



**City of Kingston  
Information Report to Council  
Report Number 21-019**

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**To:** Mayor and Members of Council  
**From:** Lanie Hurdle, Chief Administrative Officer  
**Resource Staff:** Ruth Noordegraaf, Director Housing and Social Services  
**Date of Meeting:** December 1, 2020  
**Subject:** Integrated Care Hub Update

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**Council Strategic Plan Alignment:**

Theme: Corporate business

Goal: See above

**Executive Summary:**

On June 23, 2020, City Council approved the establishment of an Integrated Care Hub (ICH) at Artillery Park until the end of September 2020. On September 15<sup>th</sup>, City Council approved an extension of the use of Artillery Park until November 1<sup>st</sup> due to changes in the availability of a more long term location and to allow adequate time to prepare the new location at 661 Montreal Street for occupancy.

The ICH and Consumption Treatment Services (CTS) services transitioned to the 661 Montreal Street location on October 31<sup>st</sup>. BPE Construction, HIV Aids Regional Services (HARS), Kingston Community Health Centres (KCHC) and City staff worked in close collaboration to make the building operational in time. In November, some internal and external construction work continued, and measures were put in place to ensure client safety and to mitigate disruption in services.

City, HARS and KCHC staff collaborated on engaging with the neighbourhood prior to the ICH move, using a variety of digital and in person engagement tools. Measures such as fencing of the property, lighting, clearing of brush, security cameras and ongoing cleaning have been implemented to address community safety concerns.

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After the move of the ICH to 661 Montreal Street, HARS and KCHC staff have continued to meet with members of the neighbourhood addressing any questions or concerns and to build relationships.

The ICH services in the new location have been well received by clients. ICH and CTS services continue to see a large number of clients.

The ICH is expanding on the model by adding additional services. Staff are working on securing medium and longer term funding should the service continue after July 2021.

**Recommendation:**

This report is for information only.

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**Authorizing Signatures:**

ORIGINAL SIGNED BY CHIEF  
ADMINISTRATIVE OFFICER

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**Lanie Hurdle, Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Community Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Brad Joyce, Commissioner, Corporate Services	
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required

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**Options/Discussion:**

The Integrated Care Hub (ICH) model was created as a response to the need for 24/7 drop-in services for individuals who are homeless in the Kingston community, is based on the model of harm reduction and is trauma informed.

The ICH is providing low barrier services for homeless individuals or individuals at risk of homelessness that are unable to access other services. ICH opened its 24/7 operations at Artillery Park on July 31<sup>st</sup> and the Consumption Treatment Service (CTS) relocated its operations to the ICH on August 20<sup>th</sup> from its original location on Barrack Street (as part of KCHC-Street Health).

From the outset, the ICH and CTS services have been well used. While at Artillery Park the following statistics emerged:

- Drop-In: Over 150 visits per day (some of these would be repeat clients)
- Rest Zone: 127 unique clients and 721 total nights accessed
- Showers: 546 showers accessed
- Storage/Lockers: 40 storage bins and all lockers in use and added hockey bags as surplus storage
- Meals: roughly 4680
- CTS (2 week period since re-locating from Barrack street): 102 unique clients/ 294 total visits/ 29 new clients accessing CTS due to co-location/ 206 onsite/off-site referrals
- Naloxone: Over 300 naloxone kits distributed
- Needle Exchange: 30% increase
- 48 unique clients have accessed Addictions and Mental Health Services (AMHS) support because of the ICH

The City, HARS and KCHC searched for a longer term location for the ICH and explored a number of properties. 661 Montreal Street was sourced and met the requirements for the ICH and CTS for square footage, amenities and location. Construction began in earnest with the development of a seven day a week work schedule which included weekly on site check-in meetings with City, BPE Construction, HARS and KCHC officials to ensure project timelines and scope remained on schedule.

Recognizing the importance of community engagement, the City in partnership with HARS and KCHC launched a dedicated webpage on the Get Involved Platform to allow local businesses and community members the opportunity to share their support and/or concerns for the ICH at the 661 Montreal Street location. The following engagement strategies were also developed and implemented:

- Distribution of two (2) information letters to adjacent neighbours of the 661 Montreal Street location (200 addresses) in October.
- Distribution of an information document to upwards of 3,000 community members within the proximity of the ICH.

