



City Council Special Meeting Agenda

Wednesday, April 7, 2021 – Via Video Conference

Call to Order:	1:00 PM
Recess:	5:00 PM to 6:00 PM

1. In Camera Meeting (to last approximately 1 hour)

1.1. Motion to In Camera

1.1.a. Provincial Land Matters - FOIP Section 23(I)(a) Local Public Body
Confidences and 24(1)(a) Advice from officials

1.2. Motion to Revert to Open Meeting

2. Report

2.1. Emergency Housing

(Pages 2 -22)

3. Adjournment



April 7, 2021

Next Steps for Emergency Housing

Prepared by: Sarah Tittlemore, General Manager of Community Services

Report Summary & Recommendation

The City of Red Deer continues to be significantly underserved in the area of Emergency Housing. Despite many years of efforts for short, medium and long term strategies. The provision of Shelter day supports for our most vulnerable continues to be an issue for the community.

On March 29, Council approved a rezoning for the continuation of the temporary shelter site at Car Row until May 31, 2021. Within the next 60 days, this shelter will close and it is unclear if other temporary solutions will be implemented.

Red Deer's most vulnerable populations have highly complex needs, and all levels of government have an obligation to support and help all citizens in crisis. While shelter is typically a provincial responsibility, the City has a jurisdictional and moral obligation to provide safety and security to all citizens, especially the most vulnerable.

Further, the pandemic is not over. The temporary shelter site was established to meet AHS requirements under COVID restrictions, which has proven to be a critically important health asset. A COVID outbreak currently underway resulting in 43 individuals in isolation.

This report is designed to obtain Council's direction to Administration for next steps in service to Emergency Housing in Red Deer. In particular, it asks:

- if Council supports the continuation of additional emergency housing spaces;
- if yes, what kind of services should a temporary location provide for?
- what role should City Administration take in supporting the community to achieve this?
- what potential locations Council would consider allowing it to be located;
- if the City would be willing to direct resources to achieve the above outcomes;
- And, if Administration should consider mitigation strategies for June 1, if no other interventions implemented.

Proposed Resolution

There are 6 questions within, each with proposed resolution options. Administration will proceed with the will of Council.



Background

The need for appropriate shelter capacity is clear to the community and a critical component of the homeless serving system of care, as seen below:

Homeless				Housed				
Un-sheltered	Emergency Sheltered	Provisionally Accommodated	At-Risk of Homelessness	Supportive Housing	Supported Housing	Social Housing	Housing Subsidization	Market
Description: Living on the streets or in places not intended for human habitation	Description: Shelters for people who are homeless, and Women's Shelters	Description: Accommodation is temporary or lacks security of tenure; includes transitional facilities and people accessing private, temporary accommodation	Description: Sheltered individuals whose current economic and/or housing situation is precarious or does not meet public health and safety	Description: Combines accommodation with on-site supports and care. May be congregate or independent living units	Description: Private sector accommodations with supports arranged off-site	Description: Units are owned and operated by government or non-profits	Description: Accommodations with subsidies	
Supports: Outreach services that connect with people where they are at	Supports: On-site essential services/ facilitated access to supports	Supports: Where accommodations are provided by government/ agencies; on-site access to supports may be available	Supports: Typically required to be initiated by the individual	Supports: On-site staff provide or coordinate supports of varying intensities to residents	Supports: Customized support services to increase or maintain stability	Supports: Supports accessed through mainstream services	Supports: Housing-specific financial support	

Homelessness is caused by an array of often layered and intersecting factors. In the 2018 Red Deer In Time (PiT) Count, 144 people were surveyed. Of those surveyed, they indicated the following reasons for housing loss:

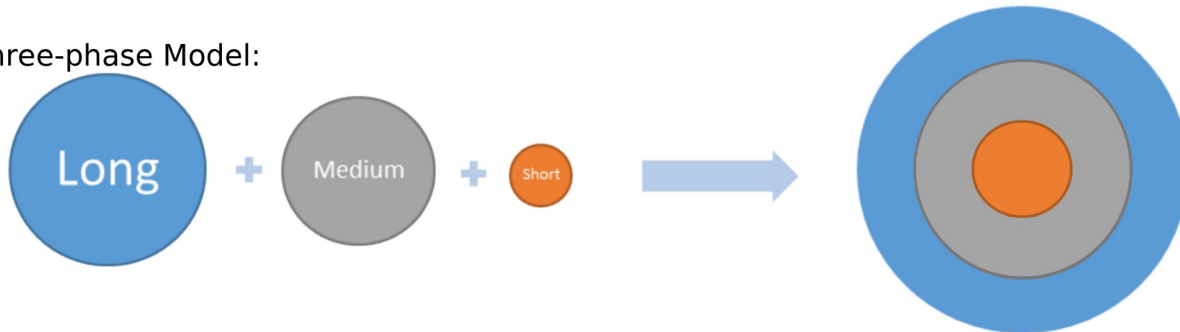
- Addiction and Substance Use 12.5%
- Conflict with Spouse/Partner 9.7%
- Job Loss 9.0%
- Domestic Abuse 8.3%
- Mental Health or Illness 7.6%
- Unable to Pay Rent or Mortgage 7.6%

The current path to a long term solution to Red Deer's emergency housing needs began in 2014 with the closure of Berachah Place. After 9 years of operation, this closure meant a loss of service delivery during the day time hours for vulnerable or street involved people to access supports such as stay warm, having a shower, washing laundry, storing their belongings and making social connections. This was the crisis point where the community came together to develop short, medium and long term solutions for our citizens requiring emergency housing.



