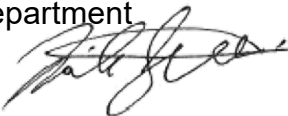





CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Housing Services Division
 and
CORPORATE SERVICES DEPARTMENT
Finance and Administration Division
 and
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Planning Division

| | |
|---------------------------|---|
| TO: | Mayor and Members General Issues Committee |
| COMMITTEE DATE: | September 18, 2024 |
| SUBJECT/REPORT NO: | Reducing Homelessness and Managing Encampments (Report HSC24027(b)/FCS24028/PED24162) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
| PREPARED BY: | Al Fletcher, 905-546-2424 X 4711 Acting Director, Housing Services Division Healthy and Safe Communities Department |
| SUBMITTED BY: | Grace Mater General Manager Healthy and Safe Communities Department |
| SIGNATURE: |  |
| SUBMITTED BY: | Mike Zegarac General Manager Finance and Corporate Services Department |
| SIGNATURE: |  |
| SUBMITTED BY: | Steve Robichaud Acting General Manager Planning and Economic Development Department |
| SIGNATURE: |  |

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RECOMMENDATIONS

- (a) That Council approve the following 192 spaces to create temporary shelter capacity in the homeless serving system to respond to the needs of unhoused individuals, homelessness and encampments at an approximate cost of \$3,678,678 for operating, plus \$498,820 in one-time grants from October 1, 2024 – March 31, 2025 to be funded from Housing Sustainability and Investment Roadmap Reserve up to a total of \$4,177,468 with a breakdown as follows:
- (i) 10 beds for women and gender diverse individuals subject to gender-based violence at Interval House of Hamilton, 6 of which are to be pet friendly \$79,200
 - (ii) 45 beds at the Asylum Seekers Assistance Program for all genders provided by Wesley \$761,972 and \$178,500 to Refuge Newcomer Health for a total of \$940,472
 - (iii) 20 beds at Wesley's Special Care Unit for all genders \$399,638
 - (iv) 20 beds for women and gender diverse individuals provided by the YWCA \$542,320, plus grant provided to funder for capital costs of \$70,000
 - (v) 24 beds at the Salvation Army for men and gender diverse individuals \$262,800 plus grant provided to funder for capital costs of \$80,000
 - (vi) 15 beds at Mission Services Emma's Place for women and gender diverse individuals \$268,276,
 - (vii) 8 beds at Mission Services Men's Services for men and gender diverse individuals \$143,080
 - (viii) 50 beds at Good Shepherd Cathedral for men and gender diverse individuals \$1,042,862 plus grant provided to funder for capital costs of \$348,820
- (b) That Council approve the following 192 spaces to create temporary shelter capacity in the homeless serving system to respond to the needs of the unhoused individuals, homelessness and encampments at an approximate cost of \$5,517,973 from April 1, 2025 – December 31, 2025, and approximately \$7,357,297 annually thereafter, be referred to the Housing Services Division's 2025 Tax Operating Budget Process, including 2.5% for inflation, with a breakdown as follows:
- (i) 10 beds for women and gender diverse individuals subject to gender-based violence at Interval House of Hamilton, 6 of which are to be pet friendly \$118,800 (\$158,400 annualized)

