

Attachment 1: Details of Leases/Licences, Non-Competitive and Competitive Contract Amendments, and Award of Request for Proposal Document Number 3002340572

Leasing of Hotels for the Emergency Shelter Program

Staff recommend the use of temporary emergency shelter hotels remain in place until at least April 2023, as outlined in this report. This includes twelve hotel sites that the City leased as part of its response to the COVID-19 pandemic. Table 1 lists the emergency shelter hotels and the number of rooms that the City leases. Currently, the majority of hotel leases expire on April 30, 2022. To support the transition plan, lease extensions will be sought in stages. In Stage 1, Staff recommend that eleven of the twelve sites be extended until December 31, 2022 (the twelfth site, 556 Sherbourne Street has a lease expiration date of January 31, 2023). For Stage 2, Staff recommend that City Council authorize the City to further negotiate, and exercise extensions for all 12 sites from January 1, 2023 to April 30, 2023, if deemed necessary as the transition plan continues to unfold.

There is one additional leased/licenced hotel site, not shown in the table below, which currently has options to extend until May 2023. All 13 leased hotel sites that are part of the COVID-19 shelter response are listed in Attachment 2, for reference.

Table 1: List of Hotels leased for the Emergency Shelter Program

No.	Hotel Address	Maximum No. of rooms included in lease / licence (including meeting rooms)
1	45 The Esplanade	265
2	65 Dundas Street East	285
3	335 Jarvis Street	50
4	92 Peter Street	208
5	30 Norfinch Drive	163
6	56 Yonge Street	56
7	14 Roncesvalles Avenue	43
8	26 Gerrard Street East	39
9	60 York Street	194
10	20 Milner Business Court	146
11	376 Dundas Street East	25
12	556 Sherbourne Street	39
	Total	1,513

Each of the Emergency Shelter Hotel lease/licence agreements were originally authorized using the Delegated Approval Form; full details, including the terms and conditions are available at <https://www.toronto.ca/business-economy/doing-business-with-the-city/real-estate-services-delegated-approval-forms/leases-and-licences/>.

Lease/Licence Extension Costs

Lease/licence costs cover the gross room rate for each hotel, which includes the landlord/licensor's responsibilities under each respective lease/licence agreement, such as the operation and maintenance of core operating obligations, building systems within the hotel, waste management, pest control, laundry services, and/or housekeeping services, as the case may, be for each hotel.

Catering fee costs are included in the lease/licence extension costs and cover the provision of a basic menu and snack options that provide variety and nutritional value for each occupant consisting of three meals and two snacks.

The estimated financial impact of extending lease/license agreements to April 30, 2023 is \$74,653,594.75 plus Harmonized Sales Tax or \$75,967,498.02 net of Harmonized Sales Tax Recoveries for room rent/ license fees, and catering costs.

Costs expected to be incurred in 2022 total \$48,281,398.00 plus Harmonized Sales Taxes or \$49,131,150.60 net of Harmonized Sales Tax Recoveries if all agreements are extended. Costs expected to be incurred in 2023 total \$26,372,196.75 plus Harmonized Sales Taxes or \$26,836,347.41 net of Harmonized Sales Tax Recoveries if all agreements are extended.

Table 2: Costs of Lease and License Extensions

	2022		2023	
	Cost net of all taxes	Cost net of HST Recoveries	Cost net of all taxes	Cost net of HST Recoveries
Room & facility Lease & licensing extension agreements (12 Sites)	38.13	38.80	20.96	21.33
Catering (12 Sites)	10.16	10.33	5.42	5.51
Total	48.28	49.13	26.37	26.84

Funding of \$288.3 million is included in the 2022 SSHA Approved Operating Budget to support the City's COVID-19 response operations, including the costs of temporary shelter site lease and licence extension agreements as detailed above. The financial implications of continuing the City's COVID-19 Shelter Response will be considered for funding along with other City priorities, public health requirements and available federal-provincial funding through the 2023 budget process.

Refer to Confidential Attachment 1 for additional details on the extension agreements and potential financial impacts relating to restoration requirements.

Amending Non-Competitive Blanket Contracts/Purchase Orders to support the COVID-19 Transition Plan

Background

To support the COVID-19 transition plan, non-competitive blanket contracts/purchase orders and competitive blanket contracts established to support shelter services will need to be amended. As a result of the COVID-19 pandemic response continuing longer than anticipated, SSHA has had to continuously readjust program delivery to support the wellbeing of people experiencing homelessness and the surrounding communities. The various non-competitive blanket contracts/purchase orders and competitive blanket contracts established to support services have exceeded 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 fifteen (15) existing non-competitive blanket contracts/purchase orders and five (5) existing competitive blanket contracts that need to be amended were established to provide the necessary assistance to ensure continuity of service and support the health and safety of homeless clients across the shelter system. The list of recommended blanket contracts requiring amendments to increase the value and extend the term is outlined below in Tables 3, 4, and 5.

The Economic and Community Development Committee's approval is required to amend (15) existing non-competitive blanket contracts/purchase orders and five (5) existing competitive blanket contracts established for emergency services for the ongoing shelter operations in response to the COVID-19 pandemic. This is required by Section 71-11.1C of City of Toronto Municipal Code Chapter 71, Financial Control.

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.

Extending 4 Hotel Sites issued through Non-Competitive Agreements

Within the fifteen (15) non-competitive agreements list in Table 3 there are three temporary shelter sites procured through non-competitive procurements that are currently supporting the COVID-19 temporary response with agreement expiry dates of June 30, 2022. Non-competitive procurements enabled continuity of service and supported the health and safety of homeless clients at existing and new locations. Staff are recommending that these sites be extended to April 30, 2023 to align with the approach outlined in this staff report. These sites are at 77 Ryerson Avenue, 3600 Steeles Avenue West and 445 Rexdale Boulevard. See below Table 3.

There is also one shelter site at 4540 Kingston Road that the City was using through a non-competitive agreement before the COVID-19 pandemic that will also need to be extended. Staff are recommending that this site also be extended to April 30, 2023 to support the ongoing operation of the shelter system. This site is not part of the City's COVID-19 response and is not included in the 27 COVID-19 temporary shelter sites.

As a result of the City's COVID-19 pandemic response continuing longer than anticipated, the target values for these non-competitive blanket contracts/purchase orders established for these various services have been or are near being exceeded in 2022 and into early 2023.

Contracted Security Guard Services at SSHA Sites

Security guard services are in place at a number of facilities to support Shelter, Support and Housing Administration and third-party Service Providers in order to provide a safe environment for staff, clients, and members of the public.

Bid Award Panel at its meeting of October 13, 2021 adopted report BA158.1 "Award of Ariba Document Number 2991705089 to Star Security Incorporated and Garda Canada Security Corporation for Security Guard Services at various Respite, Refugee and Shelter Locations for Corporate Real Estate Management" for a period of one (1) year, with the City's option to extend the Contract for (1) additional option year period. Extending the option year of these two existing, competitive contracts results in a contract end date of October 10, 2023.

Since the award of these guard contracts, a number of changes have been made that impact the number and duration of guards required, including the extension of the anticipated end date of a number of sites, acquisition of new sites, and enhancements

to site security services. As these changes occur, security services must also be adjusted to respond to these changes.

