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PURPOSE OF THIS DOCUMENT & OVERVIEW

This report responds to questions asked of the Hamilton Alliance for Tiny Shelters (HATS) organization by City Council and staff.

It also serves as a follow-up document to the several requests made to the City to secure approval for foundational and subsequent annual funding for our Hamilton Tiny Shelters program.

ORGANIZATIONAL DETAILS & GOVERNANCE

HATS is an incorporated non-profit organization (1379127-1) and the Social Planning and Research Council of Hamilton acts as our charitable partner and financial administrator of our funds.

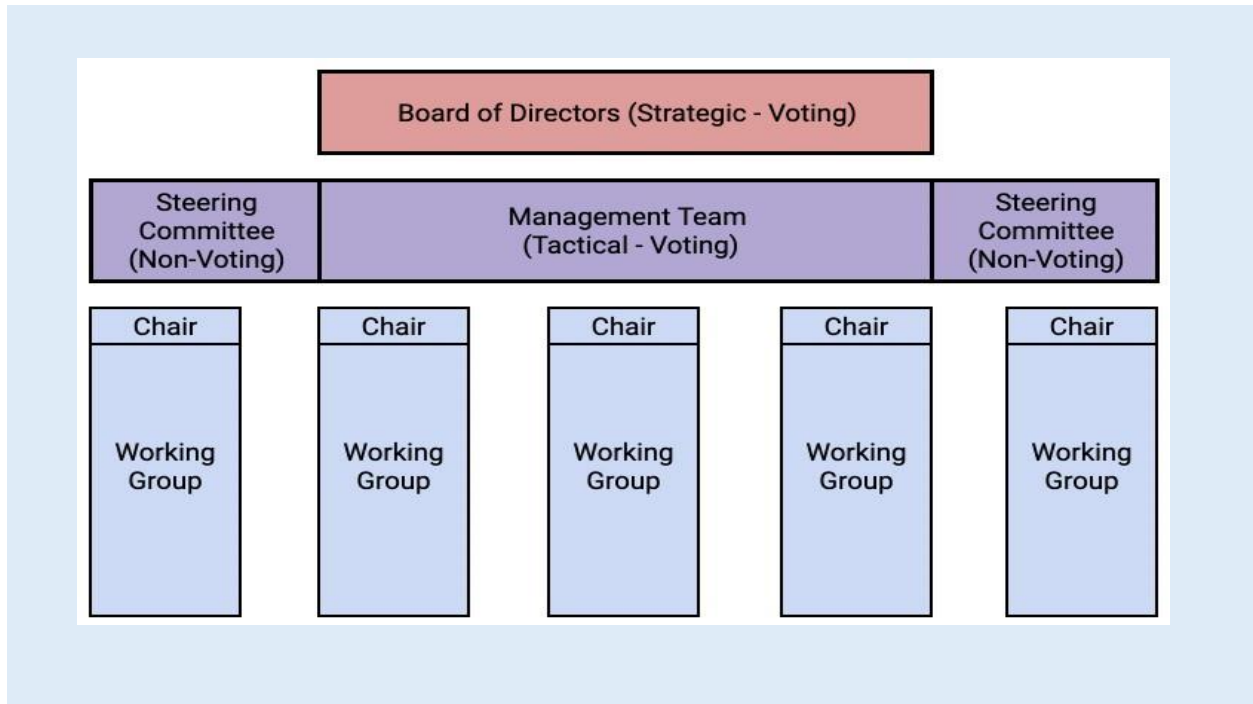
Our Program:

- Provides an effective, rapid and low-cost crisis response to the homelessness crisis
- Moves unsheltered people from dangerous conditions on the streets into a safer and more supportive place
- Offers protection from the environment, adequate access to hygiene and sanitation facilities, their own space, and a connection to services and healthcare that helps them along a path to stable housing.

Our Organization’s Board members are:

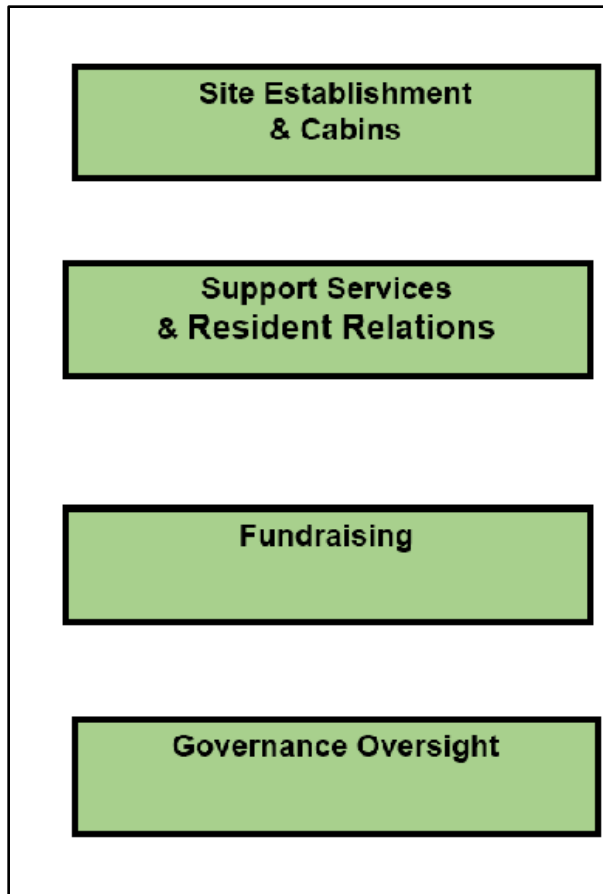
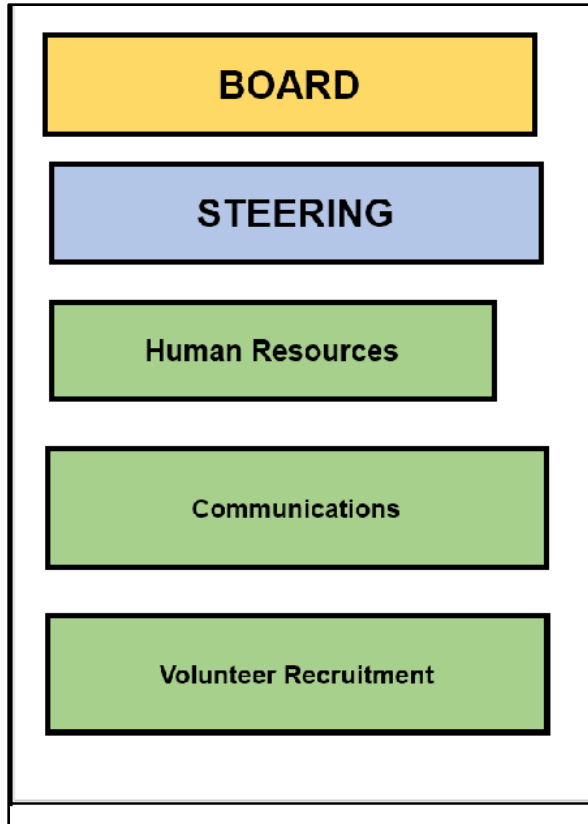
Julia Kollek (President); Tom Cooper (Secretary); and Dan Bednis (Treasurer).