The community agencies and citizens agreed that daytime supports Winter Warming was a short term response that needed a robust short, medium and long term solution strategy to ensure the safety of vulnerable and best connection to services and opportunities as possible. To that end, the collaborative group of community stakeholders identified the 3 phase approach to be undertaken concurrently as follows:

Three-phase Model:



Short (Winter Warming: 2015-2017)

- Funding is required for an “in the meantime” winter warming service, while the later stages are developed.
- The proposed service would be in place for the winters of 2015/2016 & 2016/2017.
- Need to re-convene the community “Day Supports” working group that last met in February.
- More formalized relationships should be developed between the Warming Center and community organizations.
- A location will need to be identified quickly, as the zoning process will take approximately 8 weeks.

Medium (Shelter & Day Supports 2015-2017)

- Key messaging will be developed for Mayor, Council, City staff & Community Stakeholders for aligned advocacy efforts to the Province of Alberta for a new shelter in Red Deer.
- Social Planning will work with the community on analyzing best practices and research, that highlight an appropriate local response related to a robust Shelter & Day Support system.
- City staff will work with community stakeholders to create principles for social siting throughout our community to mitigate the perceived impacts to adjacent sites.
- Establish a robust, year round system where those experiencing homelessness can drop in for clothing, crisis support, cultural supports, food, professional services, social reasons, connection to housing supports and/or day & night sleeping while a purpose-built facility is being planned, designed, and constructed.

Long (Purpose Built Shelter & Adequate Housing Options 2015-2018+)

- While Phase 1 and 2 are being implemented, ensure the development of adequate stock has been made available throughout the spectrum of Non-Market Housing. (Non Market Housing Spectrum is attached as Appendix A)



- Construct and operate a Purpose Built Shelter (Emergency Housing) that would have adequate sleeping provision options for Red Deer now and 20 years from now, as well as house robust wrap-around services targeted at each individual's needs.

In July 2015, Administration facilitated the implementation of the Short-term approach as per above. Administration issued an RFP for operation of the 2015/2016 Winter Warming Centre. Safe Harbor Society was the only agency to submit a proposal and was therefore selected as the service provider conditional on the City of Red Deer finding a suitable location.

Administration compiled a list of potential sites for the temporary Warming Center, and after a comprehensive evaluation process that included zoning criteria, facility amenities & logistics, Safe Harbor Society's requirements for operation, and cost, narrowed it down to the former City of Red Deer Parks building located at 4934-54 Avenue. Administration proceeded to obtain approvals for this location, however on August 17, 2015 Council defeated second reading of the Land Use Bylaw amendment proposing a site exception at the former Parks building to allow the warming centre to be located there temporarily (until June 2017).

Immediately following this decision of Council, Administration hosted another community stakeholder meeting on August 24, 2015 to consider alternatives. The stakeholders were asked to evaluate if a 'scattered site' approach was a viable solution with various community social agencies offering services on different days at different locations. The community response was not positive and this approach was not a desired solution from these stakeholders, so Administration continued to pursue alternative warming centre locations. The alternative site was recommended at the current Safe Harbour site, zoned Direct Control 19, through a development permit process.

Administration, Safe Harbour Society, a consultant for mobile trailer units, and a local CPTED expert devised a recommended site layout and expected costs to place a modular office building (Atco Trailer) on the existing Safe Harbour site. Council approved the site in September 2015 for a two year term, and despite the fact the funding responsibility for this unmet need rested with the Province of Alberta, The City covered the costs for both the capital (\$270,000) and annual operating requirements (\$189,100/year x 2 years) as winter warming was a critical need in the community. In early 2016, the City eventually recovered \$250,000 in capital from the Provincial 'Affordable Housing Municipal Block Grant' funds to cover our investment in the mobile unit, and in 2016 the former Ministry of Human Services began funding Safe Harbour Society directly for their winter warming response.

Since the initial start-up of winter warming in the mobile unit located at the Safe Harbour site in the fall of 2015, the development permit for the Temporary Winter Daytime Warming has been approved, expired and been re-approved as follows:

- November 2015 – April 2017 initial approval (excluding May, June, July, August, September months, no day or overnight sleeping allowed)
- November 2017 - April 2019 extension of initial approval (excluding May June July, August, September months, no day or overnight sleeping allowed)
- December 2017 – April 30, 2018 addition of 20 mats for overflow sleeping of Mats program approved to the November 2017 DP above (excluding May June July, August, September months)
- October 2, 2018-April 30, 2019 extension approved of warming operations with the 20 mats addition for overnight overflow sleeping. (excluding May June July, August, September months)



- May 1, 2019-March 31, 2020 Approval of inclement weather operations and overflow sleeping for Mats (increased to 26 Mats) to allow 24 hours continuous operations 7 days per week, for 10 months of operation.

As it relates to medium term work, in October 2018, Council approved the re-distribution of 2018/19 OSSI carryover funding and remaining Affordable Housing Municipal Block grant funding to go toward the operation of coordinated and integrated daytime programming. This robust model of Day Support was envisioned to provide purposeful, year-round space for individuals experiencing homelessness. From November to April, the winter warming centre provides a space for individuals to stay warm; however, outside of these months, when the overnight shelters close for the day, there were limited options available for individuals. Council agreed to providing funding in order to have a year-round program available during the day provided a purposeful space for this population, as well as help different services and connect individuals to more permanent housing options.

The development of adequate stock in the spectrum of Non-Market Housing continues to be a critical need that often acts as a bottleneck to keeping individuals in the Emergency Housing (Shelter) space - unable to move to being housed due to the lack of stock in the community.

In October 2018, the Province of Alberta announced \$7 million for a purpose built shelter in Red Deer. The Province is leading a committee of stakeholders with City representation to guide decisions regarding the operations and location of the proposed shelter. A location has not been determined yet. The shelter is anticipated to be constructed within the next 2-3 years.

The landscape has changed over the past 7 years, with many updates to the established short, medium and long term solutions. For example, in 2014, the Province was providing little to no funding for emergency housing. Today, the Province is now providing capital and operating funding for emergency housing and daytime supports.