While the Shelter COVID-19 transition plan anticipates use of some temporary shelter sites until the end of spring 2023, the existing guard contracts contain a contract end date of October 10, 2023. As many of these sites may need some form of security post-occupation, and to maintain a position to best support any changing needs or conditions, it is recommended that the amendment be increased in value and duration, until October 10, 2023, in order to reconcile with the contract end date of the competitively procured contracts. It is not anticipated that the full value of these amendments will be spent; however, the requested amendments will ensure business continuity in the case of future adjustments of closure dates to any sites.

In order to support the continued and sustainable delivery of security services to temporary shelter locations, amendments will be required for Star Security (Blanket Contract Number 47023936) in the amount of \$19,543,536, net of all taxes and Garda Canada Security Corporation (Blanket Contract Number 47023937) in the amount of \$8,134,715, net of all taxes, until October 10, 2023. See below Table 5.

Costs to amend existing non-competitive blanket contracts/purchase orders

Amendments are requested on fifteen (15) existing emergency non-competitive blanket contracts/purchase orders established for emergency services and for five (5) existing contracts awarded through a competitive process. The total amendment amount for the contracts and purchase orders is up to \$110,824,221 net of Harmonized Sales Tax (\$112,774,728 net of Harmonized Sales Tax recoveries). The amendments are needed to cover the costs and maintain continuity of various critical services and shelter operations at temporary shelter locations.

Throughout the pandemic, Shelter, Support and Housing Administration continued to use these non-competitive blanket contracts/purchase orders issued to the vendors listed in Table 3 and the blanket contracts/purchase orders issued through competitive process listed in Table 4 and 5 to meet the operational requirements at the various temporary shelter locations that support physical distancing.

Funding for ongoing temporary physical distancing site operations is available in the 2022 Approved Operating Budget for Shelter, Support and Housing Administration. Additional funding will also be included in the 2023 Operating Budget Submission for Shelter, Support and Housing Administration, also as detailed in Table 3, 4 and 5 below.

Details of Amendments Required

Table 3: Amendments to 15 Non-Competitive Blanket Contracts/Purchase Orders and Financial Impact Summary

No.	Vendor	Services		Current Value	Amendment Value Req.	Total Value	Cost Centre/C			
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			Blanket Contract Number	Net of All Taxes	Net of All Taxes	Net of All Taxes	Post Element/ GL Code	2022 Amendment Value Net of All Taxes	2023 Amendment Value Net of All Taxes	Total Amendment Value Net of All Taxes
1	Gardena Investments Limited o/a Alexandra Hotel	hotel/motel accommodations for use as Temporary Municipal Shelter (1 site)	47022484	\$6,200,000	\$4,000,000	\$10,200,000	HS100X-4840 / F01225-4840	\$2,666,667	\$1,333,334	\$4,000,000
2	2554046 Ontario Inc. o/a Staybridge Suites Toronto Vaughan South	hotel/motel accommodations for use as Temporary Municipal Shelter(1 site)	47022485	\$5,000,000	\$5,000,000	\$10,000,000	HS100X-4840 / F01225-4840	\$3,333,333	\$1,666,667	\$5,000,000
3	2445212 Ontario Inc. o/a Comfort Hotel Airport North	hotel/motel accommodations for use as Temporary Municipal Shelter (1 site)	6048213	\$17,654,019	\$8,000,000	\$25,654,019	HS100X-4840 / F00054-4840	\$5,333,333	\$2,666,667	\$8,000,000
4	Maple Leaf Motel	hotel/motel accommodations for use as Temporary Municipal Shelter (1 site)	47023463	\$1,000,000	\$1,000,000	\$2,000,000	HS100X-4840 / F01424 -4840	\$666,667	\$333,333	\$1,000,000
5	Stronco Group of Companies	monthly rental of a modular offices (1 site - BLC)	47022916	\$1,200,000	\$800,000	\$2,000,000	HS100X-4590	\$533,333	\$266,667	\$800,000
6	Chantler's Environmental Services	monthly rental of a shower trailers (1 site - BLC)	47023129	\$1,200,000	\$800,000	\$2,000,000	HS100X-4590	\$533,333	\$266,667	\$800,000
7	HVAC Rentals Loue Froid Inc.	HVAC equipment rental (1 site - BLC)	47022956	\$2,500,000	\$2,000,000	\$4,500,000	HS100X-4411	\$1,333,333	\$666,667	\$2,000,000
8	Practice Health Check Corp.	Consulting services to support community agencies with Infection Prevention and Control Management (multiple sites)	6052100	\$2,400,000	\$7,000,000	\$9,400,000	HS100X-4199	\$4,666,667	\$2,333,333	\$7,000,000
9	Alpine Building Maintenance	Custodial Services (multiple sites)	47023535	\$2,000,000	\$4,000,000	\$6,000,000	HS100X / FH5350 -4415	\$2,666,667	\$1,333,333	\$4,000,000
10	Integrated Contracting Solutions Inc. (ICS)	Custodial Services (multiple sites)	47023521	\$2,000,000	\$4,000,000	\$6,000,000	HS100X -4415	\$2,666,667	\$1,333,333	\$4,000,000

11	Kleenway Building Maintenance	Custodial Services (multiple sites)	47023534	\$10,500,000	\$10,000,000	\$20,500,000	HS100X - 4415	\$6,666,667	\$3,333,333	\$10,000,000
12	One Community	Enhanced Community Safety Teams (multiple sites)	47023138	\$9,000,000	\$10,000,000	\$19,000,000	HS100X / F03121 - 2999	\$6,666,667	\$3,333,333	\$10,000,000
13	West Egg Group	Enhanced Community Safety Teams (multiple sites)	47024187	\$500,000	\$6,000,000	\$6,500,000	HS100X - 2999	\$4,000,000	\$2,000,000	\$6,000,000
14	2790584 Ontario Inc.	Catering (multiple sites)	47023371	\$1,250,000	\$2,000,000	\$3,250,000	HS100X - 5055	\$1,333,333	\$666,667	\$2,000,000
15	GFS – Gordon Food Service Canada Lt	Groceries, Produce, Frozen foods, Dairy Products (multiple sites)	47024208	\$500,000	\$3,000,000	\$3,500,000	F01122/F03222/F03622/F03322/F03072/F01222/FH5351/F03622/FH5352/F01437/F01530/F03322/F03121/HS100X - 2741	\$2,000,000.00	\$1,000,000.00	\$3,000,000
Sub-total Net of All Taxes				\$62,904,019	\$67,600,000	\$130,504,019		\$45,066,667	\$22,533,333	\$67,600,000
Sub-total Net of HST Recoveries								\$45,859,840	\$22,929,920	\$68,789,760

Note: For West Egg Group, SSHA is requesting Council to increase and extend the value of these contracts through this staff report to ECDC and to City Council in April 2022. SSHA understands that this is not the routine way to have achieved this but due to the circumstances this approach was required in order to maintain critical emergency response services. For and GFS – Gordon Food Service Canada Lt, SSHA is requesting an extension of a bridge. In both cases, SSHA committed to make all efforts to avoid this unique approach in the future.

