

## **2022 Shelter Infrastructure Plan, Community Engagement Review and Amendments to Contracts and Purchase Orders to Support Shelter Services**

**Date:** October 6, 2021

**To:** Economic and Community Development Committee

**From:** General Manager, Shelter, Support and Housing Administration, the Executive Director, Corporate Real Estate Management, and the Chief Procurement Officer, Purchasing and Materials Management

**Wards:** All

### **SUMMARY**

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The purpose of this report is to provide information and updates on infrastructure, procurement and community engagement related to shelter projects in the City of Toronto. This includes Shelter, Support and Housing Administration's (SSHA) 2022 Shelter Infrastructure Plan as required by the Emergency Shelter Development Process approved by City Council in the 2018 Shelter Infrastructure Plan. The plan includes an update on new permanent shelter beds, relocation of shelter beds as part of the George Street Revitalization Project, and identifying replacement properties for existing shelters that need to relocate.

The report also provides updates on the impact of the COVID-19 pandemic on all ongoing projects, as well as an overview of the COVID-19 Transition and Relocation plan.

As a response to COVID-19, the City opened 48 temporary physical distancing sites to meet Ontario Ministry of Health guidelines for physical distancing in congregate living settings since the start of the pandemic. The COVID-19 Transition and Relocation plan will include a relocation plan for shelter residents, and the restoration and decommissioning of COVID-19 response sites used for physical distancing. Timelines to decommission any of the COVID-19 response programs will depend on the availability of new affordable and supportive housing developments, ongoing demand for shelter services and future changes to physical distancing public health guidance for congregate living settings.

In 2020, Shelter, Support and Housing Administration began a comprehensive Community Engagement Review to evaluate the first three years of implementing the new shelter engagement process for shelters. This report describes the results of the review and key actions being implemented to improve the community engagement

process for the siting of new shelters and homelessness services in Toronto. This includes an updated process that better aligns local Councillor engagement for shelter siting with engagement related to a specific real estate transaction for shelter purposes.

This report also requests authority to amend eleven (11) existing non-competitive blanket contracts/purchase orders established for emergency services for the ongoing shelter operations in response to the COVID-19 pandemic and to support community agencies with Infection Prevention and Control Management within the shelter system.

## **RECOMMENDATIONS**

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The General Manager, Shelter, Support and Housing Administration, the Executive Director, Corporate Real Estate Management, and the Chief Procurement Officer, Purchasing and Materials Management recommend that:

1. City Council approve the 2022 Shelter Infrastructure Plan in Attachment 1 and authorize the General Manager, Shelter, Support and Housing Administration to enter into new or amend existing agreements, other than leases or other property transaction documents for which delegated authority has been granted to Corporate Real Estate Management, as required, to open and operate shelters outlined in the 2022 Shelter Infrastructure Plan on terms and conditions satisfactory to the General Manager, Shelter, Support and Housing Administration and in a form satisfactory to the City Solicitor.
2. City Council authorize the General Manager, Shelter, Support and Housing Administration to enter into new or amend existing agreements, other than leases or other property transaction documents for which delegated authority has been granted to Corporate Real Estate Management, to maintain or add required respite spaces and shelter beds and respond to urgent or unanticipated need to relocate shelters or 24-hour respite sites and 24-hour drop-ins on terms and conditions satisfactory to the General Manager, Shelter, Support and Housing Administration and in a form satisfactory to the City Solicitor.
3. City Council authorize that, in the context of the acquisition or lease of a property for the purpose of a shelter site, the local Councillor shall be briefed in accordance with the process approved by City Council in Item CD24.7, 2018 Shelter Infrastructure Plan and Progress Report, and such engagement shall also be considered to have satisfied the requirement for consultation in Appendix B, Section (A) in City of Toronto Municipal Code Chapter 213, Real Property, where the transaction is being implemented through the real estate authority delegated to staff under City of Toronto Municipal Code Chapter 213.
4. The Economic and Community Development Committee, in accordance with Section 71-11.1C of City of Toronto Municipal Code Chapter 71, Financial Control, authorize the General Manager, Shelter, Support and Housing Administration to enter into the necessary amending agreements on terms and conditions satisfactory to the General Manager, Shelter, Support and Housing Administration and in a form satisfactory to the City Solicitor to increase the value (and term, as outlined in Recommendations 4.d., 4.i.,

4.j., and 4.k. below) of the following contracts:

a. Purchase Order Number 6052100 with Practice Health Check Corp. for the provision of consulting services to support community agencies with Infection Prevention and Control Management (as part of the COVID-19 pandemic response) within the shelter system by the amount of \$1,500,000 net of Harmonized Sales Tax (\$1,526,400 net of Harmonized Sales Tax recoveries), increasing the contract value from \$900,000 net of Harmonized Sales Tax (\$915,840 net of Harmonized Sales Tax recoveries) to \$2,400,000 net of Harmonized Sales Tax (\$2,238,720 net of Harmonized Sales Tax recoveries);

b. Blanket Contract Number 47022916 with Stronco Group of Companies for the provision of a monthly rental of modular offices by the amount of \$500,000 net of Harmonized Sales Tax (\$508,800 net of Harmonized Sales Tax recoveries), increasing the contract value from \$700,000 net of Harmonized Sales Tax (\$712,320 net of Harmonized Sales Tax recoveries) to \$1,200,000 net of Harmonized Sales Tax (\$1,221,120 net of Harmonized Sales Tax recoveries);

c. Blanket Contract Number 47023129 with Chantler's Environmental Services for the provision of a monthly rental of shower trailers by the amount of \$200,000 net of Harmonized Sales Tax (\$203,520 net of Harmonized Sales Tax recoveries), increasing the contract value from \$1,000,000 net of Harmonized Sales Tax (\$1,017,600 net of Harmonized Sales Tax recoveries) to \$1,200,000 net of Harmonized Sales Tax (\$1,221,120 net of Harmonized Sales Tax recoveries);

d. Blanket Contract Number 47022956 with HVAC Rentals Ontario Inc. for the provision of HVAC equipment rental by the amount of \$900,000 net of Harmonized Sales Tax (\$915,840 net of Harmonized Sales Tax recoveries), increasing the contract value from \$1,600,000 net of Harmonized Sales Tax (\$1,628,160 net of Harmonized Sales Tax recoveries) to \$2,500,000 net of Harmonized Sales Tax (\$2,544,000 net of Harmonized Sales Tax recoveries) and extending the term to December 31, 2021;

e. Purchase Order Number 6052050 with Kazbo Consulting & Contracting for the provision of 3 Stage HEPA Air Scrubbers by the amount of \$600,000 net of Harmonized Sales Tax (\$610,560 net of Harmonized Sales Tax recoveries), increasing the contract value from \$982,000 net of Harmonized Sales Tax (\$999,283 net of Harmonized Sales Tax recoveries) to \$1,582,000 net of Harmonized Sales Tax (\$1,609,843 net of Harmonized Sales Tax recoveries);

f. Purchase Order Number 6052503 with Monstera Maintenance and Construction Inc. for the provision of a maintenance contract for the 3 Stage HEPA Air Scrubbers by the amount of \$900,000 net of Harmonized Sales Tax (\$915,840 net of Harmonized Sales Tax recoveries), increasing the contract value from \$500,000 net of Harmonized Sales Tax (\$508,800 net of Harmonized Sales Tax recoveries) to \$1,400,000 net of Harmonized Sales Tax (\$1,424,640 net of Harmonized Sales Tax recoveries);

g. Purchase Order Number 6052130 with Rostam Infrastructure Inc. for the provision of trailer-mounted HVAC units, including a maintenance plan, by the amount of \$700,000 net of Harmonized Sales Tax (\$712,320 net of Harmonized Sales Tax recoveries), increasing the contract value from \$887,000 net of Harmonized Sales Tax (\$902,611 net of Harmonized Sales Tax recoveries) to \$1,587,000 net of Harmonized Sales Tax (\$1,714,931 net of Harmonized Sales Tax recoveries);