Our Governance structure in relation to decision-making, strategic planning, and tactical execution is as follows:



Committees within our leadership teams are responsible for the various aspects of this project, that cover a range of complex and inter-related components necessary to meet the program’s responsibilities – and to ensure the smooth running of the program once up and running.

Our Leadership Team works within the parameters of the following overall governmental structure:





Members of our Leadership Team are as follows:

Bev Bednis, BA and M.Ed: HATS Volunteer Co-ordinator: Retired elementary school teacher of 35 years: Chair of Flamborough food bank.

Dan Bednis, Chair HATS Governance Committee: Electronics technologist: 24 years in senior management at BELL: 15 years in Management Consulting: 11 years in Real Estate: Member of Carlisle Optimist Club for youth initiatives.

Tom Cooper – Treasurer, HATS: Director, Hamilton Roundtable for Poverty Reduction: former columnist, Hamilton Spectator.

Stephanie Cox - Lawyer, Hamilton Community Legal Clinic

Tony D'Amato Stortz - - Consultant to HATS: Site Superintendent at KW's Better Tent City: founder of BetterStreet, working with communities to improve the lives of those experiencing homelessness.

Ed Fothergill – President, Fothergill Planning & Development Inc: former President, Hamilton Chamber of Commerce: elder at Chedoke Presbyterian Church.

Sheryl Green - Program Manager for the Housing & Homelessness Supports and Services Department at the Hamilton Regional Indian Centre (HRIC).

Bill Johnston – Affordable Housing Team, First Unitarian Church of Hamilton: a former City hall reporter and an editor at the Hamilton Spectator.

Julia Kollek – President, HATS: Academic Editor: Community Activist, and Organizer: founder, Kehila Heschel School.

Kim Martin – Executive Director, Social Planning and Research Council of Hamilton.

Wade Poziomka - Human Rights and Employment Lawyer, Ross & McBride: Past Chair of the Ontario Bar Association's Constitutional, Civil Liberties and Human Rights Section and sits on the executive of the Canadian Bar Association's Constitutional and Human Rights Section.

Art Samson – former school Principal, teacher and football coach: Catholic school board trustee, Town of Dundas Councillor, Hamilton City Councillor: supporter of



Routes Youth Centre and the Dundas Junior Hockey Club.

Don Seymour - Executive Director, Wesley Urban Ministries

Ted Van Egdome: Chair HATS Fundraising Committee: Senior Vice President Operations, EcoSynthetix Inc: Member, Capital Campaign Board, Youth Unlimited GTA.

SITE LOCATION

HATS has secured the use of a privately-owned lot, located at 647 Barton St East in Hamilton. We have consulted on several occasions with Ward 3 Councillor Nann, and conducted the following neighbourhood outreach events:

1) Mon/Tues Nov 14th & Nov 15th

Letter drop to neighbours within 240m of the site
(double the radius generally used for planning proposals)

2) Mon/Tues Nov 14th & Nov 15th

In-person meeting with key community members (incl BIA & nearby businesses)

3) Thurs Nov 17th

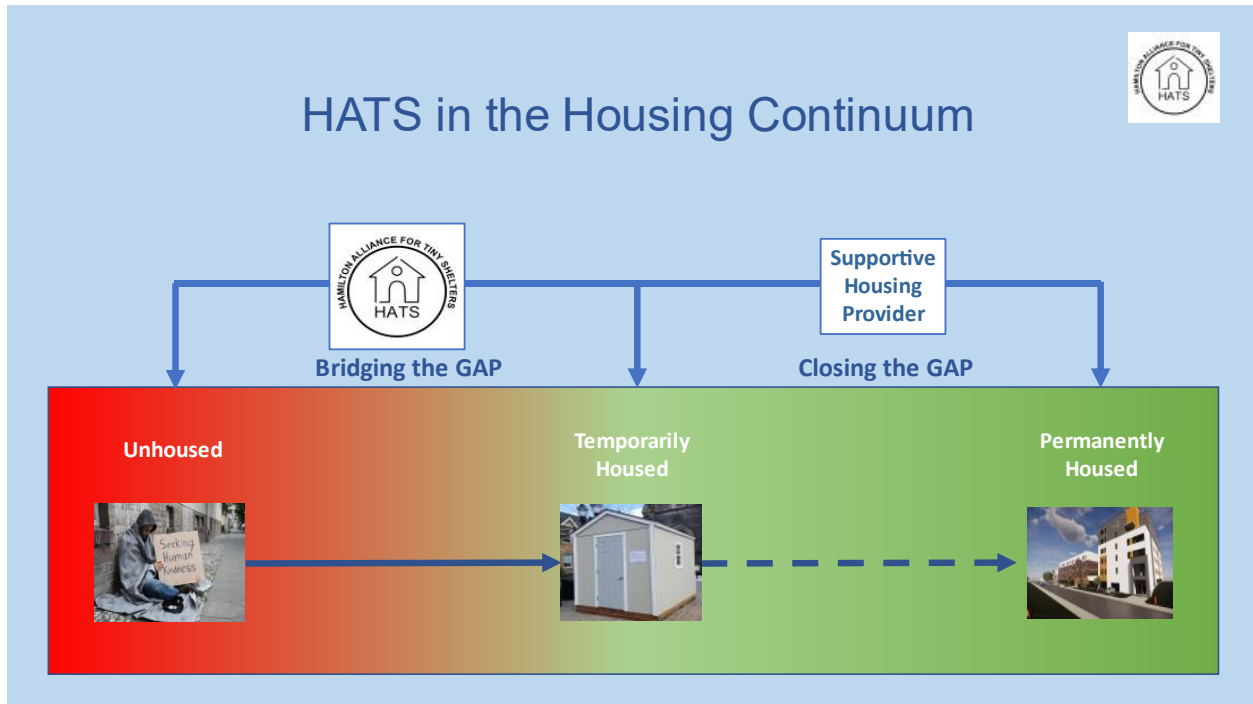
Two community meetings (sessions in the afternoon & evening) with our presentation also available on our website