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- (ii) 45 additional beds at the Asylum Seekers Assistance Program for all genders provided by Wesley \$1,142,958 (\$1,523,944 annualized) and \$267,750 (\$357,000 annualized) to Refuge Newcomer Health for a total of \$1,880,944
 - (iii) 20 beds at Wesley's Special Care Unit for all genders \$599,457, (\$799,276 annualized)
 - (iv) 20 beds for women and gender diverse individuals provided by the YWCA \$813,483, (\$1,084,644 annualized)
 - (v) 24 beds at the Salvation Army for men and gender diverse individuals \$394,200, (\$525,600 annualized)
 - (vi) 15 beds at Mission Services Emma's Place for women and gender diverse individuals \$402,413, (\$536,550 annualized)
 - (vii) 8 beds at Mission Services Men's Services for men and gender diverse individuals \$214,620, (\$286,160 annualized)
 - (viii) 50 beds at Good Shepherd Cathedral for men and gender diverse individuals \$1,564,292, (\$2,085,723 annualized)
- (c) That Council approve the provision of Temporary Outdoor Shelters prioritizing (but not limited to) couples and individuals with pets, at an approximate cost of \$7M, with a breakdown as follows:
- (i) That the operation of the site for 80 temporary outdoor shelter beds from December 1 to December 31, 2024, at an estimated cost of \$241,353 be funded from the Housing Sustainability and Investment Roadmap Reserve
 - (ii) That operation of the site for 80 temporary outdoor shelter beds from January 1, 2025, to March 31, 2025, with an estimated cost of \$724,060 be funded from the Housing Sustainability and Investment Roadmap Reserve
 - (iii) That operation of the site for 80 temporary outdoor shelter beds from April 1, 2025 – December 31, 2025, at an estimated cost of \$3,234,135, and approximately \$3,958,195 annually thereafter, including an inflationary increase of 2.5% annually, be referred to the Housing Services Division's 2025 Tax Operating Budget Process.
 - (iv) A one-time, in year cost of up to \$2.8M to be funded from the Housing Sustainability and Investment Roadmap Reserve, beginning October 1, 2024, for the development of a temporary outdoor shelter site through the execution of a single source policy, with a breakdown as follows:
 - a. Supply and Installation of structures sufficient to provide shelter for up to 80 individuals, inclusive of couples.

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- b. Supply and Installation of a common building that will serve as a gathering space and offices for on-site staff.
 - c. Supply of food, washrooms, showers and laundry amenities.
 - d. Site Preparation and Servicing (including grading, electrical infrastructure, and fencing), and
 - e. Connections to any necessary infrastructure required for operation.
- (v) That the General Manager, Healthy and Safe Communities be authorized to single source contracts with the temporary outdoor shelter operator, the provider of the structures, support services and any site work to prepare the site for the use.
- (d) That Council approve 7 permanent FTE to undertake the work to support the development of the new temporary shelter beds, operation and support of the temporary outdoor shelter and the continued temporary programming initiatives, including 4 Emergency Shelter Case Managers, 1 Housing Support Worker, 1 Housing Services Case Aid, and One Senior Project Manager, for an approximate annualized cost of \$800,000, to be broken out as follows:
- (i) That the 7 FTE be funded from Housing Sustainability and Investment Roadmap Reserve up to a total of \$200,000 between October 1, 2024, and December 31, 2024.
 - (ii) That the 7 FTE be funded from Housing Sustainability and Investment Roadmap Reserve up to a total of \$200,000 between January 1, 2025, and March 31, 2025.
 - (iii) That the 7 FTE be included in the Housing Services Division's 2025 Tax Operating Budget, at approximately \$600,000 for April 1, 2025, to December 31, 2025, and \$800,000 annually thereafter.
- (e) That the General Manager of the Healthy and Safe Communities Department or their designate be directed and authorized, on behalf of the City of Hamilton, to negotiate, enter into, execute and administer any and all contracts, agreements and other documents necessary to implement recommendations (a) through (c) on terms and conditions satisfactory to the General Manager of the Healthy and Safe Communities Department or their designate and in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The goal of the City of Hamilton is to facilitate a healthy housing continuum which includes "permanent housing and shelter options" for all residents of the city. Hamilton

face housing pressures across the continuum. Due to rising affordability issues, insufficient social assistance rates, and a lack of available rent subsidies, substantial strain is placed on the Hamilton shelter system which is currently operating over capacity. This pressure limits the ability of individuals who are experiencing homelessness to find a permanent roof and supports contributing to the increase in encampments throughout the city. Currently there are approximately 300 people in encampments, though this number fluctuates daily and seasonally basis due to the transient nature of the population.

On August 6, 2024, Mayor Horwath issued a Mayoral Directive for staff to undertake research respecting options for the manufacture and installation of temporary shelter structures within Hamilton including costs, identification of funding sources, potential vendors, and potential sites. This report will provide the staff recommendations to implementing the mayor's directive and establishing a temporary outdoor shelter.