Through the *Community Housing & Homelessness Integrated Plan (CHHIP)* we've learned that over the last decade, 2,792 people required emergency shelter and completed an intake form in Red Deer. Of these, 25% of these people identified as Indigenous, 22% were women, and 34% were new to Red Deer. In addition to shelter stays, the usage of daytime supports was also assessed, and in the 2018/19 fiscal year, the Warming Centre saw 572 individuals make a total of 16,349 visits.

The Point in Time (PIT) survey indicated addiction and substance abuse as the top reason for homelessness. The City funded the community-led Alcohol and Drug Strategy, which focuses on a three pillar approach: prevention, treatment, harm reduction and enforcement. However, the actual provision of harms reduction in the form of Safe Consumption or Overdose Prevention is within the jurisdiction of the Provincial government, as it is a health issue. The City has petitioned the Province to look beyond short term fixes and develop an overall response to the drug and health crisis that includes long-term solutions for Red Deer's vulnerable population, including emergency housing options with wrap around support services, harm reduction strategies, and residential treatment.

A lack of housing options in Red Deer, often combined with mental illness and addictions or lack of natural support systems, creates challenging social issues and safety concerns for many citizens and businesses.



Managing rough sleeper camps within city parks is a challenge that is faced by many municipalities. Rough sleeper camps can result in public safety risks to the campers and public-at-large (weather exposure, shelter failure, fire, and drug debris). In addition, these types of shelters can contribute to public perceptions of reduced park safety, increased drug use, and fears of property theft. In response, The City of Red Deer has implemented a zero-tolerance approach to rough sleepers camping in city parks and has taken an integrated approach to manage rough sleepers through partnerships with enforcement, social agency engagement, and parks operations. As per the service levels set by Council at the 2019 budget decision, Administration provides same day needle collection services and 14-day camp enforcement and cleanup at service levels, 95% of the time.

Until March 2020, emergency housing services and daytime supports were being offered by Safe Harbour Society at their location: 5246 53 Ave. This site was home to intoxication shelter spaces (26 permanent and 26 temporary) which were full and in overflow capacity, while the sober spaces (46) were also consistently full. The site was also home to ATCO Trailers in the parking lot designed to provide a safe place to stay during the day for 100-120 daily users.

With the Pandemic initiated declaration of the State of Local Emergency (SOLE) both Provincially and locally in the spring of 2020, there was an immediate need to increase the size of emergency housing and daytime supports to allow for adequate distancing and adherence to additional health measures as established by AHS. This resulted in the temporary relocation of Safe Harbour Society's services to 5239 53 Avenue (Cannery Row). The site was acquired, outside of the development permitting process, during a declared State of Local Emergency by means of an Emergency Order issued by the Emergency Operations Centre Director.

At this time, Safe Harbour Society indicated that they would not resume daytime services in the ATCO trailers, even if the temporary location did not exist. With this in mind, Council approved the removal of the ATCO trailers from the Safe Harbour Site.

The newly established temporary shelter (April 2020 to present) offers a model of both intoxicated and sober emergency shelter beds with overnight and day sleep options, inclusive of gender separation and wrap-around options. It has space for wrap around supports for operations and users, accessible 24 hours per day, 7 days per week with additional supports that include:

- onsite laundry facilities
- washrooms and showers
- storage for personal items
- Office space for intake and consultations
- Sharable office spaces for drop-in supports (ex: Alberta Works)
- Office space for site operations /administration
- Adequate administration storage for donations, clothing bank, personal supplies

During a situation in which a citizen may be accessing the services of an emergency shelter, it is common that most users will access additional support services in addition to shelter. Shelter stayers commonly also access the following services in our community:

- Medical services from the hospital, the PCN street clinic and local doctor's offices
- Pharmacy supports, typically from downtown pharmacies
- Mental health supports from CMHA, Schizophrenia Society and AHS 49th street clinic
- Addiction supports from Turning Point, PCN street clinic and Methadone Clinic, AHS



- Food stability supports from local soup kitchens (4) – downtown / railyards/ Riverside Meadows
- Clothing banks and personal supply items Safe Harbour, Mustard Seed, Salvation Army, thrift stores, Catholic social services, etc.
- Other government supports, mainly through Alberta Works and Service Canada (ID, SIN, Health Care Coverage, Employment, etc.)

Proximity to these services is critical for the individuals being served, which is currently being achieved at the existing temporary emergency housing site(s) located in Railyards.

Current Situation

A one year lease was established at the Cannery Row site which was set to expire March 31, 2021. Administration brought forward a temporary rezoning application envisioned to allow this site to operate until the permanent integrated shelter was constructed by the Government of Alberta. However, the rezoning was only approved by Council until May 31, 2021. As a result of this decision, the lease at the site was resigned for two months only, and the site is set to close in less than 60 days.

The resulting current situation is as follows:

- There are approximately 60 overnight sleepers and 100+ day support users that require access to emergency housing services and daytime supports in Red Deer.
- Health measures continue to be in place, and the requirement to provide services with safe physical distancing.
- Based on AHS guidelines, Safe Harbour Society has an existing building that can serve 20 overnight sleepers only. Without intervention, Red Deer will see an additional 40+ individuals sleeping rough or who otherwise have nowhere to go.
- In the spring of 2020, Council approved the removal of the ATCO trailers that served as the shelter for daytime supports and safety from inclement weather at Safe Harbour's site. Without intervention, 100+ people will not have access to this service as of May 31, 2021.
- 60 days is an aggressive timeframe to establish a new, operational shelter with the under the current political, financial and health environments.
- Zoning is only one component of finding a suitable location. The building and location needs to meet the needs of the operator, those they serve and regulations.
- 60 days is an unrealistic timeframe to establish a new, operational shelter if a rezoning is required for the new location.
- There are significant infrastructure and operational support costs associated with establishing a new location.
- There are dedicated RCMP resources allocated to the existing Railyards/Downtown location, which will not be available to a non-downtown location.
- The City has adopted a "zero-tolerance" approach to urban encampments in city parks. Under normal circumstances, Administration can fully execute a response in 10-14 days. With additional rough sleepers, additional camps will result, which will decrease the City's ability to respond. This will negatively impact overall community and neighbourhood safety throughout the city.
- A memorandum of understanding is signed between The City and The Province regarding the permanent purpose built shelter construction. The Province intends to continue funding the temporary shelter, while the permanent shelter it is still 2-3 years away from being completed.