h. Purchase Order Number 6052128 with Total Power Limited for the provision of additional generator units, including a maintenance plan, by the amount of \$300,000 net of Harmonized Sales Tax (\$305,280 net of Harmonized Sales Tax recoveries), increasing the contract value from \$719,000 net of Harmonized Sales Tax (\$731,654 net of Harmonized Sales Tax recoveries) to \$1,019,000 net of Harmonized Sales Tax (\$1,036,934 net of Harmonized Sales Tax recoveries);

i. Blanket Contract Number 47022484 with Gardena Investments Limited o/a Alexandra Hotel for the provision of hotel/motel accommodations for use as Temporary Municipal Shelter, by the amount of \$1,900,000 net of Harmonized Sales Tax (\$1,933,440 net of Harmonized Sales Tax recoveries), increasing the contract value from \$4,300,000 net of Harmonized Sales Tax (\$4,375,880 net of Harmonized Sales Tax recoveries) to \$6,200,000 net of Harmonized Sales Tax (\$6,309,120 net of Harmonized Sales Tax recoveries) and extending the term to June 30, 2022;

j. Blanket Contract Number 47022485 with 2554046 Ontario Inc. o/a Staybridge Suites Toronto Vaughan South for the provision of hotel/motel accommodations for use as Temporary Municipal Shelter, by the amount of \$1,200,000 net of Harmonized Sales Tax (\$1,221,120 net of Harmonized Sales Tax recoveries), increasing the contract value from \$3,800,000 net of Harmonized Sales Tax (\$3,866,880 net of Harmonized Sales Tax recoveries) to \$5,000,000 net of Harmonized Sales Tax (\$5,088,000 net of Harmonized Sales Tax recoveries) and extending the term to June 30, 2022; and

k. Purchase Order Number 6048213 with 2445212 Ontario Inc. o/a Comfort Hotel Airport North for the provision of hotel/motel accommodations for use as Temporary Municipal Shelter, by the amount of \$5,000,000 net of Harmonized Sales Tax (\$5,088,000 net of Harmonized Sales Tax recoveries), increasing the contract value from \$12,654,019 net of Harmonized Sales Tax (\$12,876,730 net of Harmonized Sales Tax recoveries) to \$17,654,019 net of Harmonized Sales Tax (\$17,964,730 net of Harmonized Sales Tax recoveries) and extending the term to June 30, 2022.

## **FINANCIAL IMPACT**

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### *Non-Competitive Blanket Contracts/Purchase Orders Amendments*

Amendments are requested on eleven (11) existing emergency non-competitive blanket contracts/purchase orders. The total amendment amount for the contracts and purchase

orders is \$13,700,000 net of Harmonized Sales Tax (\$13,941,120 net of Harmonized Sales Tax recoveries). The amendments are needed to cover the costs and maintain continuity of various critical services needed for the homelessness community and the ongoing shelter operations at multiple temporary shelter locations during the pandemic.

During the COVID-19 pandemic, Shelter, Support and Housing Administration continued to use these blanket contracts/purchase orders issued to the vendors listed in Financial Impact Table 1 to meet the operational requirements at the various temporary shelter locations that support the physical distancing of our homeless clientele.

Funding is available in the 2021 Approved Operating Budget for Shelter, Support and Housing Administration as detailed in Table 1. Additional funding will also be included in the 2022 Operating Budget Submission for Shelter, Support and Housing Administration, also as detailed in Table 1.

Table 1: Financial Impact Summary

Number	Vendor	Blanket Contract / Purchase Order Number	Cost Centre / Cost Element / GL Code	Budget Year ( Net of HST Recoveries)	
				2021	2022
1	Practice Health Check Corp.	6052100	HS100X – 4199	\$1,526,400	
2	Stronco Group of Companies	47022916	HS100X – 4590	\$203,520	\$305,280
3	Chantler's Environmental Services	47023129	HS100X – 4590	\$101,760	\$101,760
4	HVAC Rentals Ontario Inc.	47022956	HS100X – 4411	\$915,840	
5	Kazbo Consulting & Contracting	6052050	HS100X – 2540		\$610,560
6	Monstera Maintenance and Construction Inc.	6052503	HS100X – 4424	\$508,800	\$407,040
7	Rostam Infrastructure Inc.	6052130	HS100X – 4411	\$407,040	\$305,280

Number	Vendor	Blanket Contract / Purchase Order Number	Cost Centre / Cost Element / GL Code	Budget Year ( Net of HST Recoveries)	
				2021	2022
8	Total Power Limited	6052128	HS100X – 4411	\$203,520	\$101,760
9	Gardena Investments Limited o/a Alexandra Hotel	47022484	HS100X-4840 / F01225-4840	\$915,840	\$1,017,600
10	2554046 Ontario Inc. o/a Staybridge Suites Toronto Vaughan South	47022485	HS100X-4840 / F01225-4840	\$508,800	\$712,320
11	2445212 Ontario Inc. o/a Comfort Hotel Airport North	6048213	HS100X-4840/F00054-4840	\$2,340,480	\$2,747,520
Annual Subtotal (net of HST recoveries)				\$7,632,000	\$6,309,120
Total (net of HST recoveries)				\$13,941,120	

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact information.

## DECISION HISTORY

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At its meeting on July 14, 2021, City Council adopted IE23.2 "Building Net Zero Emissions City Buildings - Corporate Real Estate Management's Net Zero Carbon Plan", a road map to achieve net zero emissions in City buildings that aligns with the City's climate-action work under TransformTO, and the City-Wide Real Estate Strategy to centralize real estate and facilities services.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.IE23.2>

At its meeting on December 16, 2020, City Council adopted PH19.11 "Emergency Housing Action" report requesting the Province of Ontario and Government of Canada provide \$48 million in annual ongoing operating funding to create and maintain 2,000

new supportive housing opportunities for vulnerable and marginalized individuals experiencing homelessness.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.PH19.11>

At its meeting on October 27, 2020, City Council adopted CC25.2 "Update on Clarification of Councillor Notification during the Acquisition and Lease Process in Real Estate Transactions for Use as Shelter Sites" which provided an update on clarification of Councillor notification during the acquisition and lease process in real estate transactions for use as shelter sites.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC25.2>

At its meeting on October 27, 2020, City Council adopted EC16.1 "Interim Shelter Recovery and Infrastructure Implementation Plan". It included several recommendations, including authorization for the General Manager to develop plans to rapidly scale up the permanent housing and shelter capacity response required for safe physical distancing to accommodate unanticipated demand on the shelter and housing system during the pandemic.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EC16.1>

At its meeting on September 30, 2020, City Council adopted with amendments item CC24.6, "Further Information on 233 Carlton Street Lease Agreement", directing staff to recommend a process to clarify the manner in which local Councillors are informed of a proposed acquisition or lease of a shelter site.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.CC24.6>

At its meeting on October 29 and 30, 2019, City Council adopted MM11.13 "Providing Clarity, Coordination and Transparency in Locating and Re-locating Shelters, Respite, and Drop-In Programs in the Downtown East". The motion recommended staff to provide an update on changes to city services and facilities taking place in the Downtown East area and how to improve on public engagement processes with area resident groups and major stakeholders.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.MM11.13>

At its meeting on June 11, 2019, the Economic and Community Development Committee received the report, 2020 Shelter Infrastructure Plan and System Update Report for information.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC6.9>

At its meeting of March 27 and 28, 2019, City Council adopted PH3.2 "Zoning Revisions for Municipal Shelters", amending City of Toronto Zoning By-law 569-2013 and Municipal Shelter By-law 138-2003, deleting the 250-metre separation distance requirement between shelters, and deleting the requirement to be on or within 80 metres of a major street.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.PH3.2>

On February 12, 2018, City Council adopted EX31.2 "2018 Capital and Operating Budgets" and requested the General Manager of Shelter, Support and Housing Administration to expand the number of permanent new shelter beds by 1,000 over three years. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2>