In June 2024, Council directed that staff report back with the results of a call for information on the feasibility and costs associated with creating new shelter beds with 25% being pet friendly, in the following bed numbers: Men's singles: 110, Women's singles: 50, Couples: 55. Staff will be reporting back on the results Q4 2024. Also, within this report, Council approved immediate financial enhancements to the homeless-serving system, enhancements to encampment management as well referred several financial asks to the 2025 budget process.

Through this report, staff will provide an analysis and recommendations in the following areas:

Temporary Shelter Bed Capacity Increases

Staff have worked with existing shelter providers to address the gap in service resulting in the provision of 192 new temporary shelter spaces which can be operated until permanent solutions are available. The temporary beds relate to expansion within existing facilities including:

- 45 women's spaces offered through Interval House, YWCA, Mission Services, and Good Shepherd,
- 82 men's spaces offered by Good Shepherd, Salvation Army, and Mission Services,
- 20 mixed adult spaces provided by Wesley; and,

Expansion of asylum beds which reduces the number of asylum seekers currently housed in existing emergency shelter beds as the only housing option, most of which do not require all the support services provided within the emergency shelter:

- 45 asylum beds expanding the Wesley asylum seekers temporary housing program (which accepts referrals exclusively from encampments and shelter facilities) creating 45 spaces within existing emergency shelters for those residents requiring higher level of supports. It should be noted that the Federal Government has partially reimbursed the City for costs related to Asylum seeker beds and City will continue to seek reimbursement for ongoing costs.

The implementation of the above is approximately \$7.4 M in annual operating and \$500,000 in one-time capital costs. The proposed temporary beds increase the shelter system capacity from 341 beds to 533 beds or 56% increase in system capacity.

Staff currently have a Call for Interest (CFI) out to the community to determine the potential for the creation of new permanent shelter bed capacity expansion. In Q4 2024, staff will report back on the magnitude of the funding ask for the proposed new shelter beds with a recommendation for funding. If approved, staff will undertake a formal Request for Proposals (RFP), based on the funding and targeted populations approved by Council, with new projects awarded in the Summer 2025. Once the new permanent beds are available for occupancy, the temporary beds should no longer be required or may convert to permanent beds in the system.

Provision of Temporary Outdoor Shelter Site

To assist in addressing the current encampment pressures, and in response to the Mayor's August 6, 2024, directive, staff recommend that Council support both the capital and operating funding for a temporary outdoor shelter site which will provide for the following:

- Utilize the lands in the Barton/Tiffany neighbourhood on the block bounded by Barton Street West, Hess Street North, Stuart Street and Caroline Street North
- Permit the accommodation of approximately of 80 residents.
- Prioritize occupancy for couples and residents with pets (but not limited to) who are currently not provided for in our existing shelter system.
- Confirm a lead operator and a community approach to provide 24/7 support services for the residents of these sites inclusive of mental health supports, urgent care, rapid re-housing/intensive case management to secure permanent housing, food, security, and other essential services.
- Co-ordinate existing health care providers to provide a service delivery model at the outdoor site to best support the residents.
- Ensure the operator will be responsible for implementing the City of Hamilton site expectations and deliverables to support the residents effectively.

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- Develop the site with tiny home structures, washrooms, showers, communal space for counselling, offices, eating and supports.
- Provide regular site maintenance, waste collection, security, and other necessary services.

Through the implementation of the Barton/Tiffany site for the temporary outdoor shelter, staff recommend that no encampments be permitted within 1 km of the site to prevent further concentration of encampments near to this fully supported site. As a result, it is recommended that Bayfront Park, Pier 4 Park and Central Park be removed as permitted encampment locations under the encampment protocol.

The implementation of the above is estimated to cost \$3.9M in annual operating and \$2.8M in one-time capital costs. These costs are estimates based on not having contracted an operator, tiny home provider, sources the support services for the site, site design, infrastructure, etc.

As new permanent solutions are actioned, staff will continually evaluate the need for the funding of these services. It is anticipated that as more shelter beds are created and more permanent options become available, residents will transition from these temporary spaces to more stable housing options.

