



November 29, 2021

## **Response to Emergency Housing Crisis**

Prepared by: Community Services & Development and Development & Protective Services

### **Report Summary & Recommendations**

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Council, Administration, the medical community, agency stakeholders and the public agree that the City of Red Deer needs an emergency housing site (shelter) to serve people experiencing homelessness in our community. The reasons for homelessness are diverse and complicated; factors such as economic hardship, mental and physical health challenges, addictions, domestic abuse, and other unique personal situations and access to affordable or supportive housing or other community services.

Over 50 sites have been explored in the search for lease opportunities. After exhaustive searches resulted in only one property owner, the owner of Cannery Row, willing to lease for the purpose of shelter, Administration has been working diligently to follow Council's direction to source a temporary shelter site for purchase.

Options have been explored multiple times with a commercial realtor and there are no "move-in ready" options and no purchase sites that are zoned to allow the use of Temporary Care Facilities. Various buildings have been toured for suitability and construction estimates; all locations have required extensive renovations that range from \$1 to \$1.9 million. At Council's direction Administration has also explored vacant lots with the option of placing modular units on the site; the cost for assembling modular units was similarly in the \$1 million range.

From a staffing perspective, these projects have been led by a core of five staff in Planning, Inspections & Licensing, Housing & Homelessness Supports and Community Facilities Project Management. Since March, the issues surrounding temporary, permanent and interim shelter have occupied a disproportionate level of time and resources for these employees. This report is asking Council to articulate a clear direction for Administration in response to the emergency housing crisis our community faces in the continued pandemic.

Administration has provided Council solutions that signal a continued commitment to supporting Red Deer's most vulnerable and provide administration clear direction.

Administration is recommending the following:

- I. Council reconsider the June 21, 2021 direction to Administration to explore purchase for an interim shelter site.

2. Council direct Administration to prepare a diversion plan to reduce the overall number of people accessing emergency housing services for Council's consideration in alignment with the CHHIP within three weeks.
3. Direct Administration to bring forward a Land Use Bylaw Amendment within three weeks for consideration to provide interim shelter service at the Cannery Row site for two years.

## **Proposed Resolution**

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Resolved that Council of The City of Red Deer having considered the report from Community Services and Development & Protective Services dated November 29, 2021 re: Response to Emergency Housing Crisis hereby agrees to reconsider the following resolution passed on June 21, 2021:

Resolved that Council of The City of Red Deer having considered the report from Community Services, Safe & Health Communities and Planning Services dated June 21, 2021 re: Temporary Emergency Shelter and Supports Next Steps hereby supports in principal the purchase of a site and hereby directs administration to bring back a report exploring purchase options.

If the motion to reconsider passes, the original motion would then be on the floor. The original motion is:

Resolved that Council of The City of Red Deer having considered the report from Community Services, Safe & Health Communities and Planning Services dated June 21, 2021 re: Temporary Emergency Shelter and Supports Next Steps hereby supports in principal the purchase of a site and hereby directs administration to bring back a report exploring purchase options.

It is our recommendation that Council vote against this motion so that it would be defeated. Note, the motion can not be withdrawn after reconsideration as the mover and seconder are no longer on Council and it is Council's standard practice to withdraw with the consent of the mover and seconder

Once the motion from June 21, 2021 has been defeated, Council could then consider the additional proposed resolution as follows:

- Resolved that Council of The City of Red Deer having considered the report from Community Services and Development & Protective Services dated November 29, 2021 re: Response to Emergency Housing Crisis hereby directs Administration to:
- I. Prepare a diversion plan to reduce the overall number of people accessing emergency housing services for Council's consideration in alignment with the Red Deer Community Housing and Homelessness Integrated Plan (CHHIP) for Council's consideration within three weeks.

2. To bring forward a Land Use Bylaw Amendment to provide interim shelter service at the Cannery Row site for two years for Council's consideration within three weeks.

## **Rationale for Recommendations**

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The key rationale for the recommendations:

1. *Capacity and resources need to be invested in progressing the purpose built, permanent integrated shelter and diversion through strategic housing services as per the CHHIP.*  
Dedicated diversion supports result in diverting individuals and families from becoming homeless. Programs such as the housing pilot outlined recently implemented in Red Deer have proven to dramatically increase diversion options and remove barriers that were preventing families from keeping their housing or accessing other options.
2. *A permanent shelter in Red Deer is the ultimate goal over the next two years.*  
The Province has announced \$7 million dollars towards a purpose built shelter for Red Deer. A Memorandum of Understanding has been signed between The City and The Province and are currently meeting to progress this project.
3. *There has been an in-depth search for alternate temporary shelter sites. Great efforts have been made to try to find an alternate site involving commercial realtors and requests for proposal. Continuing down this path for a two year operational period is costly, still results in a gap in service provision, and expends resources away from the permanent solution and other strategic priorities.*
4. *The City, community and neighbourhood partners continue to work through issues to integrate uses. This will continue recognizing the complexity of the temporary nature, but with the goal to mitigate impacts within the neighbourhood and for adjacent businesses.*

## **Background**

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Within this section, administration has outlined the work and past decisions made to arrive at today. It important in understanding the rationale for today's recommendations.

Prior to the onset of the pandemic, the Mustard Seed provided overnight shelter for 32 sober individuals, and the Safe Harbour Society provided low-barrier overnight shelter for 46 individuals experiencing homelessness (26 in the Mats program, and an additional 20 in overflow). At the time, the demand for shelter regularly exceeded the capacity within the city and some people were denied access to overnight shelter.