At its meeting of December 5, 6, 7 and 8, 2017, City Council adopted CD24.7 "2018 Shelter Infrastructure Plan and Progress Report." Council approved the 2018 Shelter Infrastructure Plan and a new property development approach to siting shelters. Council authorized the Deputy City Manager, Cluster A, to approve specific sites for shelters, provided certain criteria are met.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD24.7>

At its meeting on October 2, 3 and 4, 2017, City Council adopted Item EX27.12, which provided delegated authority pertaining to certain real estate matters. This delegated authority was amended by Item GM27.12, adopted by City Council on May 22, 23 & 24, 2018 or, where applicable, by Item EX28.8, adopted by City Council on November 7, 8 & 9, 2017

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX27.12>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.GM27.12>

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX28.8>

At its meeting of April 26, 27 and 28, 2017, City Council adopted CD19.6 "Proposed New Engagement and Planning Process for Emergency Shelters," which provided recommendations to improve the community engagement process for opening new emergency shelters.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD19.6>

At its meeting on July 12, 13, 14 and 15, 2016, City Council adopted EX16.13 "George Street Revitalization – Recommended Procurement and Delivery Strategy," which authorized the financing and procurement model for the George Street Revalidation project. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.13>

Emergency Non-Competitive Purchase Order 6052100 (NCPR #11723) was issued on May 7, 2021 to Practice Health Check Corp in the amount of \$400,000 net of Harmonized Sales Tax for the provision of a consultant to provide onsite assessment of current Infection Prevention and Control (IPAC) practices in its Shelters and Temporary Housing Locations and develop a plan for ongoing admission into the shelter system during an outbreak for the period ending December 31, 2021. This was amended on August 26, 2021 by \$500,000 net of Harmonized Sales Tax, increasing the contract value to \$900,000 net of Harmonized Sales Tax.

Emergency Non-Competitive Blanket Contract 47022916 (NCPR #10710) was issued on May 6, 2021 to Stronco Group of Companies in the amount of \$200,000 net of Harmonized Sales Tax for the provision of monthly rental of modular offices at the Better Living Centre as and when required for various temporary Municipal Shelters for the period ending December 31, 2021. This was amended on November 9, 2020 by \$300,000 and on June 23, 2021 by \$200,000 net of Harmonized Sales Tax, increasing the contract value to \$700,000 net of Harmonized Sales Tax.

Emergency Non-Competitive Blanket Contract 47023129 (NCPR #10740) was issued on May 22, 2021 to Chantler's Environmental Services in the amount of \$500,000 net of Harmonized Sales Tax for the provision of monthly rental of shower trailers at the Better Living Centre as and when required for various temporary Municipal Shelters for the period ending December 31, 2021. This was amended on June 29, 2021 by \$500,000



net of Harmonized Sales Tax, increasing the contract value to \$1,000,000 net of Harmonized Sales Tax.

Emergency Non-Competitive Blanket Contract 47022956 (NCPR #10711) was issued on May 27, 2020 to with HVAC Rentals Ontario Inc. in the amount of \$500,000 net of Harmonized Sales Tax for the rental of the Air Conditioning Units for SSHA including the monthly rental, supply, delivery, installation and removal of all equipment for the period ending April 30, 2021. This was amended on November 26, 2020 by \$500,000 and on May 26, 2021 by \$600,000 net of Harmonized Sales Tax, increasing the contract value to \$1,600,000 net of Harmonized Sales Tax.

Emergency Non-Competitive Purchase Order 6052050 (NCPR #11592) was issued on June 15, 2021 to Kazbo Consulting & Contracting in the amount of \$484,000 net of Harmonized Sales Tax for the provision of two Hundred and twenty (220) 4700AM 3 Stage HEPA Air Scrubbers at various temporary Municipal Shelters to address the urgent health and safety concerns caused by the COVID-19 Pandemic and the recently emerged variants. This was amended on June 15, 2021 by \$498,000 net of Harmonized Sales Tax, increasing the contract value to \$982,000 net of Harmonized Sales Tax.

Emergency Non-Competitive Purchase Order 6052503 (NCPR #WS3117789244) was issued on August 26, 2021 to Monstera Maintenance and Construction Inc. in the amount of \$500,000 net of Harmonized Sales Tax for the provision to maintain six Hundred and sixty (660) 3 Stage HEPA Air Filter Units at various temporary Municipal Shelters to address the urgent health and safety concerns caused by the COVID-19 Pandemic and the recently emerged variants.

Emergency Non-Competitive Purchase Order 6052130 (NCPR #11641) was issued on May 14, 2021 to Rostam Infrastructure Inc. in the amount of \$387,000 net of Harmonized Sales Tax for the provision of the supply of trailer-mounted HVAC units for use at various temporary Municipal Shelters to address the urgent health and safety concerns caused by the COVID-19 Pandemic and the recently emerged variants. This was amended on August 26, 2021 by \$500,000 net of Harmonized Sales Tax, increasing the contract value to \$887,000 net of Harmonized Sales Tax.

Emergency Non-Competitive Purchase Order 6052128 (NCPR #11686) was issued on May 14, 2021 to Total Power Limited in the amount of \$219,000 net of Harmonized Sales Tax for the provision of the supply of trailer-mounted generator units for use at various temporary Municipal Shelters to address the urgent health and safety concerns caused by the COVID-19 Pandemic and the recently emerged variants. This was amended on August 26, 2021 by \$500,000 net of Harmonized Sales Tax, increasing the contract value to \$719,000 net of Harmonized Sales Tax.

At its meeting on May 24, 25 and 26, 2017, City Council adopted CD20.6 "2017 Funding Allocations for Shelter and Related Services" report, authorizing the General Manager, Shelter, Support and Housing Administration or designate to enter into non-competitive hotel/motel contracts, and to extend existing contracts to the end of 2017:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD20.6>

At its meeting on December 4, 2019, Economic and Community Development Committee adopted EC10.10 report " Amendments to Various Purchase Orders and Blanket Contracts for Short Term and Emergency Hotel/Motel Accommodations for Shelter Clients", granting authority to amend (3) three existing non-competitive purchase orders and/or contract established for emergency services and (3) three existing contracts awarded for a (5) five year term in accordance with Request for Proposal No. 9119-16-7030 for the provision of Short Term Accommodations for shelter clients through the use of hotel/motel services for operated shelters.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC10.10>

At its meeting on November 17, 2020, the Economic and Community Development Committee adopted EC17.11 report "Amendments to Various Contracts for Short-Term Hotel/Motel Accommodations for Use as Temporary Municipal Shelter", granting authority to amend (3) three existing non-competitive purchase orders and/or contract established for emergency services for the provision of Amendments to Various Contracts for Short-term Accommodations for Use as Temporary Municipal Shelter

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EC17.11>

## COMMENTS

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This report provides information on several key projects to support individuals experiencing homelessness and the Toronto's shelter system, including:

1. 2022 Shelter Infrastructure Plan and Updates
2. COVID-19 Transition and Relocation Plan
3. Comprehensive Review and Update of the Engagement Process for New Shelter and Related Services
4. Amendments to Various Non-Competitive Blanket Contracts/Purchase Orders to Support Ongoing Management of Emergency City Services at Temporary Municipal Shelters during the COVID-19 Pandemic

### **1. 2022 Shelter Infrastructure Plan and Updates**

The 2018 Shelter Infrastructure Plan was approved by City Council in December 2017, and established a new process for approving shelter locations. An annual Shelter Infrastructure Plan is now presented to Council to provide a progress update and approval of plans for the following year. The annual plan also provides a progress update on identifying new shelter sites as part of the George Street Revitalization Project, and identifying replacement properties for existing shelters that need to relocate.