Alternatives for Consideration – See page 16

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: To implement the recommendations of this report, funding will be required in the following delineations:

- Estimate of \$5.6M required to fund grant funding to providers for capital and operating costs between October 1, 2024, and December 31, 2024, sourced from Housing Sustainability and Investment Roadmap Reserve up to a total of \$5.6M
- Estimate of \$2.7M required to fund operating costs between January 1, 2025, and March 31, 2025, sourced from Housing Sustainability and Investment Roadmap Reserve up to a total of \$2.7M
- Estimate of \$8.8M required to fund operating costs are referred to the 2025 Tax Operating Budget for consideration, prorated for April 1, 2025, and December 31, 2025, \$12.1M to be annualized thereafter.
- Estimate of \$600K required to be included in the 2025 tax supported operating budget to fund the 7 full time compliments as identified in Recommendation e) and \$800K annually thereafter adjusted for annual compensation adjustments.

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In summary:

- \$8.3M is required to be funded from the Housing Sustainability and Investment Roadmap Reserve between October 1, 2024, and March 31st, 2025
- \$8.8M is to be referred to the 2025 Tax supported Operating Budget for the period between April 1st, 2025, and December 31st, 2025 and annualized thereafter and
- \$600K to be included in the 2025 Tax supported Operating Budget to be annualized thereafter.

Staffing: Expansion of shelter system capacity by 56% increases the caseload for Housing Services Division staff beyond acceptable levels. To implement the staff recommendations of this report increased staffing levels are necessary to support the operator and residents including:

- 1 permanent FTE Senior Project Manager, reporting to the Director, Housing Services Division, to support and co-ordinate the housing and programming initiatives.
- 4 permanent FTE Emergency Shelter Case Managers,
- 1 permanent FTE Housing Support Worker, and
- 1 permanent FTE Case Aid.

Legal: Legal Services are required for contract development.

HISTORICAL BACKGROUND

On September 13, 2023, Council approved that staff implement a Homeless Serving System Expansion Strategy, from December 1, 2023, to March 31, 2024, through Emergency & Community Services report HSC23012(a) to support vulnerable individuals within the homelessness serving system. This was the first time that enhanced services were provided daily, regardless of the cold alerts, from December 1, 2023, to March 31, 2024.

On March 26, 2024, staff provided Communication Update #4 Regarding the 2023-2024 Expansion Strategy communicating that in recognition of the continued need for service and ongoing capacity pressures within the homelessness serving system, a temporary extension of services had been approved by the General Manager, from April 1st to November 30th, 2024. This was facilitated by extending existing contracts within General Manager's delegated authority, for a total expenditure of \$2,460,070.

On June 19, 2024, staff provided a Recommendation Report Reducing Homelessness and Managing Encampments (HSC24027) where Council approved enhancements to the homeless-serving system and a commitment to report back with the results of a Call

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for information on the feasibility and costs associated to create new shelter beds with 25% being pet friendly, in the following bed numbers: Men's singles: 110, Women's singles: 50, Couples: 55, in addition to other additions and extensions to the Homeless Serving Sector.

On August 6, 2024, Mayor Horwath issued a Mayoral Directive for staff to undertake research respecting options for the manufacture and installation of temporary shelter structures within Hamilton including costs, identification of funding sources, potential vendors, and potential sites.

On August 12, 2024, staff responded to a Motion by providing Analysis of Sanctioned Site Models Information Report (HSC24031) sharing a summary of the results of a previously completed jurisdictional scan and operating model analysis of sanctioned site options.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

N/A

RELEVANT CONSULTATION

With respect to the temporary outdoor shelters, staff have collaborated with service providers who assist unhoused individuals to identify best practices for creating a model that addresses gaps in the emergency shelter system. City staff have also consulted with unhoused individuals to gather insights on the services that should be available if temporary outdoor shelters were to be established in the community. Additionally, staff have engaged with housed community members to understand some of the challenges they face living near encampments. Staff have also met with other jurisdictions that have implemented similar models to learn about their experiences and challenges that may resonate with our community that will assist with the development of an operating model. Staff have also consulted with other municipalities to better understand various housing options chosen as well as the range of services provided.