4) Friday Nov 18th - Media Conference with Launch Announcement

WHERE DOES HATS FIT IN THE CITY OF HAMILTON’S HOUSING & HOMELESSNESS ACTION PLAN?

HATS offers a practical, rights-based solution to bridge the gap in the continuum towards permanent housing; the program aligns with the City’s Systems Planning Framework and roadmap to end chronic homelessness by 2025.

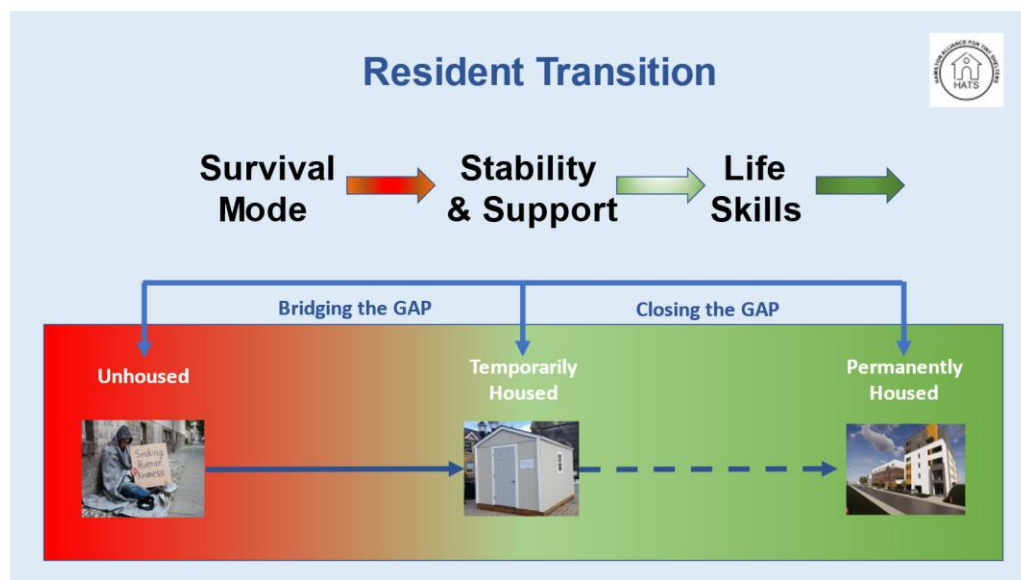
Our Leadership Team has worked extensively to set a path to success by consulting with those experiencing homelessness, as well as bringing together essential and diverse social support organizations.



DESIRED OUTCOMES

The goal of our program is to provide safety, health support and stability to help prepare those living unsheltered or in encampments to be housing-ready. The program acts as a stepping stone that increases the odds of successfully transitioning HATS residents to permanent housing.

Supportive housing organizations attest that taking someone straight from life on the street into a communal housing setting presents a difficult transition for the resident – as well as challenges for staff. We provide the additional opportunity for residents to access educational programs, as well as to revisit their work skills.





MEASURES OF SUCCESS:

These are our preliminary measures of success, subject to change, and following further consultation (including those with lived experience):

1. Residents are protected from the elements, and from the risk of weather-related injuries
2. Residents have the stability in being in a fixed, known, approved location, allowing the maintenance of supports which is currently disrupted when people are constantly on the move
3. Residents have less stress and worry about where’s a safe place to stay every night
4. Residents have some privacy in “place of their own”
5. Residents have regular access to healthcare
6. Residents are assisted to move, at their own pace, toward more permanent housing
7. Residents have respect and dignity, safety, and a reduced feeling of isolation
8. Residents have the opportunity to develop leadership and life skills
9. Residents indicate satisfaction with HATS program
10. Residents have opportunities to enhance their work-ready skills
11. Residents feel a greater sense of personal autonomy

FINANCES

DESCRIBE THE COMMUNITY’S CONTRIBUTION OF DONATIONS RECEIVED

Hats began fundraising in earnest in May of this year, and to date, has raised more than \$130,000. These funds are composed of donations from:

The United Way of Hamilton-Halton
Family funds held by the Hamilton Community Foundation
Fund held by the Oakville Community Foundation
Unions
Downtown Hamilton Rotary Club
Faith organizations
Local companies
Individuals
Fundraisers organized by our volunteers



CITY FUNDS & RESOURCES

Transitional housing programs such as ours have been established across North America. Here is the extent to which those in Ccanada are funded by their municipalities:

Canadian Communities Funded By Their Municipalities

City	City Population	# Tiny Homes	Land City owned/arranged	Municipal Funding	% Contribution
ON - London York & Elizabeth sites	422,000	30+30	Yes	\$2,300,000	100%
ON - London Fanshawe & Parkwood sites		29+28	Yes	\$1,190,000	100%
ON - Kingston	132,000	20	Yes	\$407,000	40%
ON - Kitchener	576,000	42	Yes	\$337,000	55% Cap./22% Oper
BC - Duncan St. Julien	5,000	12	Yes	Majority	Majority
BC - Duncan The Mound	“	24	Yes	Majority	Majority
BC - Duncan Trunk Rd.	“	34	Yes	\$2,500,000	100%
BC - Alberni	18,259	30	Yes	\$140,000	Budget N/A
BC - Victoria	92,000	30	Yes	\$526,500	Budget N/A
BC - Vancouver	662,000	10	Yes	\$1,500,000	100%

We have currently raised more than \$130,000 from the community, and our request is for \$300,000 (\$100,000 spread over 3 years), beginning in 2022-2023.

