

Re: PH17.4

# Creating New Supportive Housing Opportunities in Parkdale

*in Partnership with the  
University Health Network and the  
United Way of Greater Toronto*

Presented to the Planning and Housing Committee

October 20, 2020





## Overview

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# Social Medicine Initiative (“SMI”)

- Recognizing the complex link between poverty, health and social outcomes, and the need to take a systemic approach to improving the lives of residents across the city, University Health Network (“UHN”), the City of Toronto and the United Way of Greater Toronto (“UWGT”) signed a Memorandum of Understanding (“MOU”) in August 2019 which established the SMI.
- SMI is a **collaborative systems integration initiative** to improve health and social outcomes for residents, particularly those who are structurally marginalized and vulnerable.
- The intent of SMI is to **improve the wellbeing of residents** by improving patient and caregiver access to community services **by coordinating the delivery of health care and services through a health equity lens.**
- The Initiative seeks to advance a **proactive approach** in reducing the development of new health issues before they arise by trying to **address root social causes and needs.**
- Systems integration will reduce the number of patients who require an alternate level of care, and provide them with the supports they need, **reducing the burden on the overall health and social services system.**

# SMI Priority Areas for Action and Collaboration

- In addition to direct health care provision, SMI will seek to advance the integration of various systems to improve outcomes across the broad range of issues identified in the City's HousingTO 2020-2030 Action Plan and Poverty Reduction Strategy including:
  - ❖ Access to good quality, safe and secure **affordable housing**
  - ❖ Access to **supportive services**
  - ❖ Transportation equity and **mobility**
  - ❖ **Food access** and security
  - ❖ Improved employment conditions and **income supports**

# SMI COVID-19 Partnership

Through the pandemic, the MOU signed between the City and UHN was central in establishing a number of COVID-19 hotel recovery sites for people experiencing homelessness, alongside community partners including:

- UHN
- Inner City Health Associates
- The Neighbourhood Group
- Parkdale Queen West Community Health Centre

The partnership resulted in caring for over 1,300 patients and families, and it continues to inform a Social Medicine approach in improving the quality of care for marginalized patient populations.



# Properties in Parkdale owned by UHN

- UHN owns 17 properties in Parkdale including the majority of the block bounded by King Street West, Close Avenue, Dunn Avenue and Springhurst Avenue.
- 13 of the properties are zoned residential including 74 and 82 Dunn Avenue, 1, 3, 5, 7, 9, 11, 13, 15 and 17 Close Avenue, and 74 and 78 Springhurst Avenue (identified in grey text box in diagram).
- The operation of the 13 residential properties has posed a challenge for UHN over the years, and is not aligned with the hospital's primary mandate.