- OPS funding has been extended for an additional 6 months; with this, the City of Red Deer receives a grant from the Government of Alberta for increased clean-up efforts in our downtown and Railyards related to drug debris.

Red Deer’s most vulnerable populations have highly complex needs. All levels of government have an obligation to support and help all citizens in crisis, yet must refrain from either romanticizing or villainizing our vulnerable populations and rather, do our best to balance any responses.

The pandemic is not over. The temporary site was established to meet AHS requirements for the vulnerable. Despite all precautions to date, there is currently an active outbreak at the temporary shelter and the OPS. This has resulted in a total of 43 individuals requiring isolation supports so far. However, because of the larger, temporary site established under the SOLE, authorities had the ability to implement rapid on-site testing and contact tracing, highlighting the importance that this site serves as critical Health support. Without a similar site, the broader community's COVID-19 risk may increase.

Every municipality in Alberta is required to have a Land Use Bylaw. The Land Use Bylaw establishes the rules and regulations for land development as well as the process of making decisions for development permit applications within the city of Red Deer. Siting of land uses for social services and non-market housing continues to be a very challenging responsibility of our Council. Through our established processes grounded in proven land use planning rationale, we work to support the success of community support facilities while, balancing potential undesirable interactions with adjacent uses.

Finding a balance between ensuring the vulnerable are treated fairly and protecting the investment in businesses is paramount. Considerations must be made as to the impact of the approach, and we can work together to make residents and visitors feel safe and comfortable in our community and businesses to thrive. During the public hearing process on the land use for the temporary site, many letters were received from the landowners in the area, citing negative effects of the proposed land use. No representation was heard from Red Deerians with lived experience, or from the over 100 citizens who depend on the temporary shelter for their daily safety. While our most vulnerable might not engage in municipal processes or public hearings, we know the greatest successes are seen when all voices are represented, good connections are made, and compassion is shared toward those most in need.

Zoning is only one component of finding a suitable location. The building and location needs to meet the needs of the operator, those they serve and regulations. The pandemic was the driving factor for the shelter being set up at the Cannery Row location because of the pandemic requirements of having a large space to meet COVID regulations from the Chief Medical Officer of Health. The choice of space was extremely limited to meet these requirements in a period of time when the pandemic began in May 2020. The pandemic has not gone away and COVID regulations are still in place, likely until the end of the year at minimum.

The Social Policy Framework presented clarity on many types of roles The City may play in controlling Community Goals For Housing. The City may be currently viewed as having a primary goal by some as

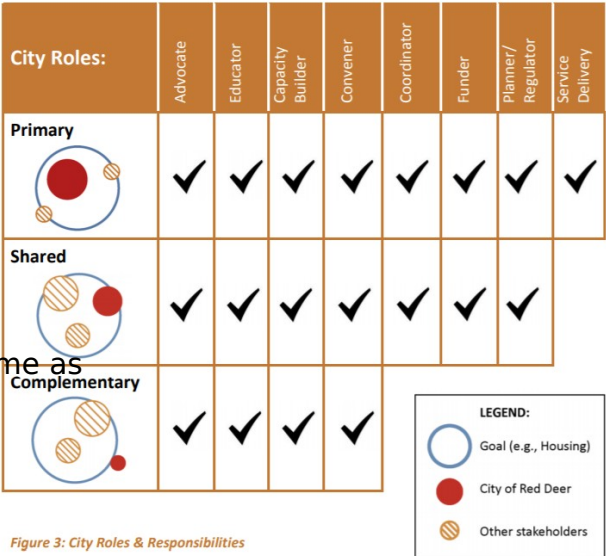


Figure 3: City Roles & Responsibilities



CBO and CE decisions still come to Council for final approval. Normally, the City holds a Complimentary role in relation to emergency housing, facilitating dialogue with province and the service provider for site selection and operations only. The Service provider would be responsible selecting their location, lease amount, etc and the Government of Alberta would fund capital and operating. The City holds the responsibility for zoning and disbursement of any funds as a flow through from the province only.

However, over the years Council has shifted the City's traditional role to Primary or Shared by allocating resources and staff in the search for immediate and critical interventions to protect our citizens.

Analysis

Our community is in a crisis like we have never seen before. The problems that we are facing in Red Deer are not unique and many municipalities across Canada and North America share them. While the visible issues of homelessness, needle debris, and crime are the community impact, the root cause of those issues is a complex one to solve and is generally driven by mental health and addictions. As a result of this the world-wide pandemic and our ever changing Health requirements, and there is no easy solution to be found.

The Government of Alberta is responsible for funding shelters. To date, there is no guarantee of funding, supports or intervention on behalf of the Province to facilitate a new temporary location following Council's decision to not continue the operations at Cannery Row past May 31, 2021. So the administration is keeping communications open with the service provider, working to understand the options and considerations before them. Through the direction provided through this report, Administration will be in a better position to understand the level to which Council wants the City to be involved in solution finding. For instance, with the decisions of Council today, we will understand if we should actively seek a new location, negotiate a lease, provide funding for neighbourhood cleanup to move the site, or if we will simply facilitate conversations and ask the Government of Alberta and the service provider to take the lead in all facets of interventions, if any.

To that end, there are 6 questions below, ordered specifically to help Council move through the decision making process, with a diagram of the same seen in Appendix B. We ask Council to answer the following:



1. Does Council support additional Temporary Emergency Housing that would provide for additional service over the existing site at Safe Harbour Society's existing site located at 5246 53 Ave?