Our Budget Summary is as follows:



3 Year Budget

November 21, 2022

	YEAR 1 10 Homes	YEAR 2	YEAR 3 20 Homes New Site	3-YR CUMULATIVE
REVENUE (incl. City funds)	\$358,000	\$253,000	\$353,000	\$964,000
EXPENSES	\$395,000	\$267,000	\$362,000	\$1,024,000
TOTAL (- DEFICIT)	-\$37,000	-\$14,000	-\$8,000	
CITY FUNDS REQUEST	\$100,000	\$100,000	\$100,000	\$300,000
REVENUE TO DATE	\$138,926			

REVENUE: United Way, Community Foundation Funds, Rotary Clubs, Unions, Private & Corporate Donors

In-Kind Donations: Extensive hours by Volunteers, Board Members, Leadership Team & Support Partners

EXPENSES include: 24/7 Staffing, Homes, Communal Units, Security Measures, Site Setup & Maintenance

1) What will City funding, if provided, be used for?

One key strategy of the Housing and Homelessness Action Plan is:

“To provide funding to non-profit organizations and social housing providers to support feasibility and pre-development work for affordable rental projects, enabling them to qualify for the CMHC Co-Investment Fund and other available Federal or Provincial funding.”

As a non-profit organization - with a mission to provide temporary supportive housing to those experiencing homelessness - HATS falls under the category mentioned above.

Council’s portion would go towards the cost of operationalizing the site, including staffing, neighbourhood safety measures and protocols, that are required to ensure a safe environment for all.

2) Who will be Managing the Operations of the Program?

a) HATS will be hiring 2 site managers and security personnel to ensure 24/7 site coverage



b) Don Seymour, Executive Director of Wesley Urban Ministries heads our Operations Advisory and HR Committee. Wesley has committed its operational expertise including:

- 2 Staff (a Case Manager & Recreational Therapist)
- Provision of meals daily to residents on the site
- All staff will be following Wesley’s policies and protocols

c) Social Planning and Research Council of Hamilton (SPRC) is providing governance over our finances.

d) The Hamilton Community Legal Clinic provides legal advice to ensure that practices and policies adhere to the Ontario Human Rights Code, amongst other laws.

e) In addition, the Fire, EMS, Police departments, and the range of Social Navigator programs have offered their services in a supportive role to the management of operations.

3) How can council be sure that once that City money is spent, there's a plan for the funds to continue the operation?

Whenever we meet with prospective premiere donors and granting organizations, they always ask if the City is a committed partner that’s prepared to provide significant financial support for our initiative.

There is the acknowledgement that the City of Hamilton has an important interest in finding creative and humanitarian solutions to deal with the growing crisis of people living rough on our streets.

Our hope is for our program to be only a 2-3 year venture. This is determined, in large part, by the level of available affordable and supported housing, and assuming the City fulfills its Homelessness Ending Strategy, which is set to eradicate homelessness by 2025.

Our program saves lives. It is humanistic and provides economic value. We request that the City provide funding for this evidence-based intervention to keep a number of vulnerable Hamiltonians in a healthier, safer and more secure environment.

4) Are there ways City staff will be involved? Are you asking for City Staff to be involved in any way? Do you need support or partnership from any of the City divisions? This is important



As a program, we’re looking to engage in a partnership that works towards the common goal of finding safe, warm shelter for those sleeping on our streets, until more permanent accommodation becomes available.

In terms of our Residents, they will be accessing City services like any other citizen, with the same social services required as if they were unsheltered, but in a far more efficient manner.

City Services Likely Requiring Access

- Social Services – through case worker
- Police Services
- Fire Services – collaboration
- Ambulance – EMS paramedic
- Arts and Culture – a grant would be welcomed!
- Electric Utilities – hookup
- Library Services
- Public Transit – transit passes would be welcomed

Homelessness is expensive and a significant burden on taxpayers and municipalities.

In conversation with front-line services (Police, Fire and EMS), we understand that an inordinate amount of their time is currently spent with incidents involving those who are unhoused. This has put a great strain on both their financial and staffing resources.

SITE SAFETY

What are the security arrangements?

Now that our Neighbourhood Outreach Plan has taken place, and the location of our site publicly announced, Staff Sgt David McKenzie will conduct a site-specific Crime Prevention Through Environment Design plan for us.

During business hours it is anticipated that Social Navigator Staff would be regular visitors to the site. The Police department has supported the plan to have a security guard at the site during the evening. The site will also be of special attention for the beat



officer, and officers would patrol the area when they have time available. The site is located on a corner of Barton Street that is regularly travelled by police officers during their tour of duty.

At our meeting with the Hamilton Police Department’s Rapid Intervention Support Team (RIST), the following recommendations were made and adopted by HATS:

- Install mesh-like fencing around the entire property in order to allow for clear visibility by officers who would be on regular community patrol;
- Install strategically-placed lighting;
- Install strategically-placed video cameras:
 - 2 on building West side
 - 1 on north side on washroom trailer
 - 1 at the SE corner

In addition to daytime staffing, HATS plans to hire non-uniformed security guards who will be on-site every evening from 6pm to 6am.

If Residents need support, individuals trained in outreach and de-escalation techniques would handle the situation. Our team has been present at The Hub where a guest became upset and experienced an episode. The situation was quickly and successfully diffused.

