

Attachment 1 – Temporary Shelter Sites Closed and Transitioned to Base Shelter in 2022

This attachment provides updates on temporary shelter sites that have been closed, moved or have transitioned out of the temporary shelter portfolio and into the base shelter system in 2022.

Table 1: Sites closed in 2022

Address	Ward	Service Providers	Nightly Service users as of intake stop date	Type	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
65 Dundas Street East	13	Dixon Hall Neighbourhood Services	233	COVID-19 Hotel Lease	Phased approach starting in Sept 2022
45 The Esplanade	10	Homes First Society	251	COVID-19 Hotel Lease	Dec 31, 2022

Table 2: Sites that have moved in 2022

Address	Ward	Service Providers	Nightly Service users as of intake stop date	Type	Site Transition Date
30 Norfinch Drive	7	Salvation Army	148	COVID-19 Hotel Lease	Dec 31, 2022

Table 3: Sites that have transitioned to base shelter in 2022

Address	Ward	Service Providers	Nightly Service users as of December 22, 2022	Type	Site Transition Date
---------	------	-------------------	---	------	----------------------

76 Church	13	SSHA	53	Non-hotel agreement	January 1, 2023
-----------	----	------	----	---------------------	-----------------

Please note: Effective January 1, 2023, the temporary shelter program at 76 Church Street will continue operations but has been transitioned into the George Street Revitalization project. The City of Toronto is revitalizing George Street to integrate services into a world class facility that will include shelter beds, long-term care, affordable transitional housing and a community hub. The program at 76 Church Street has been removed from the COVID-19 temporary site list in order to support this revitalization work.

Attachment 2 - Details of Amendments Required

Table 1: Amendments to 12 Non-Competitive Blanket Contracts/Purchase Orders and Financial Impact Summary

No.	Vendor	Services	Blanket Contract Number	Current Value	Amendment Value Req.	Total Value	Cost Centre/Cost Element/GL Code	2023 Amendment Value Net of All Taxes	2024 Amendment Value Net of All Taxes	Total Amendment Value Net of All Taxes
				Net of All Taxes	Net of All Taxes	Net of All Taxes				
1	Gardena Investments Limited o/a Alexandra Hotel	hotel/motel accommodations for use as Temporary Municipal Shelter (1 site)	47022484	\$10,200,000	\$4,300,000	\$14,500,000	HS100X-4840 / F01225-4840	\$1,696,480	\$2,603,520	\$4,300,000
2	2554046 Ontario Inc. o/a Staybridge Suites Toronto Vaughan South	hotel/motel accommodations for use as Temporary Municipal Shelter(1 site)	47022485	\$10,000,000	\$5,000,000	\$15,000,000	HS100X-4840 / F01225-4840	\$2,039,536	\$2,960,464	\$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	\$25,654,019	\$10,600,000	\$36,254,019	HS100X-4840 / F00054-4840	\$4,238,976	\$6,361,024	\$10,600,000
4	Maple Leaf Motel	hotel/motel accommodations for use as Temporary Municipal Shelter (1 site)	47023463	\$2,000,000	\$1,500,000	\$3,500,000	HS100X-4840 / F01424 -4840	\$496,000	\$744,000	\$1,500,000
5	Alpine Building Maintenance Inc.	Custodial Services (multiple sites)	47023535	\$6,000,000	\$2,000,000	\$8,000,000	HS100X / FH5350 -4415		\$2,000,000	\$2,000,000

6	Integrated Contracting Solutions Inc.	Custodial Services (multiple sites)	47023521	\$6,000,000	\$2,000,000	\$8,000,000	HS100X - 4415		\$2,000,000	\$2,000,000
7	Kleenway Building Maintenance Services Inc.	Custodial Services (multiple sites)	47023534	\$20,500,000	\$10,000,000	\$30,500,000	HS100X - 4415		\$10,000,000	\$30,500,000
8	Comfy Cotton Diaper Service Inc.	Laundry Services (multiple sites)	47024756	\$300,000	1,200,000	\$1,500,000	HS100X Various		\$1,200,000	\$1,200,000
9	Stan Johnson & Son Maintenance	Moving Services	47024325	\$300,000	\$1,000,000	\$1,300,000	HS100X FH5350 F00054 F Various		\$1,000,000	\$1,300,000
10	2790584 Ontario Inc.	Catering (multiple sites)	47023371	\$3,250,000	\$2,000,000	\$5,250,000	HS100X - 5055		\$2,000,000	\$2,000,000
11	GFS – Gordon Food Service Canada Lt	Groceries, Produce, Frozen foods, Dairy Products (multiple sites)	47024208	\$3,500,000	\$1,500,000	\$5,000,000	F01122/F03222/F03622/F03322/F03072/F01222/FH5351/F03622/FH5352/F01437/F01530/F03322/F03121/HS1 00X - 2741	\$1,500,000		\$1,500,000
12	Practice Health Check Corp.	Consulting services to support community agencies with Infection Prevention and Control Management (multiple sites)	6052100	\$9,400,000	\$2,000,000	\$11,400,000	HS100X 4199		\$2,000,000	\$2,000,000
Sub-total Net of All Taxes				\$97,104,019	\$43,100,000	\$140,204,019		\$9,970,992	\$32,869,008	\$63,900,000
Sub-total Net of HST Recoveries								\$10,146,482	\$33,447,503	\$65,024,640