Table 4: Amendments to 3 Competitive Blanket Contracts and Financial Impact Summary

No.	Vendor	Services	Blanket Contract Number	Current Value Net of All Taxes	Amendment Value Req. Net of All Taxes	Total Value Net of All Taxes	Cost Centre/Cost Element/GL Code	2022 Amendment Value Net of All Taxes	2023 Amendment Value Net of All Taxes	Total Amendment Value Net of All Taxes
1	Yummy Catering Services	Catering	47023095	\$1,999,999	\$3,000,000	\$4,999,999	HS100X - 4116	\$2,000,000.00	\$1,000,000.00	\$3,000,000
2	Butler Contracting Group Inc.	minor building repairs and alterations at various temporary shelter locations	47023900	\$500,000	\$2,500,000	\$3,000,000	HS100X - 4420	\$1,666,667	\$833,333	\$2,500,000
3	Tribro Group Ltd.	minor building repairs and alterations at various temporary shelter locations	47023901	\$300,000	\$1,500,000	\$1,800,000	CHS044-03 / HS100X - 4420	\$1,000,000.00	\$500,000.00	\$1,500,000

Sub-total Net of All Taxes	\$2,799,999	\$7,000,000	\$9,799,999		\$4,666,667	\$2,333,333	\$7,000,000
Sub-total Net of HST Recoveries					\$4,748,800	\$2,374,400	\$7,123,200

Table 5: Amendments to 2 Competitive Contracted Security Guard Blanket Contracts and Financial Impact Summary

No.	Vendor	Services	Blanket Contract Number	Current Value Net of All Taxes	Amended Value Req. Net of All Taxes	Total Value Net of All Taxes	Cost Centre/ Cost Element/ GL Code	2022	2023	Total Value Net of All Taxes
1	Star Security Inc.	contracted security guard services	47023936	\$9,957,677	\$19,543,536	\$29,141,213	F01527, F03705, FH5351, HS100X - 4439	\$9,597,413	\$9,947,123	\$19,904,536
2	Garda Canada Security Corporation	contracted security guard services	47023937	\$6,255,564	\$8,134,715	\$14,390,279	F01527, F03705, FH5351, HS100X - 4439	\$4,512,957	\$3,621,758	\$8,134,715
Sub-total Net of All Taxes				\$16,213,241	\$27,678,251	\$43,891,492		\$14,110,370	\$13,568,881	\$27,678,251
Sub-total Net of HST Recoveries								\$14,358,713	\$13,807,693	\$28,165,389

Award of Request for Proposal Document Number 3002340572 to New Lido Inc. for the Provision of Short-Term Accommodations for Shelter Clients Through the Use of Hotel, Motel, and/or Approved Equivalent Operators

The Lido Motel is a 77-room motel located at 4674 Kingston Road. For approximately 20 years, Shelter, Support and Housing Administration (SSHA) has used rooms in this motel to shelter families experiencing homelessness. New owners purchased the Lido Motel on December 1, 2021. The lot is made up of two buildings. One building is a ground level motel-style facility with 24 rooms including laundry facilities and cooking facilities. The second building is a two-storey building with 54 rooms with a combination of single and double occupancy rooms with common rooms in the basement for the clients including laundry and cooking facilities. Over the last few years, Shelter, Support and Housing Administration has taken a number of steps to address cleanliness, security and safety at Lido Motel Site.

Site Visit Assessment Report and Recommendations

On January 20, 2022, Shelter, Support and Housing Administration staff conducted a site assessment at Lido Motel to review and assess conditions of units and common areas. Capital upgrade observations included that the roof, windows and external walkway for the ground level building were recently renovated. A CCTV system had also been installed for the property.

Based on the site assessment, staff will be working with the new property owner to:

- Ensure a building condition assessment (BCA) and a work plan for the BCA is completed within the first month of contract being awarded.
- Set up a preventive maintenance program that is inclusive of (however not limited to) contracts with services providers for fire and life safety, building mechanical systems, pest control, and grounds keeping/snow removal

After the site assessment, notification was issued to Lido motel management and the issues and repairs identified were all agreed to be addressed within the set period time (immediate for safety issues; 3 months for cosmetic - painting, carpet replacement). The following projects have been completed or are in the process of being completed

- Preventative Service contracts are in place for:
 - Pest Control – R & B Pest Solutions
 - Fire Life Safety - Galaxy Fire Protection
- Utility & Mechanical Room Clean Up
- Fire Extinguisher Inspections / Tag sign off
- Laundry Dryer Vent Cleaning and routine cleaning scheduled

Site Monitoring and Continuous improvements

SSHA staff will continue to work with the new property owners to complete repairs and address issues in the first month of the contract term and to inspect the site on a regular basis. The RFP contract allows the City to reserve rooms at the motel as required and the City can stop the use of rooms if it deems the site unsuitable.

Staff will conduct regular facility inspections at the Lido Motel, including daily room inspections. In these inspections staff ensure:

- Proper housekeeping is taking place
- Fire and Life Safety standards are being adhered to
- Furniture and finishes are in good condition
- There are no pest issues in rooms.

When issues are identified through inspections, City staff submit work orders to motel staff to address the highlighted issues. Staff also conduct a visual inspection of each room prior to admitting a family to verify the room is clean, furniture is in good state of repair and equipment/plumbing/lighting is functioning. The new owners of the Lido motel are committed to working with the City to address issues brought to their attention immediately.

Since the site is currently occupied, the motel ownership has shared that they will be completing ongoing improvements to the site in phases. These improvements include:

- Replacement of hallway carpeting
- Replacement of carpets in guest rooms with vinyl flooring
- Replacement of washroom fixtures
- Replacing wall finishes
- Replacing lighting

Standards at RFP Hotels

The RFP Document 3002340572 stipulates that hotels must abide by all legislation that pertains to the operation of a motel in Ontario, including: the Innkeepers Act, the Building Code Act and the Ontario Building Code, the Accessibility for Ontarians with Disabilities Act, the Public Health Act, the Ontario Fire Code, the Employment Standards Act, the Occupational Health and Safety Act, and the Ontario Human Rights Code.

In addition to legislated standards, RFP Document 3002340572 details a number of requirements that the hotel must meet including ensuring regular inspection, service and maintenance and permitting City staff to conduct site assessments. The RFP also dictates minimum levels of staffing, service, and amenities that the motel is required to provide. Future RFPs will include additional details on monitoring of property/housekeeping standards to ensure compliance in hotel shelters. RFPs will also require BCAs and Preventative Maintenance Program Plans within a 30 days of award of the contract.

Additionally, the Toronto Shelter Standards will be modified to clarify that:

- Relevant shelter standards are applicable to shelters in all built forms including hotels/motels;
- Providers have an obligation to ensure that contractors meet applicable standards; and
- Any renovation must consider guidance in the Shelter Design and Technical Guidelines

The City will ensure the current Toronto Shelter Standards are included in future RFPs for the provision of short-term accommodations for shelter clients through the use of hotel, motel and/or approved equivalent Operators.