The Hub confirmed they have two trained mediators with expertise in Restorative Justice who will be available to the HATS community for conflict resolution. We also intend to build leadership capacity among the Residents.

In the event of an extreme crisis incident, the police services, EMS and the fire services acknowledge we’ll be calling 911, like any other citizen.

POLICE SERVICES SUPPORT

If the police approved a dedicated Social Navigator (SN) for this site, that would be helpful (in satisfying council concerns).

In our meeting with Sgt. Pete Wiesner and Staff Sgt Dave McKenzie, we learned that a range of units (aside from SNs) have been set up and are available to our site. The units are as follows:

Social Navigator –This unit has 5 officers assigned, in part, to help clients navigate the myriad of social support services available to those in need. These officers are



accompanied by a nurse or mental health worker. These teams cover the entire City, and it would not be feasible nor necessary for them to dedicate their resources to the 10 Residents on our site.

COAST – Crisis Outreach and Support Team: This has 2 non-uniformed police officers assigned to it, working with our mutual clients in a *pro-active* manner for generally non-life-threatening situations.

MRRT – Mobile Rapid Response Team: This unit has 8 officers assigned. They generally respond to serious, often life-threatening situations. It is viewed as more of a *reactive* service as compared to COAST.

Crisis Response Unit – This is basically the coming together of the **COAST**, **MRRT** and **Social Navigator** units to better serve those experiencing a mental health crisis, whether immediate or long term.

In addition to the above, the Police Service has stepped up by establishing the **Rapid Intervention Support Team (RIST)**. This has brought together many other essential support organizations involving a total of approximately 18 resources (excluding supervisory personnel) as follows:

HRIC – Hamilton Regional Indian Centre serving the needs of the indigenous community has provided 1 resource;

Interval House – serving the emergency needs of woman has provided 1 resource;

YMCA –focused on the youth has 1 representative at the table;

Wesley – has provided 2 resources;

John Howard Society – has provided 1 resource pertaining to guidance on court/legal matters;

St. Joseph Hospital – has 1 medical staff person focusing primarily on providing addiction services;

CAMH – has 1 staff member providing mental health support services;

EMS – have 4 paramedics assigned.

FIRE SAFETY

1. Is there adequate access for the Fire Department and EMS?

The Fire Department is creating a site-specific Fire Safety Plan for us, and noted that the lot has a fire hydrant at its south-east corner.



The Chiefs of Police, Fire Department and EMS have told us they have adequate access from Barton Street and Earl Street, and personnel would access the site on foot, not by vehicle. This is no different an approach than that used when accessing a typical building-sized lot, which is a very small, measuring only 52’ by 132’.

2. What separation between cabins is required by the fire department?

Pete deBoer, Chief Fire Prevention Officer, is working with us to prepare a custom Site Safety Plan, which includes consulting with the City’s Building Department on the required separation between the cabins.

3. Are there fire department rules about the ways stored things could interfere with fighting a fire?

Fire Chief Cunliffe recommended metal, lockable storage bins be situated at the rear of each home for Residents to store their belongings. This will also help to curtail hoarding. We have incorporated the bins in our current site design (see blue bins in site plan below).

SITE MANAGEMENT

INSURANCE

HATS has secured the following insurance coverage

Directors & Officers Liability
Property & General Liability
Accident
Liability
Cyber Guard.

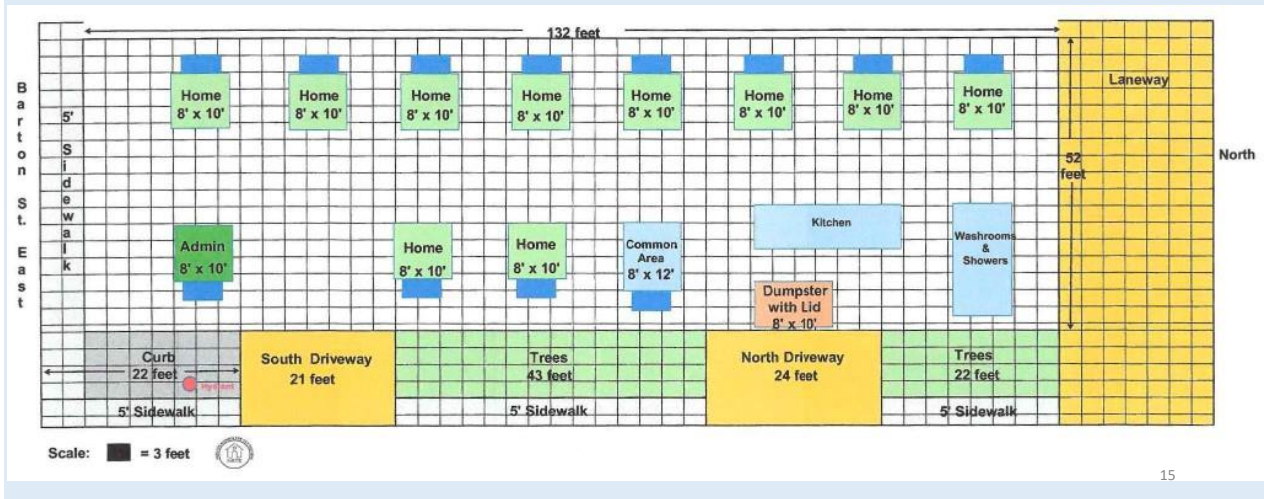
PROGRAM ROLLOUT

Describe how you will be providing for showers, toilets, kitchen, cooking etc.

We have secured a washroom trailer and our budget includes a kitchen and communal meeting room trailer (see site plan below).



TIMELINE: This Winter 647 Barton St. E. Site Plan



How frequently will the sewage be removed from the site? That could be a concern for residential neighbours.

Sewage will be removed on a weekly schedule or as required by the system capacity. Residents will be responsible on a daily basis for keeping the washrooms clean.

What Timeline Are You Planning For?