At its meeting on October 27, 2020, City Council authorized the conversion of planned funding through the 1,000 beds initiative to create supportive housing units, in recognition of the need for more permanent solutions to homelessness. As a result, the 1,000 beds project was renamed the Housing and Shelter Infrastructure Development project and SSHA transferred \$54,068,585 of remaining funding for shelter expansion to the Housing Secretariat to create new permanent affordable and supportive housing opportunities for people experiencing homelessness. A total of 785 new shelter beds will be created upon completion of the Housing and Shelter Infrastructure Development

project, as well as additional permanent housing opportunities planned through conversion of funding for the remaining 215 beds.

Through the Housing and Shelter Infrastructure Development project, by the end of 2021, seven new shelter sites will be in operation with 680 beds with 75 additional shelter beds remaining in development at one site. The bed numbers are based on maximum capacity of the sites and do not include interim physical distancing requirements (more details are available in Attachment 1). The City also opened 200 temporary shelter beds at one leased site to increase capacity in the shelter system while new permanent sites are being added. As part of the renewed focused on housing, one planned shelter site opened as transitional housing with 30 rooms. The Housing and Shelter Infrastructure Development project is expected to extend until 2024 as a result of complexities experienced in both the acquisition and construction phases of the project life cycle and as a result of COVID-19.

By the end of this year, 173 beds required as part of the George Street Revitalization (GSR) project will be operational at three new shelters. Another 174 beds for George Street Revitalization are confirmed and being added at two new sites. Funding for the remaining 53 spaces has been transferred to the Housing Secretariat to realize 53 housing units. SSHA and the Housing Secretariat will be working together to ensure permanent housing opportunities and support services are identified to support individuals leaving Seaton House.

In addition to the housing units realized via partnership with the Housing Secretariat, SSHA has also partnered with Habitat Services to realize 3 housing projects specific to GSR. These include, Fife House project (20 units), the St. Michael's Homes project (10 units) and the Regeneration Community Services project (22 units). These units have had staggered opening dates, beginning in 2019 and moving forward.

Table 2 & Table 3 of Attachment 1 provide details of shelter development progress to date. Table 4 provides an overview of the 2021 Shelter Infrastructure Plan including the impact of the COVID-19 pandemic on site capacity.

#### (a) Enhancing Shelter Infrastructure - Achieving Net Zero

In 2019, City Council declared a climate emergency and adopted a stronger emissions reduction target for Toronto, Net Zero emissions by 2050, or sooner, to demonstrate City Council's commitment to the 2016 adoption of TransformTO. In response to the declaration, Corporate Real Estate Management developed the Net Zero Carbon Plan for the City's building portfolio that provides a road map to achieve Net Zero emissions in City buildings by 2050 or sooner; a Plan that was adopted by City Council in July 2021.

To align with City Council direction on the overall Net Zero Strategy, SSHA intends to commence planning the application of net zero considerations to its building portfolios and continue to work in partnership with Corporate Real Estate Management on the comprehensive application of the Net Zero Carbon Plan. All of the Net Zero work to be undertaken will align with the City-Wide Real Estate Strategy to centralize real estate and facility services. This approach also ensures alignment with the City's capital

planning process, Financial Planning's asset management strategy, and the strategic management of the City's real estate assets by CreateTO.

SSHA will work in partnership with Corporate Real Estate Management to include guidelines on net zero requirements in the pre-design phase of all new City-owned shelter projects in order to reduce the cost and time requirements. Current shelter renovation plans will be reviewed for alignment with net zero guidelines and to assess financial impacts. Two existing shelters are currently under assessment to meet Net Zero considerations in 2022 concurrently with state of good repair and accessibility upgrades, and one new shelter is under design to meet net zero considerations once construction is complete.

#### (b) COVID-19 Hotel Lease Extensions

As part of the City's response to COVID-19, the City of Toronto has opened 48 temporary response sites to provide additional space for physical distancing in the shelter system. Currently there are 26 temporary shelter sites funded and contracted directly by the City that continue to be operating for the pandemic response, 23 of which are in hotels or motels. This is in addition to the 73 base shelter sites offered across Toronto. Although shelter residents and staff are priority groups to receive vaccinations to COVID-19 and many have already been vaccinated, the City plans to continue the current response efforts based on the guidance of the City's Medical Officer of Health and Provincial guidelines related to COVID-19 for congregate living settings.

As the City continues to be vigilant in anticipation of a potential fourth wave this fall and winter, as well as regular winter response planning in the shelter system, an extension of current hotel lease agreements is required to April 2022. This is required to support Public Health guidelines, protect the health and safety of service users, and provide stability for the shelter system through the winter months.

Historically, the City has used hotel rooms to augment space in the base shelter system as it provides a mechanism to expand and contract available space quickly in response to demand. Prior to the pandemic, the capacity of ten hotels was available, primarily serving families, refugees and refugee claimants; however, as the demand for space for refugee claimants declined as a result of border closures, the capacity was repurposed for singles and couples as part of the COVID-19 response. These sites were selected through a request for proposal that extends to 2023 and 2024. The City is assessing the future role of these sites in our shelter system, including monitoring changes to border and travel restrictions and planning for future impacts to shelter system pressures.

An additional 13 hotels are currently leased in order to support physically distancing efforts as a result of the COVID-19 pandemic. Temporary leases, where possible, have already been extended until the end of 2021. To mitigate the need for transitions during the winter, SSHA is working to further extend leases at these sites until April 2022 while a broader transition plan is developed. Negotiations for spaces are ongoing, as are discussions with impacted Councillors, and staff will report back to Council as required.

SSHA's existing COVID-19 budget is approved until the end of 2021. Budget impacts of the ongoing COVID-19 response will be considered through the 2022 budget process.

### (c) Update on Winter Service Plans

Similar to previous years, SSHA will deliver enhanced services to protect people from colder weather over the coming months. The current plan is based on the information available and the current situation, similar to previous years, the winter services plan will continue to evolve and adapt to respond as required. Details of specific locations will be communicated to all stakeholders and service partners, and posted to the City's website in early November.

Components of the response for 2021/22 winter season include:

- Continuing to maintain the 2020/2021 winter season capacity that is still operating
- Additional winter shelter capacity from November to April to assist people to move indoors from encampments and other outdoor locations
- Prioritizing people to move from shelters and encampments to new supportive housing units on an expedited basis
- Activating warming centre locations to operate during Extreme Cold Weather Alerts to provide additional space for people to come indoors and keep warm, and
- Providing additional 24/7 mobile street outreach services for Extreme Cold Weather Alerts to connect with people living outside encouraging them to come indoors.

## **2. COVID-19 Transition and Relocation Plan**

In anticipation of COVID-19 cases decreasing, future potential changes to public health guidance and hotel lease terms coming to an end, SSHA has begun developing a COVID-19 transition and relocation plan. The plan includes the restoration and decommissioning of hotels used for physical distancing as well as individual case management for people staying at these locations to transition them to housing, where possible, or other appropriate shelter locations. In order to support the hotel transition and relocation plan, a dedicated temporary staff team will be responsible for the implementation of the transition and relocation plan over the next 12 months.

### (a) Shelter Resident Relocation

As part of the decommissioning of the hotel sites, the City will work with shelter residents to maximize housing outcomes. Site specific transition plans will be developed for each location in consultation with service providers, including engagement with shelter residents and housing case management staff.

In September 2020, City Council endorsed the Housing and People Action Plan and the COVID-19 Interim Shelter Recovery Strategy, including actions to invest in housing and supports to decrease the volume and duration of need for shelter. Closure of shelter beds in temporary sites must be coordinated with the opening of new affordable and supportive housing. Relocating shelter residents should be gradual wherever possible and will be dependent on availability of housing or alternative spaces. The availability of affordable and supportive housing depends on timelines for implementation of the City's 24-month housing response plan, which aims to create 3,000 new housing opportunities, including 2,000 with supports attached, to meet the needs of vulnerable people experiencing homelessness and to support transition of the existing COVID-19 response locations. In October 2020, the federal government, through the Rapid

Housing Initiative allocated \$203 million in capital funding to the City of Toronto to create some 540 new homes for people experiencing homelessness as part of the COVID-19 Housing & Homelessness Response Plan.