Note: 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 Comfy Cotton and GFS – Gordon Food

Service Canada Lt, SSHA is requesting an increase and extension of a bridge. In both cases, SSHA committed to make all efforts to avoid this unique approach in the future.

Table 2: Amendments to 5 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/G L Code	2023 Amendment Value Net of All Taxes	2024 Amendment Value Net of All Taxes	Total Amendment Value Net of All Taxes
1	Kingston Residences Inc.	Hotel/motel accommodations for use as Temporary Municipal Shelter (1 site)	47024486	\$1,000,000	\$2,000,000	\$3,000,000	F01424	\$1,000,000	\$1,000,000	\$2,000,000
2	2361173 Ontario Inc. o/a Sunray Group of Hotels	Hotel/motel accommodations for use as Temporary Municipal Shelter (6 site)	47022423	\$214,984,800	\$200,000,000	\$414,984,800	HS100X F00053 F46331 Various	\$100,000,000	\$100,000,000	\$200,000,000
3	2656601 Ontario Inc. o/a Toronto Plaza Hotel	Hotel/motel accommodations for use as Temporary Municipal Shelter (1 site)	47022421	\$80,319,600	\$20,100,000	\$100,419,600	HS100X F01527 F01524 Various		\$20,100,000	\$20,100,000
4	Butler Contracting Group Inc.	Minor building repairs and alterations at various temporary shelter locations	47023900	\$3,000,000	\$5,000,000	\$8,000,000	HS100X - 4420	3,000,000	\$2,000,000	\$5,000,000
5	Tribro Group Ltd.	Minor building repairs and alterations at various temporary shelter locations	47023901	\$1,800,000	\$5,000,000	\$6,800,000	CHS050-01 CHS050-01	3,000,000	\$2,000,000	\$5,000,000
Sub-total Net of All Taxes				\$301,104,400	\$232,100,000	\$533,204,400		\$107,000,000	\$125,100,000	\$232,100,000
Sub-total Net of HST Recoveries								\$108,883,200	\$127,301,760	\$236,184,960

Note: For the three hotels listed above issued through competitive process, SSHA is requesting Council to increase the value of these contracts. The overall funding reported to Council on report EC6.11 for the award 3002340572 to 6 proponents was underspent. The City did not use some of the hotels as anticipated and therefore the total amount SSHA was authorized to spend in EC6.11 has not been spent. Utilization forecasting for the award to each of the 6 proponents was impossible to forecast and SSHA is anticipating the above hotels to be overspent.

Table 3: Amendment to Competitive Contracted Security Guard Blanket Contract and Financial Impact Summary

No.	Vendor	Services	Blanket Contract Number	Current Value Net of All Taxes	Amended Value Req. 2023 Net of All Taxes	Total Value Net of All Taxes	Cost Centre/ Cost Element/ GL Code
1	ASP Incorporated	Contracted Security Services	4702257347022573	\$24,429,452	\$1,018,637	\$25,895,976	FH5351, F03705 and HS100X
Sub-total Net of All Taxes				\$24,429,452	\$1,018,637	\$25,448,089	
Sub-total Net of HST Recoveries				\$24,859,410	\$1,036,565	\$25,895,976	

Table 4: Amendment to Program Management and Project Services Blanket Contract and Financial Impact Summary

No.	Vendor	Services	Blanket Contract Number	Current Value Net of All Taxes	Amended Value Req. 2023 Net of All Taxes	Total Value Net of All Taxes	Cost Centre/ Cost Element/ GL Code
1	Read Jones Christoffersen Ltd.	Program Management and Project Services	47021955	\$19,999,000	\$2,309,318	\$22,308,318	CHS044-01/4035
Sub-total Net of All Taxes				\$19,999,000	\$2,309,318	\$22,308,318	
Sub-total Net of HST Recoveries				\$20,350,982	\$2,349,962	\$22,700,944	

Attachment 3 – Jurisdictional Scan

To inform the City's planning efforts, staff conducted ongoing jurisdictional scans 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 the added space required for physical distancing, to provide shelter for those most vulnerable to COVID-19, and to provide isolation and recovery sites. Jurisdictions varied in terms of the implementation stage of their transition and relocation plans. Most cities combined 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 could not be extended. All jurisdictions attempted to house as many temporary site residents as possible as a part of the decommissioning process.