Rollout Schedule

	Initiate Controlled Rollout Dec. 9 2022	Secure Equipment & Resources Jan 4 2023	Operationalize Site Jan 11 2023
CONSTRUCTION	- Secure sufficient funding	- Place orders for Homes - Place orders for Communal Units	- Place fully equipped Homes & hook up technical services - Place Communal Units & hook up technical services
SITE MANAGEMENT	- Secure Site Managers - Secure Security personnel - Social Support Services readied	- Site Managers Orientation - Security personnel Orientation - Social Support Services Orientation	Staff On-site
RESIDENT OCCUPANCY	- Applicants apply for Home	- Interview & select applicants - Residents Orientation	- Residents occupy Homes



What will the expectations and rules be for the site?

Rules will be co-created with the Residents and support services representatives.

The responsibilities of the site community will include:

- a. Compliance with contractual agreement between Residents and HATS (Commitment Statements)

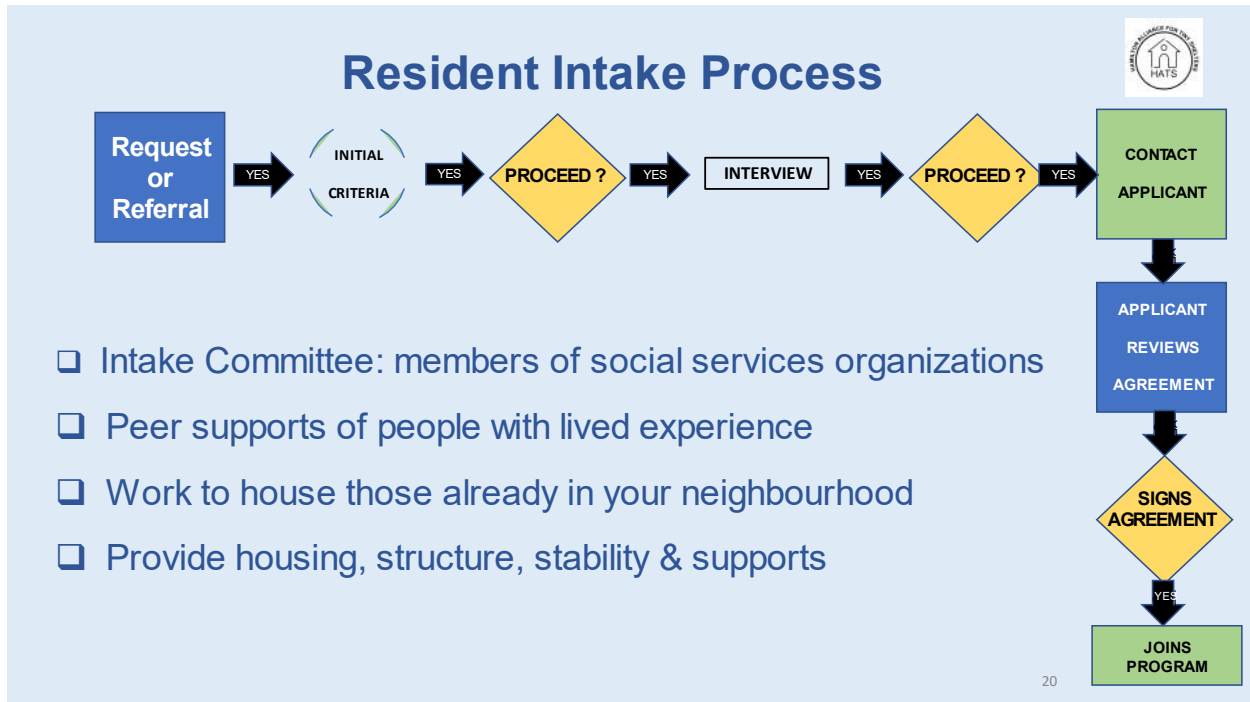
Note* The agreement to occupy a home meets the exemptions outlined in the Residential Tenancies Act, meaning that this Act does not apply. Residents sign a statement that clearly acknowledges that the RTA does not apply.

- b. That they will direct their Ontario Works or Ontario Disability Support Program shelter allowance portion to HATS.
- c. Our program is focused on building on the dignity of the individual, their belonging to a community and understanding their real needs.
- d. Residents are responsible for their own well-being, dignity and autonomy; HATS encourages values around being independent as well as being a part of a community.
- e. As full partners in our program, they understand there are rules and will sign an agreement before moving in.

See Appendix A for the Draft Agreement (which is subject to Resident input).

How will you be selecting the Residents?

See intake process below.



The program intake process and the decision on who will be a good fit for our program will be in consultation with front line service providers, who include:

RIST, the Hamilton Regional Indian Centre, The Hub, Wesley and The Shelter Health Network.

Prospective residents will need to meet the following eligibility:

- Unhoused, and not already living in one of the City’s shelters.
- A proven inability to access the traditional shelter system, and
- One on one meeting with partnering support services to discuss and assess suitability.

How many Residents? 10 Residents

How long do we have the site? 18-24 months as the owner will be developing a structure on the site subject to approved City permit applications.

How long with Residents stay there?

As long as they respect the rules and guidelines, they can stay until permanent housing is available to them.



How will we ensure the portable toilets and showers are for the Residents and that others are not using them?

Site and security staff will ensure only the community Residents use the washroom facilities. [The ideal situation would be for the City to set up public washrooms nearby.]

How do we ensure there are no tents on-site?

The entire site will be monitored by video cameras, enveloped with a safety fence that has only one entry point to the site. In addition, the site owner will obtain a Blanket No Trespass order. A No Trespassing Sign will be put up on the property. Police officers will be called in the event of any trespassers.

What happens if there is a complaint by neighbours?

Our core principles are:

- We want to have an open, transparent process
- We want to engage the neighbourhood
- We want to be good neighbours

Our Neighbourhood Outreach Plan and response protocol include:

- a) Steering Committee and volunteers will be trained on how to handle any difficult conversations that may arise, either at the doorstep when delivering flyers to announce our site, and subsequently, when the site is established.
- b) Letters given to the Residents and neighbourhood establishments will include an invitation to a community meeting, a HATS email, and a phone number for inquiries.
- c) A HATS hotline number on a separate phone will be set up as part of our Neighbourhood Outreach Plan. Neighbours will be able to text or call in any concerns to this hotline or to get additional information.