Timelines to decommission any of the COVID-19 response programs will also depend on any future changes to physical distancing public health guidance. If the current Shelter Standards directive providing 2 metre lateral separation between beds remains an ongoing component of public health guidance and/or permanent element of the Shelter Standards, there will be a significant reduction in shelter capacity in the base system once temporary response programs are wound down. A range of transition strategies are needed depending on availability of housing for people experiencing homelessness and/or changes to public health physical distancing guidance. This includes how to gradually increase capacity back into the base shelter system by exploring options that are aligned with public health requirements as they evolve or change, such as:

- Feasibility of introducing double occupancy for new admissions at hotel locations,
- Feasibility of cohorting people who have been vaccinated

The City will explore a targeted capacity reduction plan, where possible, using an evidence based approach and indicators from shelter flow data. Demand for shelter is difficult to predict and is impacted by many forces beyond the control of the City. Increasing demand for shelter space is driven by factors such as evictions, economic uncertainty, disruption of provincial health, corrections programs and the anticipated influx of refugee claimants when the Canadian border re-opens.

Based on shelter system flow data, we know that over the past 12 months, on average close to 200 people experiencing chronic homelessness are housed each month. At the same time, each month, just over 300 people pass the threshold to become chronically homeless in the shelter system. In order to reverse this trend and begin to reduce overall shelter system capacity, additional supportive housing opportunities are required (more than 100 per month over the current pace).

In addition, the City will need the use of swing shelter spaces over the next 12-24 months to support urgent need for additional shelter locations, such as for shelter locations that have to relocate or are in need of renovations /conversion.

#### (b) Restoration Framework

As part of the lease agreements with the hotels, the City is required to meet various restoration requirements. The majority of hotels require the City to return the premises as close as is practical to the original condition, excluding reasonable wear and tear. Some hotel sites had existing plans to restore the hotel or redevelop the site and do not require the City to coordinate restoration. Most lease agreements provide the option to pay the restoration costs rather than coordinate the restoration work. This will provide additional time for shelter residents to be on site as restoration work does not need to be led by the City. In these circumstances, SSHA is assessing each property to determine estimated scope of work and costs in anticipation of lease end dates.

### (c) Engagement and Communications Plan

Engagement with local stakeholders, Business Improvement Areas, and other City divisions and agencies will be critical to the success of the transition and relocation plan. SSHA will develop a communication and engagement plan to communicate the hotel restoration and shelter resident relocation process to the general public and key stakeholders. A web page on the City website will provide consistent messaging and a singular point of reference. The City will also work with service providers and build upon existing communication channels.

SSHA in partnership with Corporate Real Estate Management will communicate all changes to shelter leases and end dates of lease agreements to Ward Councillors in advance. Staff will work with the Councillor to explore how best to keep the local community informed of any changes.

## **3. Comprehensive Review and Update of the Engagement Process for New Shelter and Related Services**

### (a) Background on the Community Engagement Process

In April 2017, City Council approved a new approach to community engagement around the opening of new or relocated shelters through CD19.6 "Proposed New Engagement and Planning Process for Emergency Shelters Report". The new process was developed in response to a number of challenging shelter sitings, and in recognition that the existing process was not working well for communities, service providers or service users. An external expert review of community engagement best practices identified that new shelter sites that comply with zoning by-laws did not require approval or consultation with local communities and could be developed as-of-right. In December 2017, City Council authorized the Deputy City Manager Cluster A (now Deputy City Manager, Community and Social Services) to approve permanent shelter sites for new services, provided that certain criteria are met, which served to expedite and depoliticize the shelter development process. This approach is consistent with a human rights based approach to housing and related services for vulnerable individuals.

The new community engagement and planning process for shelters refocused engagement from discussions focused on location, to how communities can provide feedback and improve the successful integrations of the new service into the community. This process emphasizes communicating project information clearly and encouraging solution-focused discussion in smaller meeting formats after locations have been secured. Over the last three years, the new community engagement process has been implemented successfully at permanent new shelters to collaboratively mitigate issues and develop understanding with local communities.

As part of the City's response to COVID-19, the City of Toronto rapidly opened temporary response sites to provide additional space for physical distancing in the shelter system. While a community engagement process in advance of shelter openings was preferred, due to the rapid nature of the response and critical need to protect people experiencing homelessness, advance engagement was not possible for many COVID-19 temporary sites. This lack of engagement was frustrating for communities and reinforced the importance of open and authentic engagement when new services

are introduced.

The City and shelter operators continue to engage communities surrounding new services that have opened to mitigate issues that arise near these sites and to ensure the sites are successful in the community where they open. Compressed timelines and COVID-19 restrictions have prevented staff from carrying out elements of the engagement process that work well to support the opening of new sites such as in-person community feedback sessions, open houses and community liaison committees. However, the restrictions have also allowed engagement sessions to become more accessible through virtual and online platforms including WebEx. It is anticipated that future engagement gatherings (post-COVID-19) will involve both virtual and in-person components.

#### (b) Key Actions to Improve Community Engagement

In order to support the successful siting of future shelters and other services for people experiencing homelessness, SSHA completed a third party review of its approach to community engagement. Between October 2020 and April 2021, BGM Strategy Group conducted a Community Engagement Review of SSHA's current community engagement process to identify current strengths and opportunities for future enhancements. The review highlighted that the Council approved community engagement process improved the City's ability to site services, execute engagement processes and build relationships between shelters and neighbourhood residents. It has also been effective in building support and understanding among residents on causes of homelessness, and the City's broader housing and homelessness plans.

The review also identified 11 actions that would strengthen the community engagement process and ensure that shelters and other services for people experiencing homelessness are set up for success, described in detail in Attachment 3: SSHA Community Engagement Review Final Report. To address these 11 actions, Shelter, Support and Housing Administration is undertaking the following four initiatives:

##### *Updated Community Engagement Facilitator Scope of Work*

SSHA utilizes third-party facilitators to lead and undertake community engagement activities related to homelessness services. A Request for Proposal in 2019 resulted in agreements with three (3) successful vendors to serve as third-party Community Engagement Facilitators. As a result of learnings from the engagement review and the need for more virtual engagements, the scope of work and expectations of the Community Engagement Facilitators have changed since the Request for Proposals was completed.

SSHA will be revising the scope of work and needed capacity for Community Engagement Facilitators to reflect the new scope, scale and requirements of community engagement and incorporate the recommendations from the review. The updated requirements will help identify facilitators that have demonstrated success in facilitating complex in-person and online conversations and providing effective communications on city-wide and neighbourhood based issues.



## *Capital Infrastructure Strategy*

SSHA will develop a three year Capital Infrastructure Strategy (2022-2024) for both City owned and agency owned sites with City funded programs/ services for people experiencing homelessness. The Strategy, as it pertains to City owned sites, will be developed jointly with CreateTO to ensure it is aligned with the City-wide real estate direction and fits within a City-wide integrated real estate asset management approach. CreateTO and Corporate Real Estate Management will work with SSHA to identify real estate and infrastructure solutions, as well as a corresponding planned use of capital spending to meet priorities identified in SSHA's three year service plan, which will be going to Council in November 2021. SSHA will work closely with shelter service providers and operators at purchase of service and agency owned sites to plan effective use of funding. The Capital Infrastructure Strategy will guide SSHA's annual infrastructure reports to City Council. A longer-term capital infrastructure strategy will enable the division to identify key service gaps across the city, align capital planning with the City's long-term housing and homelessness plan, initiate conversations with Councillors around shelter capital planning, and focus efforts for targeted, proactive engagement in relevant neighbourhoods.