Financial Impact of Recommended Contract

The New Lido Inc. program is funded through the Shelter, Support and Housing Administration annual base budget for the directly operated emergency shelters. Funding for this contract is included in Shelter, Support and Housing Administration's 2022 Approved Operating Budget.

Should the City choose to exercise its options to renew for the four (4) additional separate one (1) year periods, additional funds will be included in the 2023 to 2026 Shelter, Support and Housing Administration Division's Operating Budget Submissions.

Table 6 Financial Impact Summary of Recommended Contract

Cost Element: 2855 Cost Centre: Various F01132, F03324, F01324, F03072, FH5521, F01224, F01132, F03324, HS100X	New Lido Inc.
Date of Award to December 31, 2022	\$1,017,600
Jan 1, 2023 to December 31, 2023	\$1,017,600
Jan 1, 2024 to December 31, 2024	\$1,017,600
Jan 1, 2025 to December 31, 2025	\$1,017,600
Jan 1, 2026 to December 31, 2026	\$1,017,600
Total Value (Net of HST Recoveries)	\$5,088,000

Relevant Decision History

At its meeting on November 9, 2021, City Council adopted EC25.6 2022 "Shelter Infrastructure Plan, Community Engagement Review and Amendments to Contracts and Purchase Orders to Support Shelter Services", which granted authority to amend various existing non-competitive blanket contracts/purchase orders established to support the COVID-19 response, as well as authority to open and operate shelters and to take appropriate measures to provide adequate shelter capacity in response to unanticipated demands on the system.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EC25.6>

At its meeting on October 13, 2021, Bid Award Panel adopted BA158.1 "Award of Ariba Document Number 2991705089 to Star Security Incorporated and Garda Canada Security Corporation for Security Guard Services at Various Respite, Refugee, and Shelter Locations for Corporate Real Estate Management"

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.BA158.1>

At its meeting on April 27th, 2021, City Council adopted EC21.8 2021 "Amendments to Various Non-Competitive Blanket Contracts for the Ongoing Management City Services at Temporary Municipal Shelters during the COVID-19 Pandemic, granting authority to amend various existing non-competitive blanket contracts/purchase orders established for emergency services for the ongoing shelter operations in response to COVID-19 pandemic and to support community agencies with Infection prevention and Control Management with the shelter system.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EC21.8>

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 contracts established for emergency services, and allow 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>

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 May 1, 2019, Bid Award Panel adopted BA23.5 "Award of Request for Proposal 0613-18-0154 to Yummy Catering Services for the Non-Exclusive Supply and Delivery of prepared foods to various City of Toronto Child Care Centres.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.BA23.5>

At its meeting on December 27, 2018, Bid Award Panel adopted BA4.4 "Award of Request for Proposal 3907-18-5049 to various vendors for minor building repairs and alteration at various City of Toronto's Children's Services locations.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.BA4.4>

Attachment 2 – Temporary COVID-19 Sites Summary

This report provides updates on 27 temporary COVID-19 temporary shelters, as well as one site that operates independent of the City's shelter system in partnership with an Indigenous service provider, as summarized below.

Table 1: Sites known to be decommissioned in 2022

Address	Ward	Service Providers	Nightly Service Users*	Type	Planned Site End Date
195 Princes' Boulevard	10	Homes First Society	187	Non hotel	April 30, 2022
1684 Queen Street East	19	SSHA	44	Agreement with developer	May 15, 2022

Table 2: Leased Hotel Sites

Address	Ward	Service Providers	Nightly Service Users*	Type	Planned Site End Date
30 Norfinch Drive	7	Salvation Army	148	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
14 Roncesvalles Avenue	4	Christie-Ossington Neighbourhood Centre	39	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
20 Milner Business Court	23	SSHA	100	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
26 Gerrard Street East	13	Street Haven at the Crossroads	47	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
335 Jarvis Street	13	Good Shepherd Ministries	45	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
45 The Esplanade	10	Homes First Society	259	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required

56 Yonge Street	13	Dixon Hall Neighbourhood Services	52	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
60 York Street	10	Dixon Hall / Homes First	190	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
65 Dundas Street East	13	Dixon Hall Neighbourhood Services	247	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
92 Peter Street	10	Covenant House, Native Child and Family, Eva's, YMCA	123	COVID-19 Hotel Lease	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
376 Dundas Street East	13	Council Fire	n/a	COVID-19 Hotel Lease - Not a Shelter	Dec 31, 2022 and potential option to extend to April 30, 2023 if required
556 Sherbourne Street	13	St Simon's	31	COVID-19 Hotel Lease	January 31, 2023 and potential option to extend to April 30, 2023 if required
808 Mt Pleasant Road	12	SSHA	137	COVID-19 Hotel Lease	May 31, 2022, and potential option to extend to November 30, 2022, and May 31, 2023 if required.

Table 3: Hotel Sites through Non-competitive procurement/sole-source

Address	Ward	Service Providers	Nightly Service Users*	Type	Recommended Authority
3600 Steeles Avenue West	n/a	SSHA	73	COVID-19 Sole Source	April 30, 2023
445 Rexdale Boulevard	1	CONC	153	COVID-19 Sole Source	April 30, 2023
77 Ryerson Avenue	10	SSHA	71	COVID-19 Sole Source	April 30, 2023

Table 4: Hotel Sites secured through RFP contract pricing

Address	Ward	Service Providers	Nightly Service Users*	Type	Site End Date
185 Yorkland Boulevard	17	Fred Victor	272	Contract	As needed up to Aug 2024
2035 Kennedy Road	22	Homes First/ Kennedy House	350	Contract	As needed up to Aug 2024
Confidential – Recovery site	1	SSHA	n/a	Contract	As needed up to Aug 2024
50 Estate Drive	24	Salvation Army	129	Contract	As needed up to Aug 2024
1677 Wilson Avenue	7	SSHA	203	Contract	As needed up to Aug 2024
55 Hallcrown Place	17	COSTI	254	Contract	As needed up to Aug 2024
4584 Kingston Road	25	SSHA	46	Contract	As needed up to Sept 2024

