accessing the RAAM clinic and dentist; and has now received support through the Assistive Devices Program. This person, with the support from Live Well staff, is now focusing on replacing all their identification while working on life skills. They shared that in the past they could have never scheduled and/or attended as many appointments as they have in the past year and that with staff support their attendance at scheduled appointments has significantly improved.

Participant 3

This participant was actively using and was not connected to relevant health care agencies or pain management. They were experiencing a relationship breakdown that put their housing at risk, and did not have a good relationship with their family. The participant started to engage in the services that the Live Well program offered and got connected to an addictions psychiatrist, RAAM for pain management, and is waiting for counselling. This participant has worked well with staff around anger and emotional regulation which has improved greatly; because of this they can connect to family members without any negative outcomes. This

participant makes plans for the future now and is no longer at risk of losing their housing.

Participant 4

This participant was consuming substances daily, and had various warnings from property management about their behaviour, and was in poor health. Since working the Live Well program the participant has been able to connect more with their caseworker to reduce isolation, limit substances, and assist with keeping their apartment up to a good standard to maintain tenancy. This participant is continuing to be connected with appropriate health care professionals to address arising issues with no concerns.

9.3 Security

Another measure of success can be through reviewing security incidents, and noting any changes over time. On-site security services at 5 Marlene Avenue are currently being provided 24/7 through Alert Private Security Agency. The Level 3 Security Officers are the most senior level with additional training in tactical communications, crisis intervention, use of force and have excellent emergency response skills.

A review of all the security incidents that occurred at the 5 Marlene Avenue LWBB site between January – June 2021 (n = 6264) has been summarized at **Appendix D – Security Analysis Results**. Security incidents were categorized based on severity and type⁴:

- Very Serious Security Incidents;
- Serious Security Incidents;
- Minor Security Incidents;
- Medical Support Contacts; and
- Tenant Support Contacts.

⁴ A complete list of incidents in each category can be found at Appendix D.

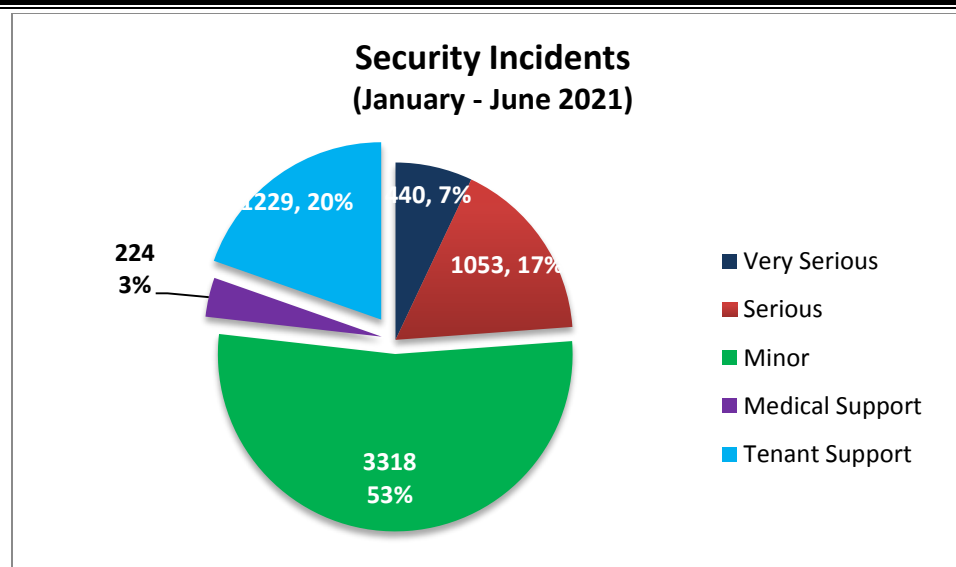


Figure 4 - Security Incidents by Category

The total number of security incidents recorded between January to June 2021 was 6264. Over half of the security incidents experienced during this timeframe were categorized as minor in nature; 23% of all incidents were in direct support of tenants either in a medical or other personal wellbeing capacity; and 24% of incidents were categorized as 'Very Serious' or 'Serious'.