OPTIONS	CONSEQUENCE	COUNCIL NEXT STEP: Choose a or b and...
a) YES	<ul style="list-style-type: none"> The City may be required to commit resources to intervene; A suitable location and building will need to be secured; A new site may require a rezoning; An extension may be required on the existing temporary location to facilitate the desired move; Facilitation and support of partners (GoA, SHS, Business, Residents) will be required; 	Move on to Question #2
b) NO	<ul style="list-style-type: none"> Safe Harbour and Mustard Seed continue with limited spaces; 100+ individuals will not have access to daytime supports; 40 overnight sleepers will not be served; Additional rough sleeping may result; 	Move to Question #6.

Options for #1 Resolution:

- Option YES - That Council supports the provision of Temporary Emergency Shelter services while also adhering to AHS guidelines related to the COVID 19 pandemic.
- Option NO - That since the provision for emergency shelter is a Provincial responsibility, The City of Red Deer will not facilitate intervention to ensure additional temporary emergency shelter spaces are available at this time.



2. Council supports the provision of temporary shelter. Optimally, the continuation of this service provide for:

OPTION	CONSEQUENCE	COUNCIL NEXT STEP – select a, b or c and
a) The Continuation of all services and spaces currently offered for overnight & day sleeping and connection to supports.	<ul style="list-style-type: none"> • Meet the needs of approximately 60 overnight sleepers and • 3 office spaces for staff and nurse, Storage space for guests bags, Laundry, Showers, appropriate space for intake, separate space for Day Sleep, donation room, maintenance room; • Provided within AHS requirements. 	Move to Question 3
b) Meet the needs of overnight sleepers and provide a place from inclement daytime weather only.	<ul style="list-style-type: none"> • Meet the needs of approximately 60 overnight sleepers and • Similar service provision to that previously provided through the former Safe Harbour Site, including the ATCO trailers for warming only. • Provided within AHS requirements. 	Move to Question 3.
c) Meet the needs of overnight sleepers only.	<ul style="list-style-type: none"> • Meet the needs of approximately 60 overnight sleepers only within AHS requirements 	Move to Question 3

Options for #2 Resolution:

- That Council supports the provision of Temporary Emergency Shelter services that maintain current service levels in an effort to continue to meet the needs of the community, while also adhering to AHS guidelines related to the COVID 19 pandemic.
- That Council supports the provision of Temporary Emergency Shelter services that based on current realities, meets the needs of overnight sleepers only and provides a place for people to be during the day, while also adhering to AHS guidelines related to the COVID 19 pandemic.
- That Council supports the provision of Temporary Emergency Shelter services that based on current realities, will only meet the needs of overnight sleepers, while also adhering to AHS guidelines related to the COVID 19 pandemic.



3. Council supports the provision of temporary shelter with service levels as identified in Question 4. To support progress toward this outcome, Council sets the Responsibilities and Roles Administration will play in the intervention. What role does the municipality want to assume?

OPTION	CONSEQUENCE	COUNCIL NEXT STEP
a)Primary Role:	<p>Council authorizes Administration to <u>act in any</u> of the following responsibility areas in service to a citizen.</p> <p>Role:</p> <ul style="list-style-type: none"> • Advocate: We seek to influence decisions and policy through an organized effort. • Educator: We communicate, support and develop knowledge and understanding. • Capacity Builder: We improve the ability of other organizations to deliver and partner on shared goals. • Convener: We draw people and organizations together to explore, strategize and work through opportunities and challenges. • Coordinator: We support various individuals and organizations to align and coordinate initiatives, programs, funding, etc. • Funder: We provide funding to other organizations to do their work. • Planner/Regulator: We develop plans, policies and regulations that affect City actions and the actions of others. • Service Delivery: We provide services directly to our citizens or customers. 	Move to Question 4
b)Shared Role	<p>Council authorizes Administration to take on all the roles above, EXCEPT Administration will NOT provide the shelter services directly. We acknowledge and accept that because of this, our outcomes may not be achieved.</p>	Move to Question 4.
c)Complementary Role	<p>Administration and Council will act as Advocate, Educator, Capacity Builder, or Convener only. If no other stakeholder takes on the roles of coordination, funder and direct service provision, we acknowledge and accept that our outcomes may not be achieved.</p>	Move to Question 4.



Options for #3 Resolution:

- a) That the City of Red Deer will demonstrate support by assuming a Primary Role to achieving outcome.
- b) That The City of Red Deer will demonstrate support by assuming a Shared Role to achieving outcome.
- c) That The City of Red Deer will demonstrate this support by assuming a Complimentary Role achieving this outcome.



4. Council supports the provision of temporary shelter spaces and authorizes Administration to take on all potential responsibilities, including but not limited to supporting the service provider in site selection, entering into lease agreements, and providing direct funding to achieve this outcome. With this in mind, what does Council support for location options? (See maps in Appendix A page 16 below)

OPTION	CONSEQUENCE	COUNCIL NEXT STEP
a) YES, Any appropriate building will be considered, no matter where it is located within the City.	<ul style="list-style-type: none"> Rezoning and public consultation may be required; Any location will require a discretionary permit and public consultation; Consideration of downtown and railyards are still options; Funding for capital upgrades and relocation may be required; 	Move to Question 5.
b) NO, Council will not consider a building located in the greater downtown area.	<ul style="list-style-type: none"> Rezoning and public consultation may be required; Any location will require a discretionary permit and public consultation; Proximity to other services such as OPS, meal provision, and others is limited; Funding for capital upgrades and relocation may be required; Potential for increased transportation needs/costs; 	Move to Question 5.
c) NO, Council will only consider locations where the zoning already considers a temporary care facility.	<ul style="list-style-type: none"> Significantly limited options; Any location will require a discretionary permit and public consultation; Funding for capital upgrades and relocation may be required; 	Move to Question 5.
d) NO, Council will only consider locations in our Industrial areas.	<ul style="list-style-type: none"> Rezoning and public consultation is required; Significantly limited options; Proximity to other services such as OPS, meal provision, and others is limited; Funding for capital upgrades and relocation may be required; Potential for increased transportation needs/costs; 	Move to Question 5.
e) NO, Council will review and consider the existing temporary site for extension of up to 2 years.	<ul style="list-style-type: none"> No funding for relocation is required; The City may wish to provide mitigation measures for additional neighbourhood supports and clean up; Close proximity to other services such as OPS, meal provision, and other services is achieved. 	Deliberation at a future Council meeting.