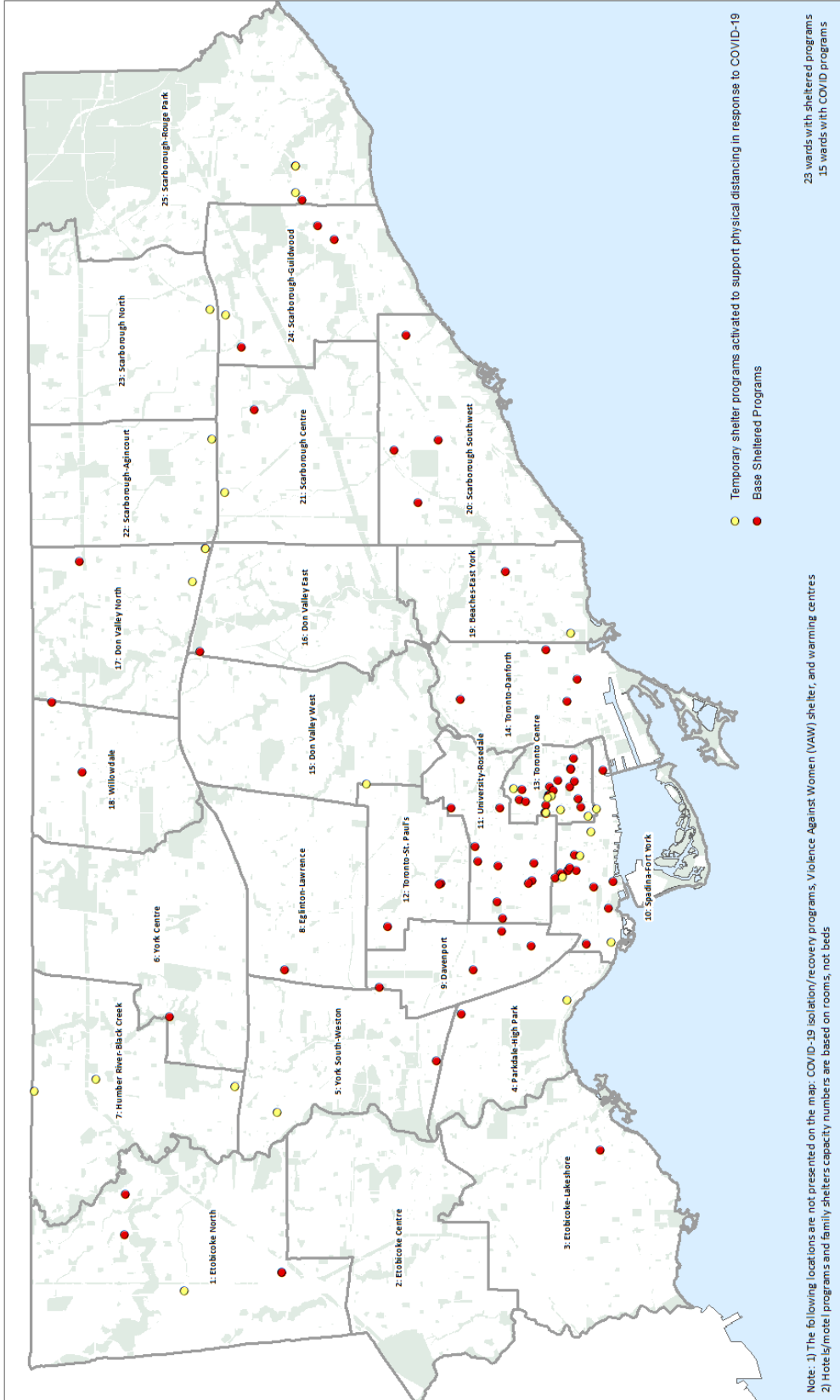
Table 5: Non-Hotel Current Temporary COVID-19 Shelter Sites

Address	Ward	Service Providers	Nightly Service Users*	Type	Site End Date
354 George Street	13	Dixon Hall	49	Non-hotel Agreement with Infrastructure Ontario	May 2022 Negotiations underway to extend until May 2023
5800 Yonge Street	18	Homes First Society	180	Non-hotel Agreement	May 2022 Negotiations underway to extend until May 2023
76 Church Street	13	SSHA	49	Non-hotel Agreement	April 26, 2026

*Nightly Service Users as of March 9, 2022.

In addition to the sites identified above, this report also references authority needed for two locations used as part of the pre-pandemic family shelter system that are not part of the COVID-19 shelter transition plan.

Temporary Shelter, Support & Housing Administration 2022 Base and Temporary Shelter Programs activated to support physical distancing in response to COVID-19 by Ward



Source: Survey & Mapping Shelter, Support & Housing Administration
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 Prepared by: 3384 - Contact: m.waig@toronto.ca

Attachment 3 – Shelter System Trends

Figure 1: Active Shelter System Capacity 2019 – 2022

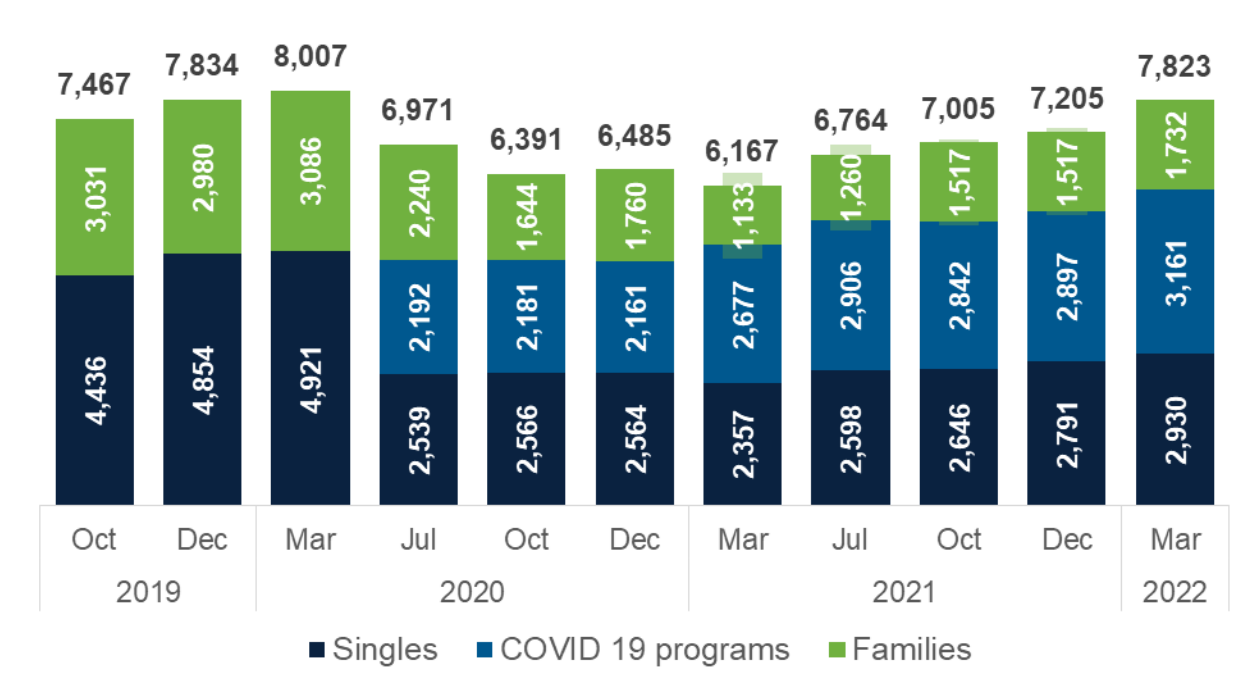
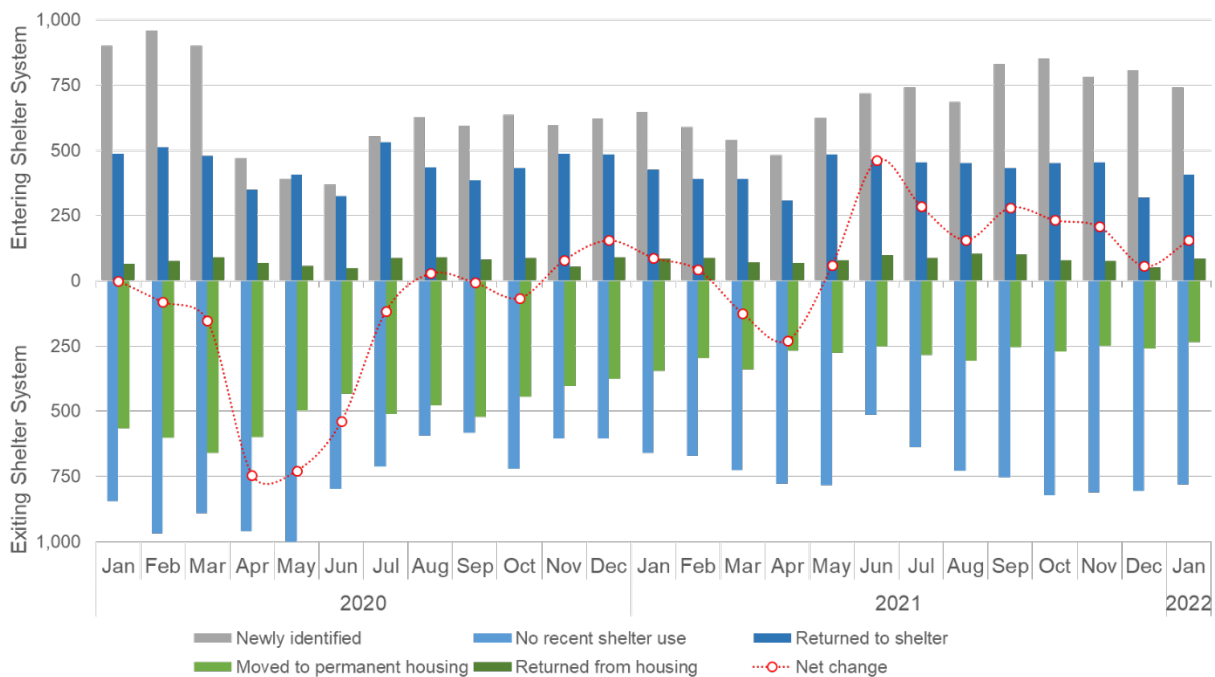