There was a 62% increase in number of incidents between Q1 (January 1 to March 31, 2021: n=2394) and Q2 (April 1 to June 30, 2021: n=3870), which may be attributed to enhanced tracking of the incidents and to COVID-19 loosening of restrictions and warmer weather, encouraging more tenant and visitor interactions. However, the total number of 'Very Serious' incidents decreased by 13% when comparing Q1 of 2021 (n = 239 very serious incidents) with Q2 of 2021 (n = 207 very serious incidents), indicating better program policies and controls in place.

These outcomes can speak to the significance of tenants' health issues, the ongoing support security provides outside of regular hours and solidify the ongoing need to have Level 3 Security Officers onsite in order to provide services necessary for the residents and staff to feel safe.

9.4 LWBB Program Recommendations

The LWBB Youth Program component was not included in this program evaluation, as these services are already contracted out to St. Leonard's Community Services and this program is operating very well. The request

to Social Services Committee is for approval to proceed with the single source procurement to St. Leonard's Community Services Inc. for the continued service delivery of the LWBB Youth Program component from January 1, 2022 to December 31, 2022. This will allow for more time to conduct an evaluation of this component and prepare an RFP process before the end of December, to be effective January 1, 2023.

The focus of the program evaluation was on the LWBB Adult Program components, as these services have been provided by City staff through the Housing and Homelessness Services Department since January 1, 2021.

There have been successes and there are benefits in continuing to have City staff operate the LWBB adult program components:

- a) Clients have formed therapeutic relationships with their Tenant Support Coordinators, and have already had to deal with staffing changes in the past 12 months when the contract with the previous service provider ended in December 2020.

Since January 2021, City staff have observed many indicators of success. LWBB participants note experiencing more stability in their lives since entering supportive housing and the beginning of their individual journeys to recover positive personal identities, restore or develop new supportive relationships, and reclaim resources vital to leading lives with dignity and meaning. These findings and the simultaneous decline of serious security incidents suggest many positive gains, including reductions in homelessness, have been made in the LWBB program since January 2021. We anticipate that over time with SPDAT scores taken on a consistent basis throughout their tenancy, there will also be more tangible evidence to show that the program is making a difference.

For many clients, a change in staffing would be difficult if not detrimental to their progress in this program.

- b) City staff can realize efficiencies (time and costs) when it comes to coordinating with other City departments. As a larger corporation, the City is able provide specialized staffing support to the LWBB program such as financial, legal, and communications. These professional resources can be leveraged as needed and are not as readily available to a third party provider.

Partnerships and ongoing consultation with Housing Stability staff as well as external community service providers are helping to enhance and streamline processes such as referrals and intakes into the LWBB program so that the community's most vulnerable citizens can be served efficiently and is in line with the Housing First philosophy of prioritizing and assisting those individuals that may otherwise continue to rely on shelters and experience chronic, repetitive homelessness.

Housing Programs staff who are responsible for the daily operations of the LWBB program have developed a strong professional relationship with Housing Operations staff. This collaborative intradepartmental relationship benefits staff and clients and has resulted in solution-focused, eviction-prevention approaches when working with vulnerable clients who are also tenants.

Security services at the Marlene Avenue housing site work collaboratively with LWBB staff and provide support to tenants that are within the scope of their duties. Almost 25% of security interactions with LWBB clients at Marlene Avenue are supportive in nature ([Figure 5 - Security Incidents by Category](#)).

As the LWBB program evolves, the intent is to further cultivate professional relationships internally and externally with community partners with the goal of enhancing program supports available to clients. The City has excellent pre-existing relationships that can be leveraged in progressing these opportunities.

- c) Quality assurance of the LWBB program can be affirmed as the City would have direct oversight of staff hiring, training, and ensuring that service delivery expectations are consistently met.

The City would also retain direct control over program policies and procedures which lends itself to efficiencies in responsiveness if program changes need to be made.

Direct program oversight allows for a higher level of control and can decrease staff response times to incidents and issues as they arise. It also allows for enhanced data management and staff can better track, identify, and respond to emerging trends.