The City of Toronto is committed to supporting the rights of Indigenous peoples in alignment with the United Nations Declaration on the Rights of Indigenous Peoples, including Indigenous peoples' right to self-determination and determining and developing priority strategies. SSHA will work with an Indigenous-led architecture firm that is familiar with the Toronto community to support the development of the Capital Infrastructure Strategy. Having an Indigenous architect firm to facilitate this project is important to decolonize SSHA's processes, and to honour truth and reconciliation.

## *Updated Councillor Notification and Engagement Process*

As recommended in the engagement review and directed by City Council, SSHA has worked with Corporate Real Estate Management to clarify the manner in which local Councillors are informed of proposed acquisitions or leases of shelter sites prior to the execution of any related transactional documents, the nature of the information that will be provided and to recommend a process to reflect such engagement and capture any commentary provided by the local Councillor in the public reporting process.

In accordance with Toronto Municipal Code, Chapter 213, Real Property, Corporate Real Estate Management is required to consult the local Councillor prior to the execution of any real estate transaction executed within their delegated authority, including the acquisition or lease of a shelter site. Through this consultation process, Corporate Real Estate Management provides the local Councillor information on key terms and conditions of the proposed transaction and other pertinent transaction-related details. In accordance with the Delegated Approval Form Registry Policy, a copy of the approved Delegated Approval Form is made available to the public on the City's website.

The local Councillor engagement required in connection with the exercise of Corporate Real Estate Management's delegated authority for transacting on approved shelter sites differs from the engagement process used by SSHA for shelter sites, as described

above. In order to align Corporate Real Estate Management's conditions to exercise its delegated authority for real estate transactions with SSHA's delegated authority to approve such sites, staff recommend that local Councillor engagement requirement on specific real estate transaction details will occur concurrently with the local Councillor engagement requirement under the process approved by City Council in CD24.7 "2018 Shelter Infrastructure Plan and Progress Report".

SSHA and Corporate Real Estate Management will partner to provide a briefing to local Councillors regarding newly proposed services for people experiencing homelessness prior to the execution of any new transaction. If requested by the Councillor, a briefing note will also be provided with related acquisitions or leases, non-identifying information of sites considered and rejected, target population to be served, process to secure suitable operator, and a community consultation plan. This note will include the provision of key terms and conditions of the proposed transaction and any other real estate transaction details. The Councillor will have the opportunity to provide feedback on the proposed shelter, and subsequently send their feedback in a written letter within 30 days.

The project specific web page, managed by SSHA, will include information about the service for people experiencing homelessness, community engagement details, other operational and site activation details, and a link to the Delegated Authority Form. The project specific web page will also include a link to a letter from the local Councillor regarding their feedback on the service for people experiencing homelessness. This engagement, led by SSHA, will be considered to satisfy the requirement for consultation identified in Paragraph (A) of Appendix B, Chapter 213 of the Toronto Municipal Code, where the transaction is being implemented through the real estate authority delegated to staff under Chapter 213. As such, a second engagement/ consultation with the local Councillor may not be required and the Delegated Authority Form will provide a link to the site specific website for additional commentary. Any comments received by SSHA through such local Councillor engagement will be shared through the community engagement process, including through the site specific web pages for the project and in the public engagement sessions.

Corporate Real Estate Management's Councillor Engagement requirements will be fulfilled concurrently with SSHA's process for shelter siting, regardless if a shelter site is established on an urgent/emergent basis or if it is part of a long-term capital plan.

### *Equity Considerations in the Engagement Process*

Opening new services for people experiencing homelessness is often a divisive issue and can lead to confrontational discussions. This has sometimes led to the use of discriminatory comments and language towards people experiencing homelessness, with Indigenous, Black and other racialized communities facing added layers of discrimination.

Indigenous-specific sites require a distinct approach to recognize Indigenous sovereignty and to ensure Indigenous operators and service users are not subject to discrimination. An Indigenous-specific framework for community engagement is being developed to establish an approach to community engagement that works for

Indigenous communities, while grounding it in Indigenous self-determination. In alignment with SSHA commitments outlined in the Meeting in the Middle Engagement Strategy and Action Plan, staff will work to integrate a more holistic approach to engagement that involves Indigenous knowledge keepers, elders, and cultural advisors. Their involvement will provide guidance and support to staff in efforts to deliver community engagement events that are reflective of Indigenous cultural practices and customs. Engagement with Indigenous partners and community members will start immediately during the initial planning phase, and continue throughout the entire duration of the project. This approach is necessary to truly honour Indigenous sovereignty, as the outcome will be a meaningful framework that is created by Indigenous people, for Indigenous people. To ensure that many diverse Indigenous voices are represented throughout this process, Indigenous partners and broader community will be consulted early to provide feedback on preferred communication methods with SSHA, and to highlight the priorities of the Indigenous communities.

SSHA has also established actions aligned with the City's Confronting Anti-Black Racism Action Plan, to identify ways anti-Black racism impacts the division internally and to identify areas for improvement. This will help inform the community engagement process and ensure it takes into consider priorities identified by Toronto's diverse Black communities.

The City is also exploring ways to improve the accessibility of community engagement processes and make communication information available in multiple languages. This includes providing live transcription and translated documents at community feedback sessions.

#### **4. Amendments to Various Non-Competitive Blanket Contracts/Purchase Orders to Support Ongoing Management of Emergency City Services at Temporary Municipal Shelters during the COVID-19 Pandemic**

To meet the Toronto Public Health and Ontario Ministry of Health guidelines for physical distancing and infection control in congregate living settings, Shelter, Support and Housing Administration was directed to secure additional shelter options for homeless clients including temporary and permanent housing options. SSHA continues to experience a high demand for essential shelter services that exceed the regular system capacity. Non-competitive procurements provided the necessary assistance to ensure continuity of service and supported the health and safety of homeless clients at existing and new locations.

As a result of the City's COVID-19 pandemic response continuing longer than anticipated, the City has had to open additional new shelter services and is anticipating extending leases at temporary sites. As such, the target values for various non-competitive blanket contracts/purchase orders established for these various services have been or are near being exceeded at some point in 2021 and into late 2021. COVID-19 has also affected the delivery of services and programs, SSHA has had to continuously readjust program delivery to support the wellbeing of the homeless population and the surrounding communities. Existing non-competitive blanket contracts/ purchase orders need to be amended to support ongoing infection prevention and control services, improve shelter air quality and filtration, extend the use of the

Better Living Centre and Hotel/Motel Accommodations for use as Temporary Municipal Shelter services.

The Economic and Community Development Committee's approval is required to amend eleven (11) existing non-competitive blanket contracts/purchase orders established for emergency services for the ongoing shelter operations in response to the COVID-19 pandemic as outlined under Recommendation No. 4 and as further detailed under Attachment 2 to this report. This is required in accordance with Municipal Code Chapter 195, Purchasing, where the current request exceeds the Chief Procurement Officer's authority of the cumulative five year commitment limit for each vendor under Article 7, Section 195-7.3(D) of the Purchasing By-law or exceeds the threshold of \$500,000 net of Harmonized Sales Tax allowed under staff authority as per the Toronto Municipal Code Chapter 71, Financial Control, Section 71-11.1 (C).

The Fair Wage Office has reported that all suppliers engaged for these services have indicated that they have reviewed and understand the Fair Wage Policy and Labour Trades requirements and have agreed to comply fully.

## **CONTACT**

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## **SIGNATURE**

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## **ATTACHMENTS**

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Attachment 1 - 2022 Shelter Infrastructure Plan

Attachment 2 - Amendments to Various Non-Competitive Blanket Contracts/Purchase Orders to Support Shelter Development and the Ongoing Management of Emergency City Services at Temporary Municipal Shelters during the COVID-19 Pandemic

Attachment 3 - Shelter, Support and Housing Administration (SSHA) Community Engagement Review Final Report (BGM Strategy Group, May 12, 2021)

## Attachment 1: 2022 Shelter Infrastructure Plan

Table 2 and Table 3 below provide details of shelter development progress to date including the number of permanent and long term lease shelter beds and sites that have been opened and those that are confirmed and still in development. The bed numbers are based on capacity of the sites and do not consider interim physical distancing requirements. Remaining funding from the Housing and Shelter Infrastructure Development project (HSID, formerly 1000 beds) and George Street Revitalization (GSR) projects have been transferred to the Housing Secretariat to support new housing developments.