Staff have also formally connected with shelter operators in an urgent Call for applications for immediate temporary expansion of services, as well as the ongoing Call for Information to inform the capital and operating costs associated with permanent shelter system expansion.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The goal of the City of Hamilton is to facilitate a healthy housing continuum which includes "permanent housing and shelter options" for all residents of the city. Hamilton has housing pressures throughout the continuum. Due to rising affordability issues, and a lack of available rent subsidies, substantial pressure exists on the Hamilton shelter

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system that is currently operating over capacity. This pressure limits the ability of individuals who are experiencing homelessness to find a permanent roof and supports resulting in increases seen within the encampments throughout the city. Currently there are approximately 300 people in encampments which varies on a daily basis due to the transient nature of the population.

Temporary Shelter Bed Capacity:

Staff have done a call-out to all existing shelter operators to determine if there is any potential for temporary expansion of their existing facilities to increase shelter bed capacities. The goal is to secure temporary beds to carry through until new permanent solutions can be action and occupied.

The service providers were able to propose 192 new temporary shelter spaces. The make of these beds includes increasing beds within existing facilities as well as creating additional beds or asylum seekers who are currently occupying shelter beds as the only housing option. The temporary beds relate to expansion within existing facilities include:

- 45 women's spaces offered through Interval House, YWCA, Mission Services, and Good Shepherd,
- 82 men's spaces offered by Good Shepherd, Salvation Army, and Mission Services,
- 20 mixed adult spaces provided by Wesley; and,

Expansion of asylum beds which reduces the number of asylum seekers housed in existing emergency shelter beds as the only housing option, most of which do not require all the support services provided within the shelter:

- 45 asylum beds expanding the Wesley asylum seekers temporary housing program (which accepts referrals exclusively from encampments and shelter facilities) creating 45 spaces within existing emergency shelters for those residents requiring higher level of supports. It should be noted that the Federal Government has partially reimbursed the City for costs related to Asylum seeker beds and City will continue to seek reimbursement for ongoing costs.

The implementation of the above is approximately \$7.4 M in annual operating costs and \$500,000 in one-time capital costs. The proposed temporary beds increase the shelter system capacity from 341 beds to 533 beds or 56% increase in system capacity.

Staff currently have a Call for Interest (CFI) out to the community to determine the potential for the creation of new permanent shelter bed capacity expansion. In Q4

2024, staff will report back on the magnitude of the funding ask for the resulting new shelter beds with a recommendation for funding. Staff will also then be able to provide the implementation time frames of these proposed development. If approved, staff will undertake a formal Request for Proposals (RFP), based on the funding and targeted populations approved by Council, with new projects awarded in the Summer 2025. Once the new permanent beds are available for occupancy, the temporary beds should no longer be required or may convert under the RFP process to permanent beds in the system.

Workplans to Create Options for Housing:

The above shelter spaces and drop-in programs expansion is critical to bringing clients inside, however enhancements to program offerings and current practices are an important tool in supporting clients in their journey towards permanent housing. Housing Services continues its efforts to create a healthy housing continuum that includes permanent housing and shelter options for all residents through internal work as well as in collaboration with community organizations. Work continues to support residents to move through the housing continuum creating vacancies in areas to be filled in a “ripple-like” affect. Housing Services Division work includes:

- Provide funding for shelter providers to deal with the increasing costs to operate shelters and support residents to ensure continued operation of the facilities.
- Provide additional funding to support Rapid Re-Housing and Intensive Case Management work of providers to support residents moving from encampments and shelters into permanent housing options.
- Review of shelter operations to evolve the system, lessen the obstacles to move residents to permanent housing and ensuring adequate supports remain available.
- Undertaking a review of the Residential Care Facilities in the City to better align the program with the Ministry of Municipal Affairs and Housing requirement of a Housing with Related Supports model with the goal of expanding housing and support options for people at risk of or experiencing homelessness.
- Negotiations continue on administering End of Mortgage agreements. Service managers are required to fund projects in a manner that ensures the project can be sustained and is viable.
- Repair and maintenance of existing affordable housing which includes both repair of existing social housing as well as through Ontario Renovates supports eligible homeowners with significant repairs to remain in their homes.
- Implementing the Council decision to increase case management supports by 10% and create a Municipal Housing Benefit. These programs work together to help clients find appropriate private rental units and provide the rent subsidy so they can afford to live there.