Figure 2: Shelter system flow - detailed components and net change



For more details visit the Shelter System Flow Dashboard

<https://www.toronto.ca/city-government/data-research-maps/research-reports/housing-and-homelessness-research-and-reports/shelter-system-flow-data/>

Figure 3: Shelter system flow – new entry to shelter and exits to housing

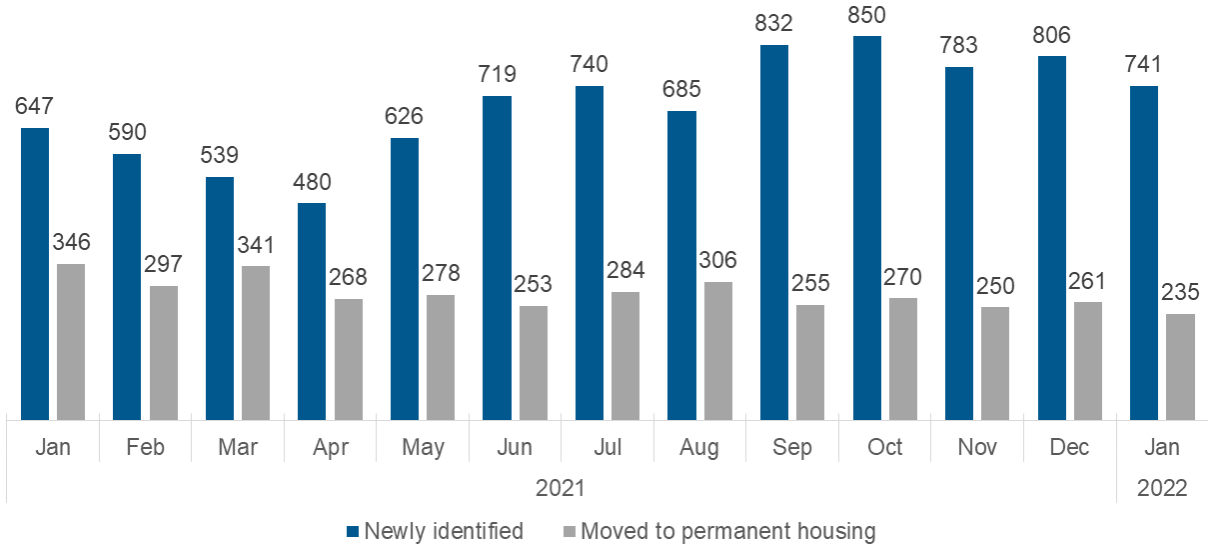


Figure 4: Number of people experiencing chronic homelessness by month

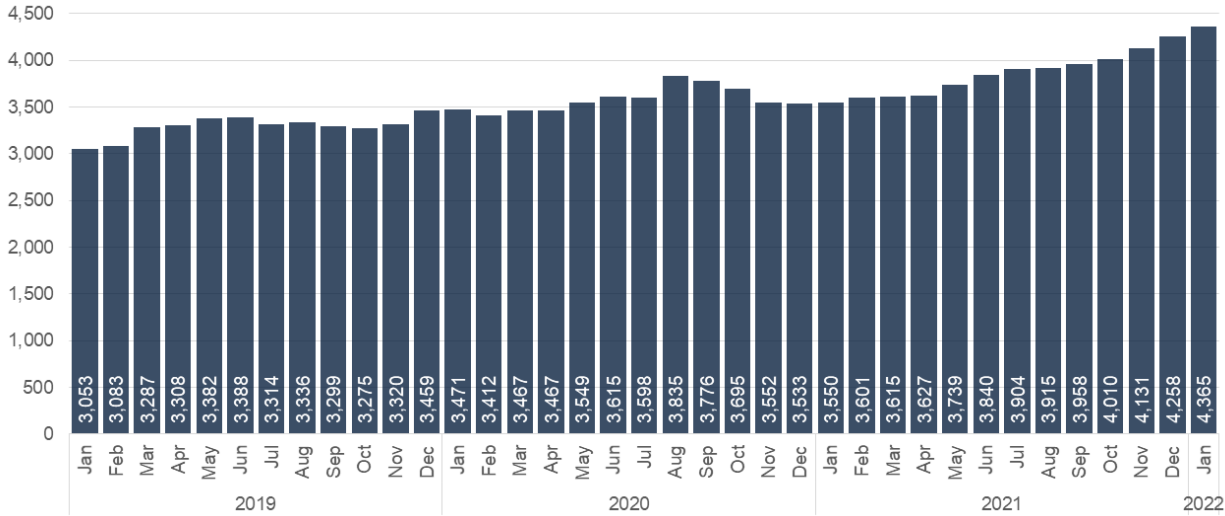


Figure 5: Average nightly occupancy by sector, refugees and refugee claimants

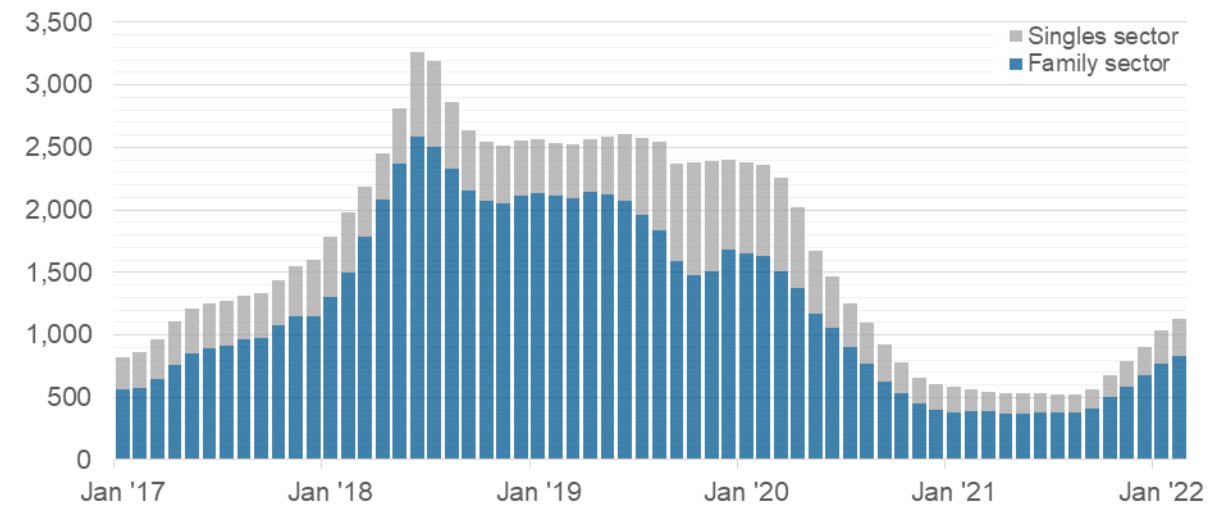
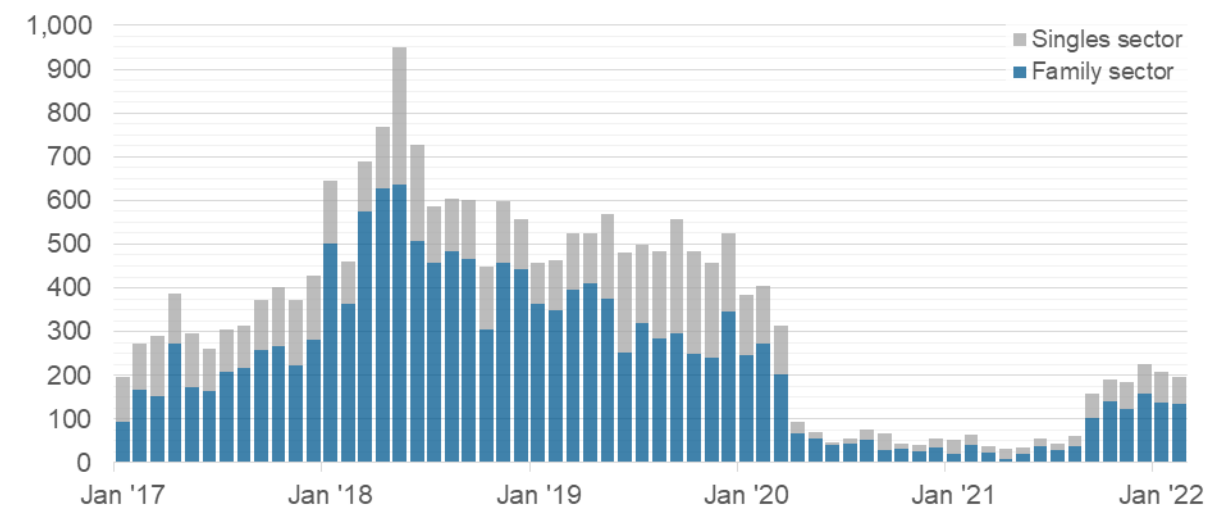


Figure 6: New shelter entries, refugees and refugee claimants



Attachment 4 - Possible Scenarios for Future Shelter System Capacity

The temporary COVID-19 shelter sites have provided space for physical distancing of existing capacity in the base shelter system, and have also increased overall capacity to respond to demand and provide space for people to move indoors from encampments. This has resulted in an increase to singles sector capacity that is currently 25% higher than pre-COVID-19 levels (from approximately 4,900 spaces each night for singles and couples to close to 6,100, an increase of approximately 1,200 spaces).

The scenarios below outline the range of possible options for the future of the shelter system capacity. The proposed workplan presented in this report is based on the recommendation to proceed with option 4 by maintaining current shelter system capacity through moderate increase in base system capacity and continued use of some temporary sites in 2022 while a gradual transition plan is implemented.

Scenario	Description	Outcomes
Scenario 1: Continue with physical distancing and maintain current capacity through continued use of temporary sites	Physical Distancing: Maintain 2m lateral distance between beds Temporary Sites: Slow phase out of temporary sites only as demand for shelter decreases or new sites are acquired	Capacity: Maintain shelter capacity as of Feb 2022 Costs: Need to maintain current operating costs (approximately \$250 per person per night of shelter)