Options for #4 Resolution:

- a) That the Council will consider any other appropriate building, no matter where it is located within the City and acknowledges a rezoning may be required.
- b) That Council will consider any appropriate buildings located outside the greater downtown area and acknowledges a rezoning may be required.
- c) That Council will consider any appropriate building located in areas that will not require a rezoning.
- d) That Council will consider any appropriate building located in an industrial area only, and acknowledges a rezoning may be required.
- e) That Council will entertain extending the zoning at the existing temporary site (Cannery Row) for a period of up to two years.



5. Council supports the provision of temporary shelter spaces and through a Primary or shared responsibility previously determined, authorizes Administration to take on all potential responsibilities, including but not limited to supporting the service provider in site selection, entering into lease agreements and providing direct funding to achieve this outcome, at a site and location as identified. To achieve this, and knowing that the current temporary site required renovations to be operational, is Council willing to commit financial resources to have a new temporary facility align with their vision? Or direct resources to the surrounding area of the existing site to mitigate business concerns?

For scope, \$140,000 was spent to retrofit the Cannery Row building and relocate SHS services to the site in March 2020.

OPTION	CONSEQUENCE	COUNCIL NEXT STEP
a) YES, Council is willing to commit up to \$X00,000 to ensure a temporary facility aligns with Council vision.	<ul style="list-style-type: none"> To facilitate capital upgrades to meet the needs of the service provider, and any relocation costs; To facilitate mitigation measures in the neighbourhood surrounding the new or existing site; 	Deliberation at a future Council meeting;
b) NO, Shelter is a Provincial responsibility and therefore the financial burden should fall to the Government of Alberta.	<ul style="list-style-type: none"> If the GoA does not provide this funding, we acknowledge and accept that our outcomes may not be achieved. 	Move to Question 6.

Options for #5 Resolution:

- The City of Red Deer is willing to commit up to \$X (as determined by Council) to facilitate capital upgrades required and relocation costs to ensure the outcome.
- Recognizing that the provision of Emergency Housing is a Provincial responsibility, the financial burden to achieve the outcome should fall to the Government of Alberta.



6. The temporary space will be closing May 31, 2021 and there may not be any other intervention. Council acknowledges and accepts that vulnerable Red Deerians may not be fully served, and that overall community safety may be at risk. Does Council direct Administration to develop strategies, tactics and corresponding budgets to mitigate these risks for both individuals and the broader community for Council review and approval?

OPTION	CONSEQUENCE	COUNCIL NEXT STEP
a) YES	<ul style="list-style-type: none"> The City may be required to commit additional resources to intervene to mitigate unintended consequences across the City. (to be developed includes such tactics to address rough sleeping; additional camp cleanup, human waste, drug debris, expand daily outreach services, harm reduction strategies, expanding the social diversion team, etc.) 	Deliberation at a future Council meeting;
b) NO	<ul style="list-style-type: none"> Council acknowledges that there will be unintended consequences that result from the lack of shelter provision yet will maintain current municipal service levels. 	None required;

Options for #6 Resolution:

- Council directs Administration to come back with risk mitigation strategies to address risks/consequences due to the lack of shelter services in our community starting June 1, 2021.
- Recognizing that the provision of Emergency Housing is a Provincial responsibility, The City of Red Deer will maintain current municipal service levels and continue to advocate to the Government of Alberta on behalf of vulnerable Red Deerians.

Recommendation

It is recommended that Council address Questions 1-6 as above to provide Administration direction on how to proceed.