Table 2: Forecast of Shelter Bed Openings by Year: 2018-2024

Type of Beds	HSID	Replacement Beds	GSR Beds	Total by Year
2018	45	84	0	129
2019	396	53	106	555
2020	30	47	67****	144
2021	239	158	0	397
2022	0	35	174	209
2023	0	0	0	0
2024	75	0	0	75
<b>Total by Category</b>	<b>785</b>	<b>377</b>	<b>347</b>	<b>1509</b>

Table 3: Forecast of Shelter Site Openings by Year, 2018-2024

Type of Sites	HSID	Replacement Sites	GSR Sites	Total by Year
2018	1	2	0	3
2019	4*	0**	2	6
2020	1***	1	1****	3
2021	2	2	0	4
2022	0	1	2	3
2023	0	0	0	0
2024	1	0	0	1

Type of Sites	HSID	Replacement Sites	GSR Sites	Total by Year
<b>Total by Category</b>	<b>9</b>	<b>6</b>	<b>5</b>	<b>20</b>

\*545 Lakeshore Blvd W. is not included in the bed or site counts as it is temporary site

\*\*3306 Kingston Rd. is counted as a GSR site but has some replacement beds

\*\*\*Planned shelter spaces at 257 Dundas St E. were converted into transitional housing

\*\*\*\*76 Church St has begun transferring Seaton House clients and will fully convert into a GSR site in 2022

Table 4: 2022 Shelter Infrastructure Plan: The table presents an overview of the planned growth in the shelter system over the next 2 years. The table also highlights the impact of the COVID-19 pandemic on planned shelter sites.

Year	Address	Project	HSID	GSR	Rep	COVID-19 Impact*	Program	Lease/ Own	Opening Date	Council Decision
Locations Opened										
2018	29 Leslie Street	Rep.			60	Capacity reduced to 36 beds	Men	POS, agency owned	January, 2018	CD 9.1, CD24.7
2018	512 Jarvis St.	Rep.			24	Capacity remained at 24 beds	Senior Women	POS, Leased	August, 2018	EX 8.10, CD29.8
2018	2671 Islington Ave.	HSID	90****			Current Capacity reduced to 39 beds	Seniors	POS, City owned	December, 2018	CD24.7, EX31.2
2019	348 Davenport Rd.	HSID	73****			Closed for Renovations. Capacity of 37 with physical distancing when re-opening in December 2021	Women	POS, City owned	January, 2019	CD24.7, EX31.2
2019	3306 Kingston Rd.	GSR/ Rep.	40**	40	53	Capacity reduced to 80 beds	Mixed Adults	COT, City owned	April, 2019	EX9.6, EX10.12, CD24.7
2019	747 Warden Ave.	HSID	51			Capacity reduced to 41 beds	Youth	POS, agency owned	April, 2019	CD21.14, CD24.7
2019	545 Lake Shore Blvd. W.	HSID	200***			Capacity reduced to 120 beds	Mixed Adults	POS, City leased	April, 2019	CD24.7, EX31.2
2019	731 Runnymede Rd.	GSR/ Rep.		66		Capacity reduced to 51 beds	Men	COT, City owned	November, 2019	EX9.6, CD14.9, CD24.7
2019	165 Grange Ave	HSID	250			Family rooms are not impacted	Families	POS, City Leased	December, 2019	CD24.7, EX31.2
2020	1684 Queen St	348 Davenport Relocation			47	Capacity Reduced to 39 beds	Women	POS, City Leased	April, 2020	CD24.7, EX31.2



Year	Address	Project	HSID	GSR	Rep	COVID-19 Impact	Program	Lease/ Own	Opening Date	Council Decision
2020	76 Church St*****	GSR		67		Capacity Reduced to 55 beds	Men	COT, City leased	April, 2020	EX9.6, EX31.2, CD24.7
2020	257 Dundas St E.	HSID	30**			Site converted to housing. Current capacity is at 33 rooms	LGBTQ2S Youth transitional housing	POS, agency owned	December, 2020	CD5.8, CD24.7
2021	1059 College St	Rep.			52	Capacity Reduced to 23 beds	Women	POS, leased	March, 2021	
2021	189B Booth Ave	Rep.			106	Family rooms are not impacted	Family	POS, City owned	March, 2021	EX5.12, CD15.9
2021	4117 Lawrence Ave E	HSID	89			Capacity of 55 with physical distancing	Mixed Adults	POS, City owned	May, 2021	CD24.7, EX31.2
Locations Secured and in Development										
2021	101 Placer Crt	HSID	87			Capacity of 58 with physical distancing	Mixed Adults	POS, City owned	2021	CD24.7, EX31.2
2022	705 Progress Ave, Units 47-62	GSR		94		Capacity of 63 with physical distancing	Men	POS City owned	2021	EX9.6, CD24.7
2022	2299 Dundas St W	GSR		80		TLAB hearing delayed Impact will be assessed closer to opening	Men	POS, City owned	2022	EX9.6, CD24.7
2022	233 Carlton St	Rep.			35	TLAB hearing delayed. Impact will be assessed closer to opening	Women	POS, City Leased	2022	CD24.7; CD29.08
2024	67 Adelaide St. E.	HSID	75			Impact will be assessed closer to opening	Indigenous	POS, City owned	2024	CD29.8
Total			785	347	325					

\*All COVID-19 Impacts are high level estimate and are subject to change as sites are developed

\*\* 3306 Kingston Rd: There are 40 beds that are assigned to GSR on a temporary basis but will be added as HSID when the GSR project concludes

\*\*\* 545 Lakeshore Blvd W: This is a temporary site that will need to be closed

\*\*\*\*Beds at 348 Davenport Rd. and 2671 Islington Ave. are being added in multiple phases and will reach full capacity by 2021

\*\*\*\*\*257 Church St opened as transitional housing.

\*\*\*\*\*76 Church St has begun transferring Seaton House clients and will fully convert into a GSR site in 2022

HSID: Housing and Shelter Infrastructure Development includes all new beds intended to count toward the 1,000 bed objective.  
GSR: Counts sites opening as part of the 400-bed George Street Revitalization transition plan.  
Rep.: Counts all replacement beds for shelters that are relocating. In some cases, relocating shelters include both replacement beds and new or GSR beds.  
POS: Refers to community agencies funded by the City of Toronto through purchase-of-service agreements.  
COT: Sites owned and operator by the City of Toronto

## **Attachment 2: Amendments to Various Non-Competitive Blanket Contracts/Purchase Orders to Support Shelter Development and the Ongoing Management of Emergency City Services at Temporary Municipal Shelters during the COVID-19 Pandemic**

Shelter, Support and Housing Administration (SSHA) continues to follow guidance issued by public health officials and this guidance continues to evolve. Planning stages are continuously adjusted to meet these changing circumstances with limited time constraints.

### *Infection Prevention and Control services*

Since the beginning of the COVID-19 Pandemic, shelter sites have worked closely with Toronto Public Health and the Ontario Health Infection Prevention and Control extender teams to receive guidance, support, and documents with respect to creating safety and Infection Prevention and Control plans that support their ongoing operations. Suspect or full outbreaks in hotels have placed a significant number of rooms out of service at a time when the need for space is crucial to support the health and safety of homeless clients.

Toronto Public Health recommended and identified Practice Health Check Corp. to provide Infection Prevention and Control services. These services support the need to enable sheltering space while mitigate the risk of COVID-19 transmission at sites in outbreak. It will further determine how a site would mitigate that risk, and whether the outbreak is sufficiently controlled to enable re-opening. Practice Health Check Corp provided their proposal and fees for the period ending December 31, 2021 and performed their first shelter visit on May 11, 2021. It was determined that the scope of work initially provided required a significant change and as such needed to be expanded. This would include 3 times per week IPAC steering committee meetings with daily reports to senior leadership. It would also include 1 to 2 additional full time trained and certified Infection Prevention and Control staff.