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- Multiple online Zoom sessions allowing opportunities for businesses and community members to speak directly with City, HARS and KCHC officials.
- An information centre was established at the vacant office building located at 610 Montreal Street which allowed scheduled appointments to speak with City staff to learn about the ICH.
- Weekly Council Updates were provided to members of Council with up-to-date information on programming and building development.
- Kingston Police worked with HARS and KCHC staff continuously and conducted door to door outreach in the neighbourhood to address any community safety concerns.
- The staff team at ICH is committed to continuing dialogue within the community and problem solving as issues arise. They are also taking proactive steps to ensure the K&P Trail is kept clean and that individuals who are deemed to be loitering in the area are asked to move along to allow access to the trail.

ICH and CTS moved into the new premises at 661 Montreal Street on October 31, 2020 and although some interior work and exterior cladding still needed to be completed on site, measures were put in place to ensure client safety and to mitigate disruption in services. The building was also compliant with the Ontario Building Code and received the required occupancy permit.

After the move of ICH and CTS, services continue to see large numbers of clients using both the drop in and rest zone areas. During the first two weeks at the new location (October 31-November 15):

- The resting area has been accessed 400 times
- Average of 25 people staying in the resting area per night
- Over 100 unique individuals have completed the program entry form
- 67% male, 28% female
- 27% identify as indigenous
- 82% of individuals attending drop-in do not have housing
- 44% of all the individuals who access the ICH are not known on the By Name List (not including people who are already housed)
- 63% of individuals have indicated interest in being connected to housing, mental health, substance use or physical health supports
- Four individuals have found stable housing
- Showers have been made available throughout the day
- Harm reduction supplies and naloxone access continue to increase
- Over 3,000 meals have been distributed
- Assisted approximately 60 individuals from outside of Kingston City limits

CTS:

- 8 new unique individuals access CTS (that had not been accessed at KCHC Street Health location or Artillery Park)
- 80 unique individuals have accessed CTS since moving (numbers increasing daily)

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- Over 300 site visits
- Responded to multiple overdoses, a dual overdose occurred onsite and was reversed by CTS staff negating the need for Police, Fire and hospital interventions, saving two individuals' lives and thousands of dollars to the healthcare system
- Multiple internal and external referrals made to other services
- Three individuals have been referred to residential treatment programs and are awaiting intakes

### **Next steps**

As part of the ICH model, the HARS and KCHC team continue to establish new relationships with key community partners. Some of the promising examples are: a partnership with Providence Care and the Psychiatry department with psychiatrists visiting the ICH to meet with clients and engaging them in supports; a gut micro biotic and healthy eating program to assist in determining the link between mental health and gut health and overall nutrition and wellbeing; cooking classes and life skills programming in an effort to assist individuals in learning to care for themselves once they obtain housing.

ICH is working closely with staff from KFL&A Public Health to continue to evaluate the impact of the programming. A tool has been created and data input has begun. Staff will also be measuring how many individuals are referred to the ICH by Police and or health partners. Staff are also tracking outcome data which will be reported at the end of Q1 2021.

The City is working through the homelessness system review that will help determine how the ICH complements the other components in the homelessness system. Outcomes from this review process will be presented to Council by the end of Q1 2021.

It should be noted that City staff have received inquiries from three different communities in Ontario that are interested in the model and want to find out more information.

### **Finances**

On September 1<sup>st</sup> City Council approved operational funding of up to \$1,109,000 from the Social Services Relief Funding - Phase 2 to support the ICH expenses incurred from October 1, 2020 to July 31, 2021. ICH staff is working on leveraging other funding through various funding partners and other levels of government. ICH and City staff will continue to work with partners to secure funding that will support the sustainability of the ICH.

Analysis of the total \$643,620 in costs incurred to operate the service from July until November are included in the table on the following page.

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<b>Description</b>	<b>Amount</b>	<b>Notes</b>
Service Provider Staffing Costs	\$380,991	HIV AIDS Regional Services (HARS)
Cleaning Costs	\$109,246	
Security Costs	\$117,546	Security service costs, install alarm
Portable Toilets	\$13,814	
Waste Bins	\$6,598	
Repairs & Maintenance	\$5,481	Plumbing repairs, bathroom repairs, HVAC repairs, electrical repairs, hot water pump repair
Utilities	\$7,500	Incremental utilities costs
Other Supplies	\$2,444	Storage containers

**Existing Policy/By-Law:**

None

**Notice Provisions:**

None

**Accessibility Considerations:**

None

**Financial Considerations:**

None

**Contacts:**

Lanie Hurdle, Chief Administrative Officer 613-546-4291 extension 1231

Ruth Noordegraaf, Director, Housing &amp; Social Services 613-546-4291 extension 4916

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**Other City of Kingston Staff Consulted:**

Mitchell Grange, Manager Housing and Early Years, Housing & Social Services

Joanne Borris, Housing Program Administrator, Housing & Social Services

**Exhibits Attached:**

None