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 was given 90 days' notice to support site wind-down, which initiated the client housing process. Hotel rooms closed new intakes during this process, which has been met with community opposition.

San Francisco's intention was to decant all temporary hotel sites by September 2022, in large part, because federal and state funding for the program was to come to an end¹. As of December 2022, there were just 187 residents remaining in temporary hotel sites.

San Francisco's Homelessness Recovery Plan includes a goal of 3,000 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 place².

Since July 2020, San Francisco also had a goal of acquiring or leasing 1500 units of permanent supportive housing. As of December 2022, they have surpassed this target with over 2400 active units, many of which have supported the decanting of temporary hotel sites. As part of their wind down of temporary hotels, by early December 2022, San Francisco had moved 1347 people out of temporary hotels into longer-term housing solutions, representing 57% of hotel shelter discharge outcomes, with the majority of other residents being relocated to the base shelter system. Some service providers in San Francisco also reported that housing outcomes and housing retention were improved where residents could be housed together with communities that had formed

¹ [SIP Guest Exits and Next Steps \(sfgov.org\)](https://www.sfgov.org/sip)

² [Homelessness Recovery Plan | San Francisco \(sf.gov\)](https://www.sfgov.org/homelessness-recovery-plan)

within the temporary sites and ongoing wraparound supports were available to residents.

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 sheltered at least 8,000 people. Most hotel programs used for de-densification closed in October 2021, and residents of these programs were people were returned to the base shelter system. New York City maintained a handful of hotels for shelter residents who required appropriate accommodations to meet their medical needs. In August 2022, however, the New York City Department of Homeless Services announced that they would be entering into leases with 11 hotels for use as shelters, attributing the decision to increased demand for shelter services due to a large increase in migrants coming to New York from the southern border via Texas³. These hotels are primarily supporting families, and have been implemented with a loosening of some of the existing shelter guidelines as necessary, such as requiring that family shelter units be equipped with cooking facilities⁴. These concessions were made in order to optimize available spaces to meet increased shelter demand. An additional large temporary structure with 500 cots was established as an emergency shelter and triage site for single refugee men in need of shelter, however, this measure was controversial given the large, congregate nature of this site⁵.

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. Similar to Toronto, most jurisdictions also allocated available housing resources based on some form of prioritization system.

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 Center for Disease Control (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.

³ [NYC Resumes Leasing Hotels for Homeless | GlobeSt](#)

⁴ [City Lists Two More Hell's Kitchen Hotels to Welcome Migrants While Local Schools Struggle with Influx \(w42st.com\)](#)

⁵ [NYC opens emergency tent complex to handle influx of migrants bused in from the south | CBC News](#)

Los Angeles provided over 13,000 temporary hotel spaces across 37 sites at the height of the pandemic in 2020, however the last of these sites were decommissioned at the end of September 2022 when the hotel leases expired⁶. Portable housing vouchers have been provided to many of the residents of these sites, however the use of these vouchers relies on landlords' willingness to accept them, so many individuals have still been unable to access housing and have returned to base emergency shelters, temporary transitional housing, or are unsheltered. Demand for shelter has continued to increase since the beginning of 2020, however funding support from the federal government for COVID-19 support through the Federal Emergency Management Agency (FEMA) was discontinued in 2022⁷.

In March of 2023, Los Angeles City Council will be considering *The Responsible Hotel Ordinance*, a bylaw that will require hotels to report all vacancies to the city each day at 2:00 pm, and allow the city to rent any available rooms at fair market value for people in need of shelter⁸. This is a novel approach, but it remains to be confirmed if it will be adopted and implemented.

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.

Vancouver continues to face challenges with unmet demand that are correlated with the significant presence of encampments within the city. To help address this unmet demand, approximately 550 supportive homes have been created since 2019, with an additional 350 planned for creation, however this still falls short of meeting the identified needs within the city⁹. Many of these homes were created through the acquisition of temporary hotel sites and their conversion into permanent housing.

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)

⁶ [Project Roomkey, which housed thousands of homeless during height of pandemic, being phased out - CBS Los Angeles \(cbsnews.com\)](#)

⁷ [Project Roomkey clients back on street as COVID program ends \(spectrumnews1.com\)](#)

⁸ [Vote To Compel Hotels To House Homeless People Alongside Guests Set By Los Angeles City Council \(forbes.com\)](#)

⁹ ['Where else do they want us to go?' Downtown Eastside residents face uncertain future in wake of tent removals | CBC News](#)

- Providing incentives for people staying in hotels to move into independent housing