The initial proposal was centered on onsite Infection Prevention and Control risk assessments and reports. The time commitments to support the shelters was based more on the capacity available rather than what was necessary. It was noted at the site visit the urgency to improve Infection Prevention and Control practices quickly so that the situation is much improved in the event of a 4th wave in the fall.

While on site the vendor was able to assess the situation in the shelter/shelter hotels. The vendor attended discussion with the IPAC Steering committee, recommending the increased components be added to the proposal as an amendment.

In addition to the expanded scope there has been a further directive from the Infection Prevention and Control Steering Committee to increase hours to seven (7) days per week for approximately (4) four months up to 16 hours per day for (2) two additional staff. This will have a significant budget increase and upon approval the vendor will initiate posting and searching for the staff required. The new work would only commence once the vendor has secured the skilled staffing and in the interim, will

continue to prioritize the IPAC work with the Division and the Shelter IPAC steering committee. Portions of this new work will need to be prioritized ahead of some components in the initial proposal simply out of need.

**Consulting Services to support community agencies with Infection prevention and Control (IPAC) Management as listed in Table 1, Item No. 1** were initiated as part of the COVID-19 pandemic response to address the need to enable sheltering space against needing to mitigate the risk a of COVID-19 transmission at sites in outbreak. The initial response was centred on onsite IPAC risk assessments and reports. Thus identifying the urgency to improve IPAC practices quickly ahead of the fall in the event of a 4th wave. As such the contract will require additional funds to continue emergency essential services.

### *Better Living Centre Extension*

SSHA had activated the Better Living Centre to physically distance individuals who are homeless. The use of this site was intended to close April 30, 2021. On May 5, 2020 Non-Competitive request #10710 was initiated for the supply and rental of modular offices to support the 24-hour response at the Better Living Centre. As such Contract 47022916 was issued and expired on December 31, 2020. On May 27th, 2020 Non-Competitive request # 10711 was initiated for the rental of the Air Conditioning/Heating Units at the BLC that included the monthly rental, supply, delivery, fuel, installation and removal of all equipment for the period ending March 15, 2022. These contracts weren't extended further as it was intended to decommission the BLC by April 2021. As part of the decommission plan and in the best interest of the City the intent was to replace the rental HVAC equipment with purchased equipment for future use at the BLC. As such on June 15th, 2021 Non-Competitive request NCPR #11641 was issued for the provision to purchase trailer-mounted HVAC units.

Based on several new emerging needs and due to the third wave of COVID-19, the operation at the BLC has been extended until the end of August 2021. In an effort to be proactive and plan accordingly, consideration is being made that the BLC will ultimately be extended until March, 2022.

**Monthly Rental of Modular Offices as listed in Table 1, Item No. 2, and Monthly Rental of Shower Trailers as listed in Table 1, Item No. 3** were initiated as part of the COVID-19 pandemic response to support homeless clients at the Better Living Centre (BLC) when non-essential services and City facilities had been closed to reduce the spread of COVID-19. The BLC has been extended as such the contract will require additional funds to continue emergency essential services.

**HVAC Equipment Rental Services as listed in Table 1, Item No. 4,** was deemed essential to activating the Better Living Centre as part of Shelter, Support and Housing Administration's response to physically distance homeless clients during the pandemic. The installation and rental of HVAC units is necessary to provide heat and air conditioning as required. Rental of this equipment will continue and as such additional funds are required to be able to continue emergency essential services. The BLC has been extended and repurposed and as such the contract will require additional funds to continue emergency essential services.

## *Shelter Air Quality and Filtration*

On June 15th Non-Competitive request #11592 was issued for the provision of two Hundred and twenty (220) 4700AM 3 Stage HEPA Air Scrubbers in response to the COVID-19 Infection Prevention and Control measures in shelters. Infrastructure Planning & Development distributed 220 portable HEPA filter units for use at most needed City-owned and City-leased shelters. These units were implemented as phase one at the most needed locations and improvements to air quality has been proven. With the recent focus on Infection Prevention and Control measures in the shelters and current outbreaks additional air filter units are required urgently. Infrastructure Planning & Development is looking to amend the existing Purchase Order to include additional portable HEPA filter units for distribution to various shelters in additional phases. The increase will include a separate maintenance contract on the purchased units.

HEPA filters have been proven to reduce the concentration of some viruses in the air when used properly. To reduce airborne transmission of COVID-19, and based on the Public Health Agencies' guidance, the portable HEPA filter units contribute to reduction in COVID-19 exposure and will be used as supplemental protection.

Inventory, Supply and Demand issues during the COVID-19 pandemic have also created a supply constraint for these HEPA filters. It has been big challenging to source these units for immediate delivery to our sites. This vendor was able to meet the HEPA filters specific requirements, and is able to deliver the additional units in an urgent and organized timeframe, to meet SSHA requirements.

Due to the urgent need of portable HEPA filter units caused by third wave of COVID-19 declared by the Ontario COVID-19 Science Advisory Table on March 16, 2021, a competitive procurement process is not feasible.

On March 8th, 2021 SSHA worked with Purchasing & Materials Management Division with the intent to leverage existing contracts within the city but was unsuccessful and as such due to the urgent health and safety concerns had moved forward with the Non-Competitive Procurement process. Due to the uncertainties of the COVID-19 pandemic, competitive solicitations were not feasible and would not likely be completed to meet the immediate need and, as such, the existing contracts/purchase order need to be amended to ensure the continuity of these essential services.

**3 Stage HEPA Air Scrubbers Table 1, Item No. 5, and Maintenance Contract Table 1, Item No. 6**, in response to the COVID-19 Infection Prevention and Control measures in shelters. Infrastructure Planning & Development distributed 220 portable HEPA filter units for use at most needed City-owned and City-leased shelters. These units were implemented at the most needed locations and improvements to air quality has been proven. With the recent focus on Infection Prevention and Control measures in the shelters and current outbreaks additional air filter units are required urgently and will be rolled out in phases. As such the contract will require additional funds to continue emergency essential services.

**Trailer-Mounted HVAC Units as listed in Table 1, Item No. 7, and Trailered Generators as listed in Table 1, Item No. 8**, in response to the COVID-19 Pandemic

and the recently emerged variants, SSHA responded immediately to reduce airborne transmission of COVID-19. As such the trailer-mounted HVAC Units can be used on an as needed basis to significantly supplement the existing building HVAC systems in reducing airborne transmissions. As such the contract will require additional funds to continue emergency essential services.

### *Hotel/Motel Accommodations*

**Hotel/Motel Accommodations as listed in Table 1, Items No. 9, 10, and 11,** in response to the COVID-19 Pandemic and the recently emerged variants, SSHA continues to contract with various hotels and motels to provide shelter to homeless clients. The increase in contract values for the Blanket Contracts and Purchase Orders that were established for these services will be exceeded at some point this year. As such the contracts/purchase order will require additional funds to continue emergency essential services.

#### Pre-COVID-19 pandemic

To address the growing need for family and refugee shelter spaces in the City of Toronto, SSHA completed a non-competitive Purchase Order/Blanket Contract for three (3) hotel sites.

#### Post-COVID-19 pandemic

During the COVID-19 Pandemic, SSHA continued to use these three (3) hotel sites to meet the need for additional family and refugee shelter spaces. In addition, these three (3) hotel sites were used as COVID-19 isolation and physical distancing sites.

SSHA continues working with the Purchasing and Materials Management Division on a new Request for Proposals for these services but due to the COVID-19 pandemic, the competitive call process has been delayed and dependant on the evaluation as such, the existing contracts will need to be amended to ensure the continuity of these emergency essential services until the new Request for Proposals is awarded.