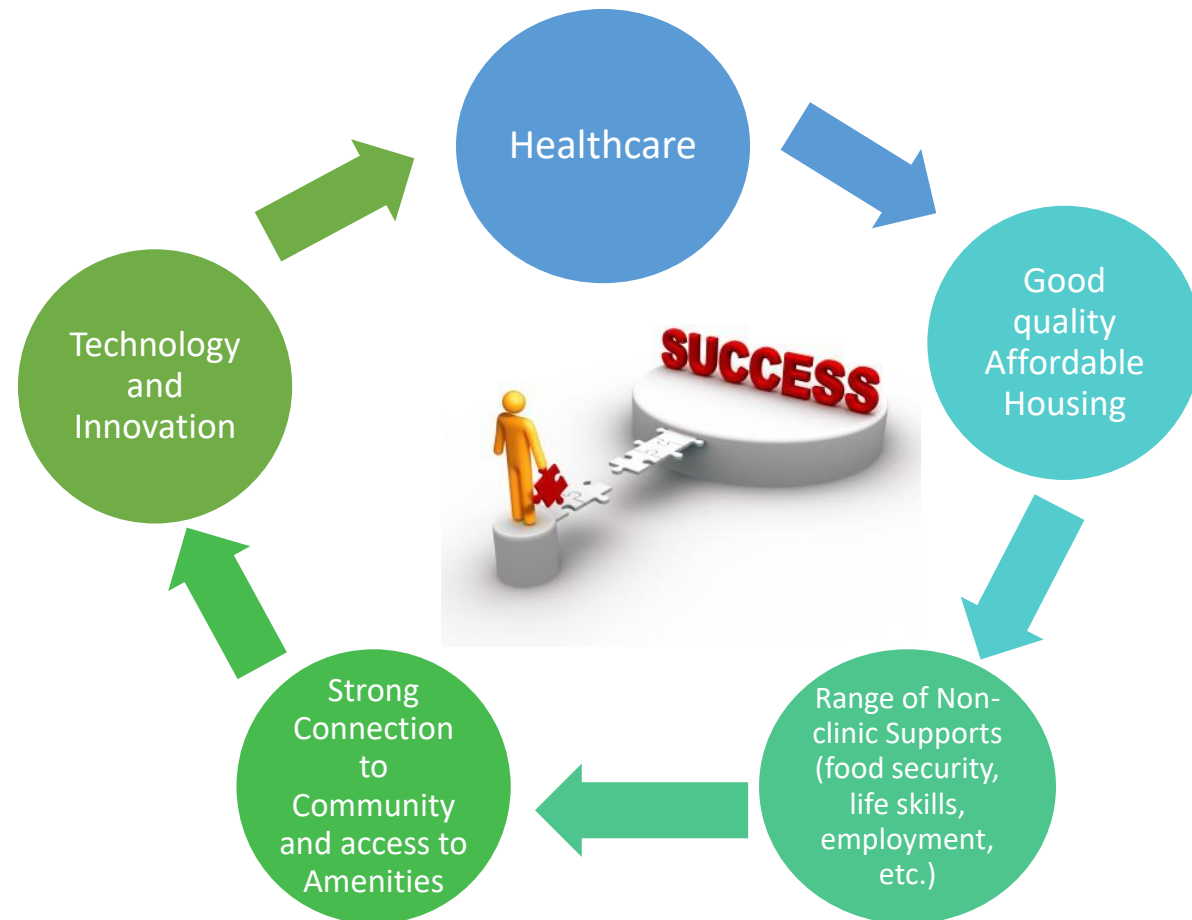


# Opportunity to Expand the SMI Partnership to Create new Supportive Housing Opportunities

- The COVID-19 health crisis has disproportionately impacted Torontonians who are vulnerable and marginalized, including people experiencing homelessness and those in low-income racialized communities across the city, signaling the urgent need for systemic and structural changes to improve equity and inclusion.
- The residential properties owned by UHN present an opportunity to expand the SMI model to create new permanent supportive housing opportunities for vulnerable and marginalized individuals, including Indigenous Peoples, seniors, women, the LGBTQS2+ community, Black people, and People of Colour.
- This approach outlined in the staff report would:
  - Result in the City and UHN entering into a long-term lease for the properties – in turn, the City would have a non-profit operator manage the homes before and after redevelopment.
  - Leverage partnerships to create net new supportive housing opportunities (including range of on-site, non-clinical supports, such as connections to primary health care, mental health or substance use services).
  - provide more housing opportunities for people who are currently being under-served by the health care system while experiencing homelessness and other challenges imposed by poverty.
  - Create a continuum of housing and health onsite, benefitting those most in need

# Vision for SMI Housing Model: *Innovation, Leadership & Legacy*

*Addressing the Social Determinants of Health and promoting Health, Housing and Socio-economic Inclusion and Equity through Innovation, Collaboration and Systems Integration*





# Guiding Principles for Advancing SMI Housing Model

1. Develop and implement a **supportive housing model that coordinates the delivery of health care and social services** at a systems level and through partnerships with all orders of government and the community sector.
2. Prioritize the **retention of public land** and leverage land as a catalyst to promote **equity and inclusion**.
3. Optimize public investments while **improving health and social outcomes for vulnerable and marginalized residents** (including women, seniors, newcomers, single parents, people with disabilities, LGBTQ2S+, Black people, Indigenous Peoples and People of Colour).
4. Commit to **public consultation and ongoing engagement** with the local community and Councillor.
5. Integrate **technology and innovation** in health care and housing services.