What is the structure of HATS - who receives the call?

- Site Management staff will receive any hotline calls during the normal work-week hours
 - Security staff will manage the hotline on evenings and weekends
- Complaints are logged confidentially on a file kept on the HATS Drive, and issues are responded to immediately.



What volunteers does HATS have - roles and who is responsible for what?

We currently have 90+ Volunteers. Our Volunteer Coordinator (VC) has connected with each one. All Volunteers must complete an intake form, undergo an orientation session, and are required to apply for Police Checks.

Those who plan to volunteer on-site will be taken through an additional training course, and a staff person will always be on-site with them.

Particular skills or areas of interest are listed in a skills bank that enables our VC to quickly and easily identify who can help with any particular task.

In addition, our Volunteers have been invited to join our Working Groups as outlined earlier.

STAFFING & WRAP-AROUND SERVICES

1) Is a staff member staying on-site?

There will be 24/7 coverage on-site (see Appendix B below).

2) Which staff are supporting the site and in what ways?

The HATS Operation Team consists of the following:

- Case managers help the Residents navigate support services;
- Recreational Therapist enriches the well-being of the Residents;
- Site Managers work on the ground with our Residents, the Case Manager, Recreational Therapist, and with our Board of Directors, volunteers, and other staff to ensure the success of this tiny home community.

The Team's role is to:

- Build trust and relationships with Residents on-site;
- Determine their needs;
- Provide conflict resolution, de-escalation, and support services to Residents;
- Ensure a clean and stable site by engaging in basic construction, maintenance, cleaning, and site management;



- Liaise with the HATS Board and community partners to ensure necessary services and policies are in place;
- Provide direction, supervision, and goal-setting for volunteer crews on site;
- Coordinate access for Residents to on-site as well as off-site programs and services;
- Act as a point-of-contact on-site for volunteers, community members, and partner agencies;
- Help protect Residents from exploitative and dangerous situations;
- Problem-solve, work with Residents, program and community resources.

3) Is there one Case Manager for all Residents?

Many of these individuals already have a Case Manager provided by another organization, in which case there would be no need to duplicate this service, or disrupt their current case management relationships.

Case Managers from Wesley will be available on-site to Residents who need help.

4) Who is providing the staff? And how are staff to be funded?

Wesley is providing and will pay for 1.5 full-time equivalent staff (an in-kind value of \$36K). In addition, Wesley will be donating the remaining 0.5FTE (\$24K) to HATS to be put towards our other staffing costs.

As per our budget, HATS will be providing 2FTE Site Managers and night-time security staff.

5) If staff don't show up, what happens?

We have budgeted for the cost of back-up measures by having a staff member on call/backup.

6) Which partners are contributing what? Who is actually committed to providing services, of what kind and how much of that service are they committed to?



The following community partners are providing support:

Service	Agency	Mobile to site and/or off-site
<p>1. Case Managers – System Navigation and Support x 2</p> <ul style="list-style-type: none"> • System navigation: OW/ODSP/Housing referrals/coordinating and attending appointments/soft referrals to services required by HATS member • Lend support to respond issues as they arise • Overdose response trained 	<p>The Hub: “Our team works closely with physicians, social work, nurses, housing and shelter workers, police, public health officials, and community organizations to develop comprehensive housing and/or addictions plans for our clients”</p>	<p>On-site on a routine basis, responding to issues and concerns on an additional ad hoc basis 24 hours a day, with reasonable response time. On-site/mobile.</p>
<p>2. Assertive Outreach Intensive Case Manager x 2</p> <p>Description of role in Part B above</p>	<p>Wesley Urban Ministries & Hamilton Alliance for Tiny Shelters (HATS) Intervention and Support Team</p>	<p>Wesley has committed to hiring one staff person specifically to provide case management support, plus a 0.5FTE recreational therapist to the HATS community. They will be on-site & mobile.</p>
<p>3. Site Safety planning, Health checks, healthcare-focussed response</p>	<p>RIST & other SN Programs</p>	<p>On-site as needed</p>
<p>4. Medical outreach – basic medical care – overdose response</p>	<p>EMS</p>	<p>On-site as needed</p>
<p>5. Regular Health Checks</p>	<p>EMS</p>	<p>Regular Bi-weekly clinic held on-site</p>



Service	Agency	Mobile to site and/or off-site
<p>6. Medical outreach – Overdose response</p>	<p>The Shelter Health Network (SHN) & the Hub partnership</p>	<p>SHN operates out of the HUB and HATS Residents can attend the HUB to access the treating physicians, just as unhoused persons currently do. Mobile support to the site will be provided on a case-by-case basis.</p>
<p>7. Harm Reduction Supplies on-site</p>	<p>The Hub and Aids Network will deliver and maintain stock</p>	<p>Supplies delivered on-site</p>
<p>8. Indigenous Supports</p>	<p>Hamilton Regional Indian Centre (HRIC)</p> <p>Hamilton Community Legal Clinic</p>	<p>Scheduled visits by mobile outreach program, providing soup, hygiene products etc. for all on-site and cultural support for Indigenous Residents in particular</p> <p>Extension of services on-site and consultation</p>
<p>9. Daily Meal Delivery</p>	<p>Wesley Urban Ministries</p>	<p>Delivery to site</p>
<p>10. Mental Health Outreach</p>	<p>CMHA</p>	<p>Routine weekly site visits to be arranged</p>



Service	Agency	Mobile to site and/or off-site
<p>11. Violence/Conflict</p>	<p>The Hub – Liz (licensed community mediator) On-site and as-needed basis</p> <p>Social Navigators/Police if needed Streamlined process to site on an as-needed basis</p>	
<p>12. Two On-site staff: Daily operations and logistics Resident relations Referrals and coordination with support services Emergency response Conflict response Enforcement of rules Working in collaboration with case managers from Wesley</p>	<p>HATS employees</p>	<p>On-site staff employed by HATS and/or partner(s)</p>

APPENDIX A: DRAFT RESIDENTS’ AGREEMENT

Hamilton Alliance for Tiny Shelters (HATS) Makes These Commitments:

1. We provide a safe place for previously unsheltered people to be. It is our goal to help people transition to (permanent) housing.
2. We foster a community of people built on respect.
3. We provide a home for each Resident. Each home will be equipped with two locks; Residents are responsible for replacing locks should they be broken or lost.
4. We provide sanitation facilities.
5. We encourage community partners to provide food, health care including addictions and mental health counselling and treatment, as well as harm reduction support.
6. We encourage site community volunteers to support and improve the quality of life at HATS.
7. We will provide a stipend for extra chores completed.
8. Pets are allowed, but must not adversely affect other residences or the shared communal spaces.