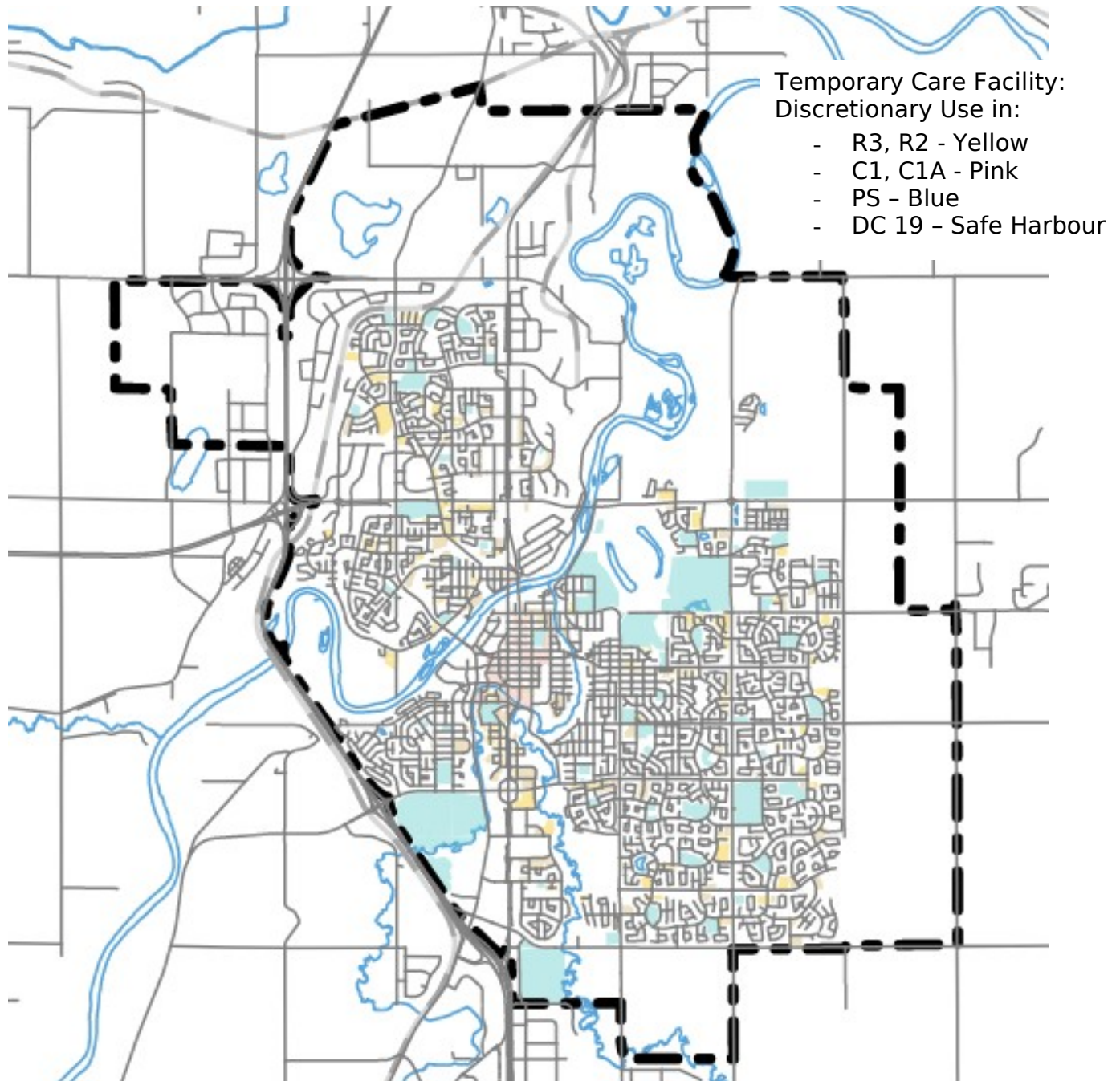


Option 4b - Temporary Care Facility to not be located in Greater Downtown Area, area within boundary shown below





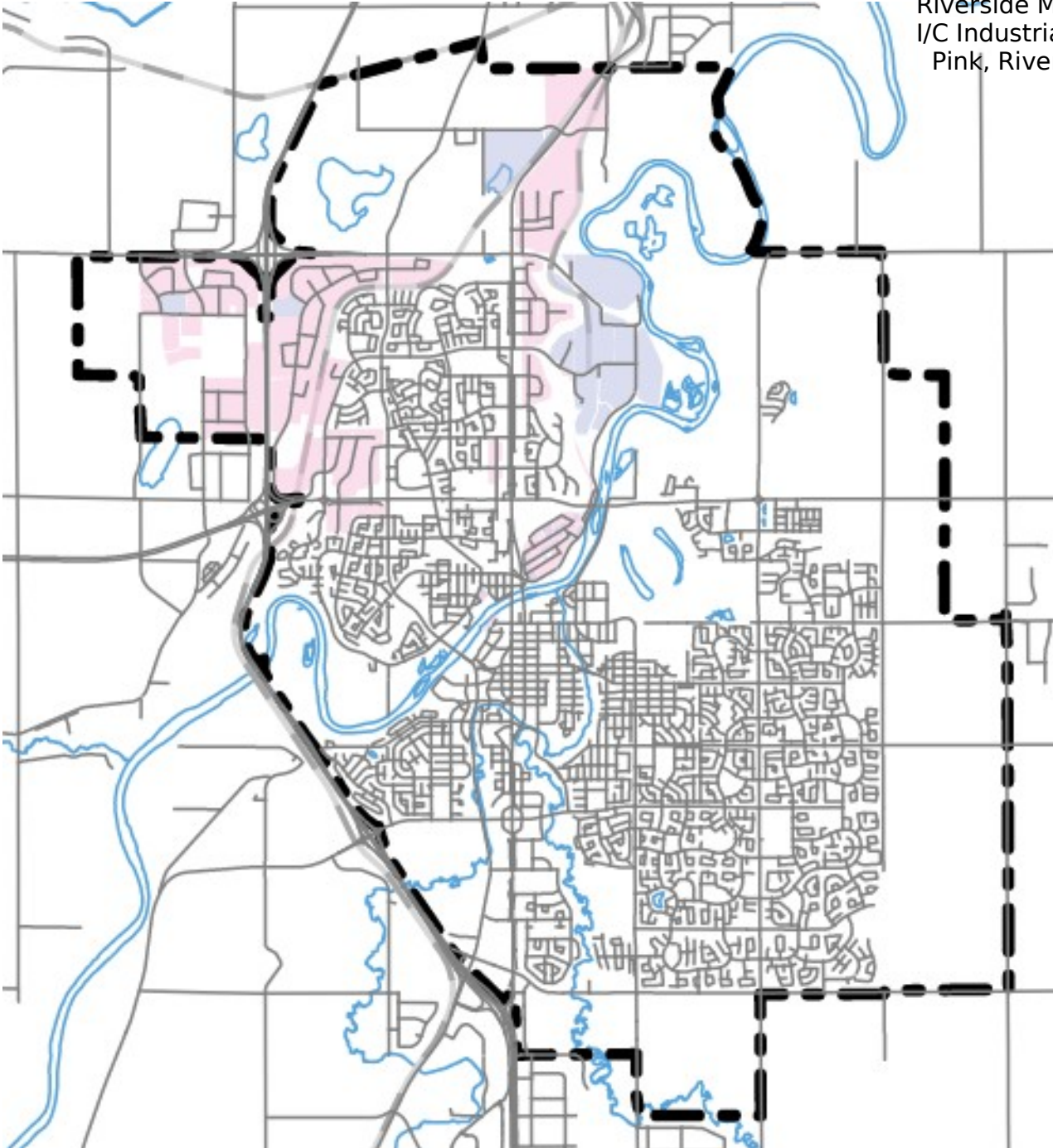
Option 4c – Locations where Temporary Care Facility listed as a use within the land use district (zoning)