Scenario 2: Return to pre-COVID-19 distancing requirements, decommission temporary sites resulting in reduction in singles sector capacity by 25% (1200 beds)	Physical Distancing: Return to pre-COVID-19 distancing requirement of 0.75 m lateral distance between beds Temporary Sites: Work towards decommissioning all temporary sites	Capacity: Decrease of approximately 25% of spaces in singles sector base shelter system compared to Feb 2022 capacities (1200 beds) Costs: Return to pre-COVID-19 costs (approximately \$110 per person per night of shelter) System considerations: Lose opportunity to build back better and learn from pandemic.
Scenario 3: Continue with physical distancing, decommission temporary sites and decrease overall shelter system capacity by 40% (3200 spaces)	Physical Distancing: Maintain 2m lateral distance between beds Temporary Sites: Phase out of temporary sites and do not replace beds	Capacity: Decrease of 40% of spaces in base shelter system compared to Feb 2022 capacity Costs: Reduced funding levels for base shelters with reduced capacity System considerations: Demand for emergency shelter will outstrip available capacity

<p>Scenario 4: Maintain current capacity through moderate increase in base system capacity and continued use of some temporary sites in 2022</p>	<p>Physical Distancing: Revise standard for lateral distance between beds to provide a moderate increase in base shelter system where feasible (Approx. 400 beds with 1.5m, up to 1100 beds possible with 1.0m lateral distance)</p> <p>Shelter capacity: Create dedicated refugee specific sector to free up existing shelter capacity</p> <p>Temporary Sites: Continue some temporary sites and moderate increase in capacity through double occupancy where feasible</p> <p>Monitor housing outcomes and decrease capacity as exits to housing increase in relation to new people entering the shelter system (outflow > inflow)</p>	<p>Capacity: Maintain shelter capacity within 10% of current until demand for shelter decreases</p> <p>Costs: Moderate decrease from current costs</p> <p>System considerations: Provides stability for shelter system while gradual transition is implemented</p>
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Attachment 5 - Transition Plan Background

Learning from Other Cities

To inform the City's planning efforts, staff conducted a jurisdictional scan to identify important components and learnings of COVID-19 transition and relocation plans from major North American cities, including San Francisco, Los Angeles, New York, Chicago and Vancouver.