The City of Brantford and Brant County are well on its way to becoming an established provider of supportive housing by owning and directly

managing its supportive housing program. In most communities across Ontario, supportive housing for persons experiencing homelessness is not managed by municipal government entities, but is managed by community organizations that provide support services in partnership with housing providers taking the role of managing the day-to-day operations or by community organizations that own affordable housing units and offer both support and housing services. While there is no evidence that this approach is any more or less effective than how the City is currently managing supportive housing, by taking a more hands-on approach, the City is able to have more oversight over program flow, become more familiar with the needs of individuals in the Brantford-Brant community, and be able to connect and leverage pre-existing working relationships with multiple community partners to personalize support services.

There are three options of service delivery for Social Services Committee to consider:

1. Continue LWBB Adult programming status quo for one more year, January 1, 2022 – December 31, 2022. This option will enable gathering of additional data for a more fulsome program evaluation in Fall 2022 at which time a final decision can be made regarding the service delivery provider. This would allow City staff to continue service delivery while gathering additional quantitative and qualitative program data that would provide additional insight into the long-term viability of maintaining the program internally. Currently, six months' worth of program data is limited for evaluation purposes. Extending the program for an additional year will allow for 18 months' worth of data to be analyzed and reported on before a final recommendation is made.

Staff are recommending this option.

Current staff contracts would be extended. However, there are some inherent risks to extending the program, as staff are hired on a contract basis, and it may be difficult to retain and attract staffing to temporary contract positions leading to staffing turnover.

2. Continue LWBB Adult program with internal service delivery permanently. The City has made significant gains in enhancing the service delivery of the LWBB Adult program in the past nine months to show that the program is effectively impacting the lives of

tenants. This option is not recommended at this time as more time is recommended for a more fulsome program evaluation.

3. Issue an RFP for the LWBB Adult Program components for operation by an external service provider. This will require an extension of LWBB service delivery by City staff while the RFP process occurs and a subsequent handover period to the successful proponent. This model is not recommended at this time for similar reasons as the second option. There is currently not enough data to support the necessity to revert to an external service provider for program delivery or to fully assess the value for money. Additionally, clients currently in the LWBB program have already experienced a high volume of staff turnover over the past 12 months and additional staffing changes would potentially disrupt the progress individuals have made in the program.

10.0 Financial Implications

There are no financial implications for the City of Brantford and the County of Brant associated with this report. LWBB program operation funding is provided through the Home for Good Program (HFG) provided by the Provincial government, and includes annual support from the Province to pay for the 20-year debenture associated with the Marlene Avenue development.

HFG operating funding is in the amount of 1.26M in annual operating support. At this time, this annual funding does cover all of the annual program costs. However, this annual funding is a fixed amount with no annual increases, so over time there might not be enough to cover all program costs in the future. Staff will continue to reevaluate the program to find efficiencies as the program matures to stay within provincial funding. Staff can prepare a business case to MMAH when the operating funding becomes unsustainable as required.

11.0 Conclusion

The Live Well Brantford-Brant program is making a significant difference in the lives of participants as well as in reducing homelessness in our community. The program, utilizing a Housing First approach, provides housing supports to individuals experiencing long term and re-occurring episodes of homelessness. The City operated LWBB Adult Program Components offers case management and therapeutic recreation programming that help to create improved outlook and health for participants and occupants at the Winston Court and Marlene Avenue communities, with the additional benefits of being more responsive to

community concerns, having more oversight over programming and leveraging internally working relationships. Client engagement and involvement in developing individualized case plans assists LWBB support staff and participants toward the shared goal of breaking the cycle of homelessness.



Marlene Miranda, General Manager
Community Services and Social Development

Prepared By:

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Attachments (4)

Appendix A – Supportive Housing Best Practices Overview

Appendix B – Live Well Brantford-Brant Quality of Life Survey

Appendix C – Live Well SPDAT Scores

Appendix D – Security Activity Results

Copy to: NA

In adopting this report, is a by-law or agreement required? If so, it should be referenced in the recommendation section.

By-law required ☐ yes ☒ no

Agreement(s) or other documents to be signed by Mayor and/or City Clerk ☐ yes ☒ no

Is the necessary by-law or agreement being sent concurrently to Council? ☐ yes ☒ no