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- Implement a program to provide private market landlord financial supports to assist in excessive damage repair of affordable housing units to create opportunities to maintain these unit availability at affordable rents.
- Continual advocacy with upper-level government partners for funding to support the needs throughout the housing continuum.
- The Tenant Support Program includes partnerships with Hamilton Community Legal Clinic, ACORN Hamilton, and the Hamilton Housing Help Centre. Which is helping provide legal support to tenants to support a fair adjudication process through the landlord tenant board, helping education tenants on the resources available to them, and to support tenants in exercising their rights under the Residential Tenancies Act.

Provision of Temporary Outdoor Shelters:

Despite these efforts to increase physical capacity as well as program supports, the City does not anticipate being able to meet the existing demand for shelter in the near term. Staff are recommending temporary outdoor shelters solutions to support the mayor's directive. With the recommend increase in temporary shelter beds, which focus on single person spaces, the temporary outdoor shelter implementing recommendations are intended to prioritize focus on filling service gaps for couples and those with pets.

Staff have reviewed a significant number of potential sites throughout the city and reviewed them in context of a list of primary criteria, attached as Appendix "A" to Report HSC24027(b)/FCS24028/PED24162. Staff have determined a site that is recommended for further analysis, planning and design. The property is a city-owned parcel of land located in the Barton/Tiffany area bounded by Barton Street West, Hess Street North, Stuart Street and Caroline Street North and shown in Appendix "C" to Report HSC24027(b)/FCS24028/PED24162.

Planning and Economic Development Department (PED) staff have undertaken a review of several components of the implementation including Ministry of Environment requirements for the temporary outdoor shelter on the subject lands and zoning. PED staff concluded that since the proposed site is on city-owned lands and the use would be considered as a public service, Section 4.4 (Public Uses Permitted in All Zones) would apply:

"Notwithstanding anything else in this By-law, a utility company, a communication company, the City or any of its local boards as defined in The Municipal Act, any communications or transportation system owned or operated by or for the City, ... for the purposes of the public service, use any land or erect or use any building in any zone subject to the use or building being in compliance with the most restrictive regulations contained in such zone for any use ..."

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To assist in addressing the current encampment pressures, providing the above zoning interpretation, staff are recommending Council support both the capital and operating funding of a temporary site which will provide for the following:

- Utilization of the lands in Barton/Tiffany neighbourhood on the block bounded by Barton Street West, Hess Street North, Stuart Street and Caroline Street North
- Permit the occupancy of approximately of 80 residents.
- Prioritization of occupancy by couples and residents with pets which are currently not provided for in our shelter system.
- Confirm a lead operator and a community approach to provide 24/7 support services for the residents of these sites inclusive of mental health supports, urgent care, rapid re-housing/intensive case management to secure permanent housing, food, security, etc.
- The operator will be responsible to implement the City of Hamilton site expectations and deliverables to support the residents.
- Site developed as Inclusive of tiny home structures, washrooms, showers, communal space for counselling, offices, eating and supports.
- Regular site maintenance, waste collection, security, etc.

The temporary outdoor shelter will provide the intensive supports required for individuals to remain sheltered and to move along the housing continuum into more permanent housing solutions. A fully managed, low barrier operating model will be implemented at the temporary outdoor shelter with the criteria outlined in Appendix “A” to Report HSC24027(b)/FCS24028/PED24162.

The implementation of the above is estimated to be \$3.9M in annual operating and \$2.8M in one-time capital costs. These costs are estimates based on not having contracted an operator, tiny home provider, sources the support services for the site, site design, infrastructure, etc.

Staff are intending the site to be fully operational and occupied by the end of the year. It should be noted that there is still significant work to be completed prior to the site being occupied as noted below in the “Next Steps”. Subject to the results of the RFP for permanent shelter beds creation, staff are anticipating the temporary outdoor shelter could be inexistence for approximately 3 years.

Hamilton Alliance for Tiny Shelters initiative:

In 2022. Council supported a 2-year pilot project with Hamilton Alliance for Tiny Shelters (HATS) initiative to create a low barrier temporary shelter site as outlined in Report HSC22015(b). Staff have engaged with the HATS to discuss further progress of their project and continue discussions regarding an experience operator to support their

proposal The operator will also be required to support the operation consistent the criteria set out in Appendix “B” to Report HSC24027(b)/FCS24028/PED24162 however, if the operations choose to support residents only with lower acuity, less supports and service, some criteria may be altered. Staff have two additional smaller sites currently being review through the site criteria, attached as Appendix “A” to Report HSC24027(b)/FCS24028/PED24162, that have the potential to support the HATS development. This review also includes the review of existing uses on the sites and the potential relocation.