Similar to Toronto, all cities reviewed opened temporary COVID-19 sites to accommodate physical distancing, to provide shelter for those most vulnerable to COVID-19, and to provide isolation and recovery sites. Jurisdictions varied in terms of implementation stage of their transition and relocation plans, however most cities aim to combine a number of strategies for hotel transitions, including extending hotel leases where possible, acquiring hotels for conversion into permanent supportive housing or temporary shelter, and/or gradual closure of the sites where leases cannot be extended.

In particular, San Francisco deployed a COVID-19 shelter response similar in size and scale to the City of Toronto, opening 25 temporary hotel sites with 3,700 people for relocation. Hotel sites began to close during the summer of 2021 and continue to do so on a site-by-site basis. Each site operator is given 90 days' notice to bring the program to an end, which initiates the client housing process. Hotel rooms stopped being refilled during this process, which has been met with community opposition.

San Francisco's intention is to decant all temporary hotel sites by September 2022. Their Homelessness Recovery Plan includes a goal of 6,000 placements through new and existing Permanent Supportive Housing, increasing shorter-term rental subsidies and connections to resources to help people exit homelessness, and reactivating space in the shelter system at a safe capacity with COVID-19 modifications in place. As part of San Francisco's wind down of temporary hotels, at the end of January 2022 they moved at least 900 people out of temporary hotels into longer-term housing solutions.

An initial decision to reserve all available permanent supportive housing units for residents of shelter-in-place hotels led to significant vacancies, and increased wait times for those living outdoors and other shelters. As a result, this policy has been reversed and a portion of vacancies are now made available to those in other homeless locations.

New York City has taken a different approach to managing their shelter system through COVID-19. Since the start of the pandemic New York City leased 60 hotels that housed at least 8,000 people. Most people were returned to the base shelter system and most hotel programs used for de-densification closed in October 2021. However, New York City still maintains a handful of hotels for shelter residents with disabilities or health problems who require reasonable accommodations to meet their medical needs.

Most cities planned to offer people staying at temporary sites relocation options based on housing resources they had available, including permanent supportive housing, housing benefits/vouchers, short-term housing case management services, or transfer to a different shelter.

Despite loosening guidance around physical distancing in congregate settings, plans to increase or decrease total capacity of shelters in comparison to pre-COVID-19 capacity varied. These decisions depended on local factors such as pre-existing shelter demand/capacity, homelessness trends, and housing availability.

Following CDC recommendations, physical distancing guidance in congregate shelters has been relaxed in many U.S. cities since the start of the pandemic, from requiring beds to be placed 3-feet apart arranged head-to-toe or 6-feet apart without head-to-toe, to positioning beds to keep residents' faces at least 6-feet apart to the extent possible. For example, in Chicago each shelter facility submitted a plan for gradually reopening created in close consultation with health partners. Factors such as the specific resources and layout of each facility were considered in the number of beds they could open. For the most part, the largest congregate shelters were reopened with diminished capacity.

In Vancouver, shelters are being returned to pre-COVID-19 capacity levels while ensuring the public health guidance is following and the proper precautions are taking place. Notably, bunk beds have been turned into "pods" to create more privacy for people in shelters. Other amenities that were offered in hotels (e.g. regular meals, laundry, etc.) continue to be offered in the shelter system.

Key facilitators of success in cities' transition and relocation plans included:

- Having a strategy to identify and acquire housing units
- Having dedicated team/staff to help find and move into available housing units
- Active tracking and data of available resources (housing benefits and units) through an inventory management system
- Ability to mobilize resources quickly (within a week)
- Ability to expedite or accelerate the matching process (if housing units are available)
- Providing incentives for people staying in hotels to move into independent housing

Early Feedback on Plan

The City is currently launching an engagement process with temporary site operators, service providers, and people staying at temporary sites, to inform the development of the transition and relocation plan. This engagement process will be completed by May 2022 and the results will be shared publicly.

While this process is underway, preliminary input from service providers has been heard through a series of strategy workshops with service providers hosted by the Toronto Shelter Network, Dixon Hall Neighbourhood Services and KPMG. Workshops included discussions about what the return to the base shelter system may look like once temporary hotel sites are closed, how existing housing resources could be utilized to support the relocation of people staying in temporary sites, and what service providers would need from the City to support the transition and integration of temporary COVID-19 shelter programs and decommissioning of hotel program sites.

Early feedback heard through these workshops and subsequent conversations with service providers is detailed below:

- Hotel leases should be extended wherever possible
- When hotel spaces are decommissioned, plans should be in place to ensure that everyone has a place to go. If there is not enough housing available at the time, the shelter system needs to be flexible and elastic depending on current demand.
- Housing resources and benefits should support the transition and relocation plan according to the current eligibility and prioritization approach for people experiencing homelessness across the shelter system.
- Need to take an equity-based approach by ensuring the unique needs of underserved communities (e.g. Indigenous people, 2SLGBTQ+, Black people) and specific population groups (e.g. active drug users, those with mental health challenges, youth) are accounted for in transition plans.
- Temporary site operators need at least three months' notice of site closure to prepare for transition and to support people in securing housing. This notice should be coupled with stopping any new intakes in order to be able to close shelter spaces as people are discharged.
- Find ways to preserve and grow relationships and supports that were integrated into temporary sites for the first time during the pandemic, including health and harm reduction supports.
- Temporary shelters are in some cases filling gaps in the shelter system that existed before COVID-19. For example, the temporary sites includes an emergency shelter for Indigenous youth, which did not exist before the pandemic. The transition plan should account for these types of programs as sites are decommissioned.
- People staying in temporary shelters should be engaged in conversations about housing early and about what types of housing supports they require.

In addition, several reports have been developed since the beginning of the pandemic that include input from service providers and people experiencing homelessness on what we can learn from COVID-19 temporary sites, including the [Interim Shelter Recovery Task Force Advice](#) and the [Meeting Crisis with Opportunity](#) report. Together, these reports highlight the following recommendations:

- Increase investment in permanent housing infrastructure and create an acquisition plan to support people staying in temporary shelter sites.
- Implement a human rights-focus, inclusive and equitable models across the shelter system portfolio.
- Assist those in COVID-19 response programs including hotels to move into permanent housing.
- Dedicated and explicit efforts need to be made during the planning process to consider the experiences and needs of Black and Indigenous people, and other equity deserving groups.
- Ensure health and harm reduction supports offered to people staying in temporary sites are available to support people as they transition into housing or alternative shelter programs.

A key message throughout most early feedback so far has been that the shelter system should not return to the way it was pre-pandemic. As we shift towards recovery, we should leverage the opportunity to learn from the pandemic evolve in order to best meet the needs of people experiencing homelessness in Toronto in the spirit of building back

better as outlined in the City's Towards Recovery and Building a Renewed Toronto report from October 2020 ([2020 EX17.1](#)).