# Benefits of Permanent Housing: *Improved Outcomes for People and Reduced Cost to the Public Sector*

IMPROVED HEALTH & HOUSING OUTCOMES



## Emergency Shelters

- **\$40,000** annually pre-COVID-19
- **\$80,000** annually under current COVID-19 health crisis

EMERGENCY



## Hospital Stays

**\$120,000** annually for each homeless person that ends up in hospitals

EMERGENCY



## Affordable Rental

**\$13,776** annually for affordable rental housing without supports

STABILITY



## Supportive Housing

**\$24,000** annually to help individuals who need affordable housing with wraparound supports

STABILITY

# Visioning and Master Planning: *With Community for Community*

- Subject to Council approval of this report, staff in the Housing Secretariat and City Planning will begin a master planning and visioning exercise in collaboration with **existing tenants, community partners, ward Councillor, UHN and UWGT.**
- The Master Plan to be developed will set a **long-term vision** for the properties owned by UHN and will help guide ongoing decisions that impact the physical environment in a **coordinated and strategic manner.** Additionally, it will provide **benchmarks and standards for future redevelopment** and set **priorities for investments.**
- The Master Plan process will also support SMI and enhance social connections.



# Existing Tenants

- Redevelopment is a multi year process.
- The City is committed to working with all existing tenants to plan for the potential future redevelopment of the properties.
- The City will establish a tenant-specific stakeholder table and, in collaboration with UHN, develop a tenant communications plan
- Tenants will also be supported by the City and the future non-profit operator throughout all stages of a future redevelopment process. This includes, but is not limited to:
  - Helping secure alternate accommodation;
  - Providing assistance with moving expenses; and
  - Providing the right to return to a replacement rental dwelling post-redevelopment



# Next Steps

- Over the next 6 months, City and CreateTO staff, in collaboration with UHN, will undertake the following activities to advance the partnership:
  - Proactive communication/engagement with tenants and community including through stakeholder tables;
  - Begin visioning and master planning process – including potential to add new housing in the short term e.g. modular housing on vacant parcels;
  - Due diligence on the existing houses to be transferred to the City;
  - Negotiations on lease terms with UHN;
  - Future governance structure and funding arrangements to support longer term redevelopment; and
  - Identification of new non-profit operator for the houses
- By Q2 2021, staff will report back to Council on the above, as well as with a plan to advance the future redevelopment.

# Summary of Recommendations in Staff Report

- Council to request City staff to complete the appropriate due diligence on the 13 residential properties identified as 74 and 82 Dunn Avenue, 1, 3, 5, 7, 9, 11, 13, 15 and 17 Close Avenue, and 74 and 78 Springhurst Avenue and report to the Planning and Housing Committee in the first quarter of 2021 with recommendations including proposed terms and conditions for the City of Toronto to enter into a long-term lease with UHN at below market rent for the properties.
- Council to request City staff in consultation with CreateTO, UHN, the ward Councillor and the existing tenants and local community, to begin a visioning and master planning exercise for a future redevelopment of the lands, including the potential to add modular housing on the vacant parcels as well as the large parking lot at 150 Dunn Avenue, as part of a shorter term plan, and report back to Council in the second quarter of 2021.
- Council to request City staff to evaluate additional privately owned lands adjacent to or in proximity to the lands owned by UHN within the block for opportunities to create a more efficient redevelopment block, and report back to Council on potential to incorporate these additional properties as part of a larger assembly and redevelopment plan.
- Council approve \$100,000 in funding for the purpose of completing the pre-development work, including the due diligence work and the visioning and master planning exercise.



**Thank You**