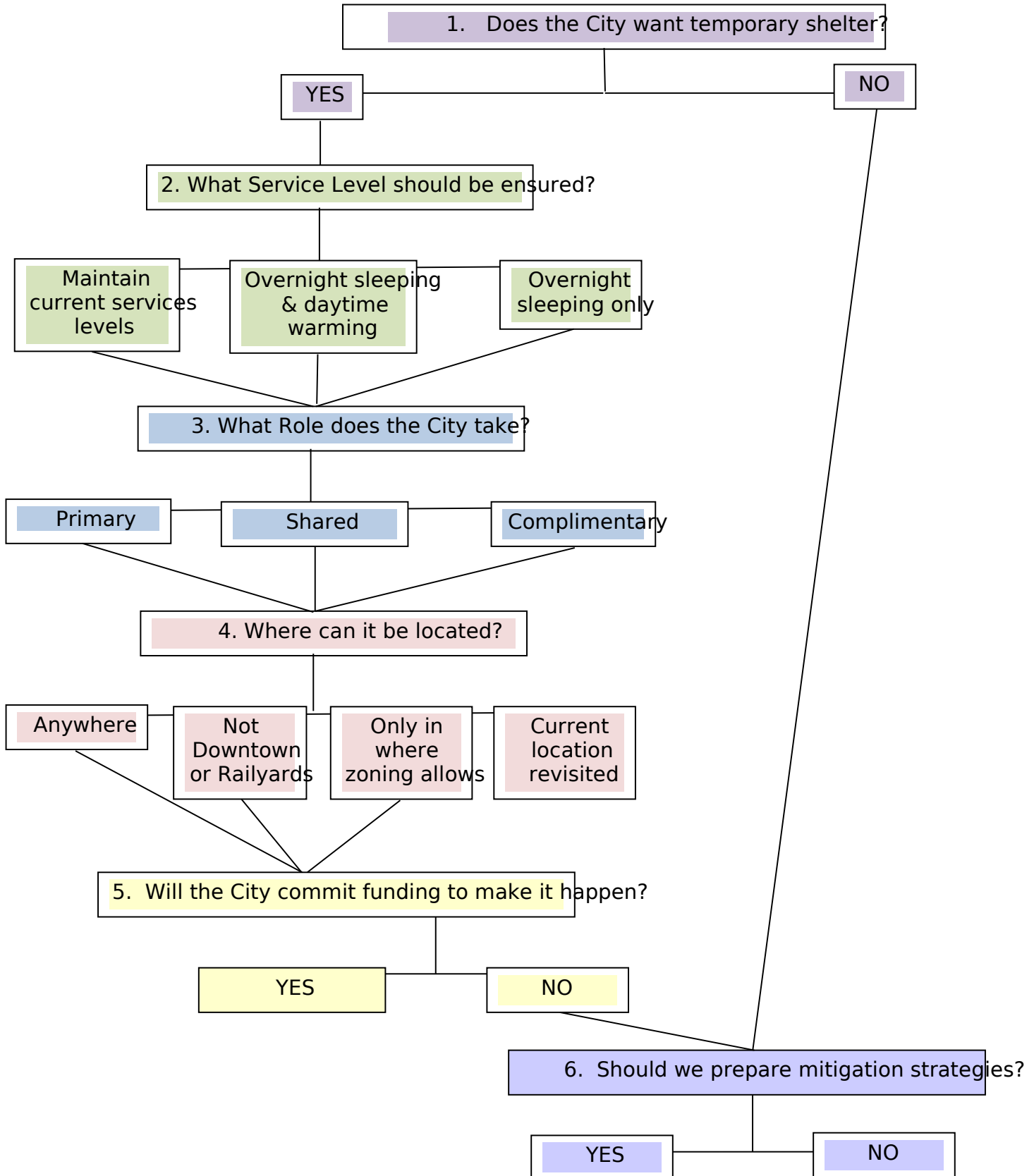
Option 4d - Industrial area locations

- I1 Light Industrial - Pink
- I2 Heavy Industrial - Purple
- I1/BSR - Pink,
Riverside Meadows
- I/C Industrial Commercial -
Pink, Riverside Light





Appendix B – Decision Tree



DATE: April 9, 2021
TO: Sarah Tittlemore, General Manager Community Services
FROM: Samantha Rodwell, Deputy City Clerk
SUBJECT: Emergency Housing

Reference Report:

Safe & Healthy Communities, dated April 7, 2021.

Resolution:

At the Wednesday, April 7, 2021 Special Council Meeting, Council passed the following resolutions:

Resolved that Council of The City of Red Deer having considered the report from Community Services dated April 7, 2021 re: Next Steps for Emergency Housing hereby supports the continuation of an interim shelter, offering the current service levels until such time the province constructs a permanent shelter with full integrated wrap around services.

Resolved that Council of The City of Red Deer having considered the report from Community Services dated April 7, 2021 re: Next Steps for Emergency Housing hereby directs Administration to bring back a report in no later than 4 weeks with options on potential sites for a relocation from Cannery Row that includes the cost and timing, in collaboration with current service providers.

Report back to Council:

Yes.

Comments/Further Action:

As outlined in the above resolutions.

“Samantha Rodwell”

Samantha Rodwell
Deputy City Clerk

- c. General Manager Development & Protective Services
Government Advocacy & Public Relations Strategist
Safe & Healthy Communities Manager