9. We will strive to continuously improve the conditions, environment and operations so that this program is the best it can be for its Residents.

As a Resident of HATS, I Make These Commitments:

10. I will respect the other Residents of HATS.
11. I will respect the buildings and property where we live.
12. I will respect the site coordinators, and support their efforts to maintain a safe and caring community.
13. I will respect the neighbouring properties and will not trespass.
14. I will work together with the other Residents to help to manage our community.
15. I understand that everyone has a role to play, to look after each other, and to keep the buildings and property clean and orderly. Appropriate volunteer roles ("core community support") of approximately 3 hours per week will be assigned.
16. I will transfer my monthly OW or ODSP shelter allowance to support the operations of HATS. If I am not in receipt of OW or ODSP, I will initiate the OW application process within a week of arriving at HATS.
17. I agree to allow HATS to collect my personal information in regard to shelter allowance for this housing and disclose this information to other support organizations, as applicable. Personal information is collected in accordance with the Personal Information Protection & Electronic Documents Act. Only relevant information will be shared with other support organizations.
18. I understand that withdrawing my shelter allowance will require a conversation with myself, the Site Managers and OW/ODSP staff to confirm I have permanently left the property.
19. I understand that my information will be recorded in the Homeless Individuals and Families Information System (HIFIS) secure database. This database is used by Service Providers within the City of Hamilton system for the purpose of accessing services to help me find and keep a home.
20. I will not sub-let the home I have been assigned, nor will I let friends stay over for more than one week. Guests may not make HATS their primary residence without being approved and brought into the program and agreeing to all the terms outlined in this document.
21. I commit to staying safe and keeping other Residents and volunteers safe from COVID-19, by wearing a mask over my nose and mouth in all indoor shared spaces at all times during a pandemic outbreak, frequent hand washing, and staying 2 metres (6 feet) away from others.
22. I agree to dispose of any needles or sharps in a yellow Sharps Container.



- 23. I agree that HATS, staff, and partner organizations are not responsible for damages to the tiny home in which I reside or property inside it during the move.
- 24. I acknowledge the use of drugs is not endorsed by HATS, however, if use is necessary, it will not be tolerated outside the home, i.e., in the communal areas.
- 25. Dealing of drugs will not be tolerated on-site.

Together the Residents and HATS Make These Commitments:

- 25. We will establish a Site Community Council.
- 26. All Residents will be expected to participate (in varying degrees) in a Site Community Council that will work to improve operations at HATS and to restore relationships should conflict arise.
- 27. Consequences for inappropriate behaviour will include:
 - 1-hour (take a walk)
 - Written warning
 - 24-hour restriction from shared space
 - Eviction (in the event of an eviction the HATS will make its best efforts to connect the evicted person to supports that will assist in finding an appropriate alternative accommodation).
- 28. Theft of any kind will result in consequences. Theft from a neighbour of HATS will result in eviction.
- 29. Violence will not be tolerated.
- 30. Threatening or persistent disruptive behaviour will not be tolerated.
- 31. No weapons are permitted. Knives, within reason, are permitted; however, if the use of a knife causes trouble, this privilege will be revoked.

By signing this document, I agree to the above noted commitments.

Signed, this _____ day of _____ 2022

Name & Signature

HATS Contact Name & Signature



APPENDIX B: WEEKLY ON-SITE STAFFING SCHEDULE PROVIDING 24-HR COVERAGE

2 FTE Site Managers (HATS)

1 FTE Case Manager (Wesley)

1 0.5 FTE Recreational Therapist (Wesley)

2 Night Security Personnel

Note:

Day shifts run from 6am-6pm; realistic schedule for those transitioning from street living.

Night shifts run from 6pm-6am

The schedule is below:

HATS – Daytime - On-Site Staffing Schedule Providing 24-hr Coverage

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
8:00 AM							
8:30 AM							
9:00 AM							
9:30 AM							
10:00 AM							
10:30 AM							
11:00 AM							
11:30 AM	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Site Manager Case Manager	Site Manager	Site Manager
12:00 PM							
12:30 PM	Case Manager Rec Therapist	Site Manager Case Manager Rec Therapist	Site Manager Case Manager Rec Therapist	Site Manager Case Manager Rec Therapist	Site Manager Case Manager	Site Manager	Site Manager
1:00 PM							
1:30 PM							
2:00 PM							
2:30 PM							
3:00 PM							
3:30 PM							
4:00 PM							
4:30 PM							
5:00 PM	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Case Manager Site Manager	Site Manager	Site Manager
5:30 PM							
6:00PM							

HATS – Night Time On-Site Staffing Schedule Providing 24-hr Coverage

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
6:30 PM							
7:00 PM							
7:30 PM							
8:00 PM	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing
8:30 PM							
9:00 PM							
9:30 PM							
10:00 PM							
10:30 PM							
11:00 PM							
11:30 PM							
12:00 AM							
12:30 AM	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing	Overnight Security / Staffing
1:00 AM							
1:30 AM							
2:00 AM							
2:30 AM							
3:00 AM							
3:30 AM							
4:00 AM							
4:30AM							
5:00AM							
5:30AM							
6:00AM							