Staff will continue to support the HATS initiative and upon determination of an appropriate site, staff will report back to Council. HATS also intends to have a fully operational site by the end of the year.

Exceptions to the Encampment Protocol:

It needs to be recognized that while the City can offer the various housing opportunities as provided for in this report, there will still be individuals who choose not to be housed in a shelter whether temporary or permanent. These residents will continue to be supported by Street Outreach staff and community organizations who currently support the encampment residents.

Staff experience has shown that for those people not housed, there is a tendency to choose to locate in proximity to locations where supports and food are provided. To avoid this “clustering” and intensification in nearby neighbourhoods near the temporary outdoor shelter, staff are recommending that the encampment protocol be amended to exclude any encampments within 1 km of the site. In the case of the Barton/Tiffany site this would then result in Bayfront Park, Pier 4 Park and Central Park to no longer be compliant sites. While the encampment population tends to be transient and mobile, Street Outreach is monitoring the encampment residents in these parks to anticipate connecting them with new temporary shelter beds and/or the temporary outdoor shelter.

As implementation of the recommendations of this report are actioned, staff will continue to monitor the impact on the existing encampments, report back to Council with proposed encampment protocol changes to reduce the number of compliant encampment sites as well as progress in this expansion of shelter spaces and impacts.

Next Steps:

To expedite the implementation of the temporary outdoor shelter, staff are recommending that the General Manager, Healthy and Safe Communities be delegated the authority to single source an operator and shelter structure provider. Staff would normally recommend a Request for Proposal (RFP) process however a thorough and complete would take considerable time to develop, post, review and award due to the

current workloads of existing procurement work programs, resulting in not meeting the year end timeline for implementation.

With the delegated authority, staff throughout the City will embark on an expedited implementation process that will include the following:

- Secure and contract an operator. Preliminary expectations for the operating model of the outdoor shelter locations are included in Appendix “B” to report HSC24027(b)/FCS24028/PED24162.
- Co-ordinate a collaboration of internal departments and community service providers to support the operator in providing a full range of services and supports for the residents.
- Secure and contract a structure provider for 40 units, 2 common buildings, washroom/shower/laundry facilities.
- Undertake a site design consistent with the zoning on the property which will be reviewed through an expedited modified site plan review.
- Site design will also determine any onsite works require to prepare the site including grading, ground preparation, etc.
- Concurrently make submission for any necessary building permits which can also be reviewed through an expedited process.
- Upon review, fund the ordering of the buildings, and onsite supports.
- In collaboration with the contracted operator and structure provider, co-ordinate a workplan for the “development” of the site including electrical connection, wifi and if necessary, connection to municipal services.
- Support the operator in through the hiring process of the necessary staffing and funding of training prior to the occupancy.
- Support the operator and internal/external co-ordination of service delivery and supports (both existing and new) in a delivery model to better support the residents in the temporary outdoor shelter.

There are likely additional steps yet to be realized due to the limited time in preparation of this report.

Permanent Housing Options:

While not specifically within the scope of this report, co-ordinated by the Housing Secretariat, housing providers with new developments for permanent housing options of affordable housing, supportive housing and low-end market housing continue to be supported through the development process to a shovel ready stage. The Housing Secretariat continues to review options of acquisition of both existing affordable housing at risk of being lost to market demands as well as acquisition of land for the purposes of building new housing. Advocacy for funding to support the new housing is at the forefront of the Housing Secretariat’s daily focus. This work provides and creates the

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ability for residents to move through the housing continuum with the development of new housing options.

ALTERNATIVES FOR CONSIDERATION

While other options exist, within the time provide to prepare this report, staff were unable fully investigate these options.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" - Temporary Outdoor Shelter Site Selection Criteria

Appendix "B" - Temporary Outdoor Shelter Operational Expectations

Appendix "C" – Proposed Temporary Outdoor Shelter Site

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