In March of 2020 the Province initiated regulations in response to the COVID 19 Pandemic, including safe separation distances. Due to the separation distances required the numbers providers could serve in the existing spaces was reduced from 78 to 38. The City worked in partnership with Safe Harbour Society to acquire a larger space to accommodate the current demand for emergency housing with health measures in place. A study posted in the Canadian Medical Association Journal found that in Ontario “individuals recently homeless are over 20 times more likely to be hospitalized for COVID-19, over 10 times more likely to receive intensive care, and they are over 5 times more likely to die within 21 days of a positive test” (<https://www.ices.on.ca/Newsroom/News-Releases/2021/People-experiencing-homelessness-are-more-likely-to-be-infected-with-and-die-of-COVID-19>); this demonstrates the continued need to have adequate space and care for people experiencing homelessness. Health measures in response to the pandemic continue to be in place, and the need for emergency housing with safe physical distancing continues. Outbreaks have occurred within Red Deer’s vulnerable population, with our emergency housing sites being the primary location to identify close contacts and implement isolation requirements.

A temporary shelter was established at the Cannery Row building in March of 2020 in response to the health and safety needs of both shelter users and shelter provider employees during the COVID-19 Pandemic. The site was acquired during a declared State of Local Emergency by means of an Emergency Order issued by the Emergency Operations Centre Director, outside of the development permitting process. The daytime warming centre located in the temporary trailers on site at Safe Harbour was removed as services were consolidated into the Cannery Row site.

Since opening the temporary Emergency Housing site at Cannery Row, Safe Harbour Society has generally seen up to a 32% increase in usage. Overnight usage has increased from an average of 37 to 49 people per night. Daytime usage has increased from an average of 91 to 111 guests using general day supports, and an additional 8 guests using the daytime sleeping program. The usage data demonstrates that the common known ‘shadow population’ which was always challenging to identify and almost impossible to connect to services now being visible, creating a better opportunity to connect them to housing.

A Land Use Bylaw amendment is required in order for Cannery Row to be used for the purpose of shelter, as the use is not a listed use within the Direct Control District-DC 28. DC 28 is a mixed use district. Directly adjacent land uses include commercial and industrial uses and DC19 which is home to the Safe Harbour Mats program, detox centre and the Overdose Prevention Site.

Council previously supported two extensions to the current site exception for the emergency housing use at Cannery Row. On March 29, 2021 Council extended the use until May 31, 2021 while directing Administration to explore alternative emergency housing sites. Administration returned with preliminary findings and timelines to establish a new site and requested additional time extension at Cannery Row. On May 26, 2021, Council granted a four month extension to the use until September 30, 2021.

On September 8, 2021 The City hosted a half-day workshop to discuss strategies that would limit the pending September 30 impact of the imminent closure of the temporary emergency housing site at Cannery Row for individuals utilizing the services and to the broader community.

The specific purpose of the community workshop was to: understand the implications of the imminent closure of the Emergency Shelter, brainstorm potential solutions to meet people's anticipated/potential unmet needs, and develop next steps to support the implementation of solutions.

Workshop Participants included:

- Alberta Health Services
- Red Deer Native Friendship Society
- Canadian Mental Health Association
- Safe Harbour Society
- Central Alberta Crime Prevention Centre
- The City of Red Deer
- Central Alberta Women's Emergency Shelter
- The Mustard Seed
- Downtown Business Association
- The Outreach Centre
- Government of Alberta (CSS, S&H)
- Turning Point Society
- Red Deer Ministerial Association
- Urban Aboriginal Voices Society
- RCMP
- YMCA
- Red Deer County

During the brainstorming session, the group determined a list of potential issues that could arise from the gap in service provision starting October 1. The following concerns were deemed a high priority:

- Increased pressure on the capacity of Mustard Seed, other shelters, emergency services, compliance and support services
- Lack of safe spaces for people experiencing homelessness, leading to increased loitering and rough sleeping
- Losing significant shelter capacity for people in need, and a lack of daytime supports
- Increase of urban encampments without direct access to support services.
- Increased health risks resulting in negative impacts to underserved clients and the healthcare system
- Increase in litter and debris

Once the community impacts were acknowledged, potential mitigation strategies were brainstormed to address them. Task forces are currently meeting with the participants involved for each mitigation strategy. Overwhelmingly, the consensus in the room of more than 30 representatives in attendance agreed that Cannery Row, or a comparable site, should be operational until a permanent solution is found. Aside from

this, there is not a feasible solution that was determined that would fill the service gap and the anticipated challenges that will come with the closure of the interim shelter.

On September 17, 2021 another State of Local Emergency was declared for the City of Red Deer to address the emerging challenges in the community resulting from the Covid-19 pandemic. On September 23, 2021, an Emergency Order was issued setting out the use and need for the Cannery Row property for the purpose of shelter, ultimately allowing the Cannery Row site to remain operational to serve the most vulnerable and keep staff and patrons safe with the rising cases of COVID-19. During a November 5, 2021 meeting of the Emergency Advisory Committee, a motion was passed to renew the State of Local Emergency for up to 90 days, resulting in Cannery Row remaining active until the state of local emergency comes to a conclusion. The risks associated with a gap in service are numerous and are included in a comprehensive list in Appendix B.

### **Concurrent work on Relocation of Temporary Shelter**

On April 7, Council confirmed their desire for the continuation of a temporary shelter, offering the current service levels until such time the province constructs a permanent shelter with the inclusion of fully integrated services. Council directed Administration to support the Province and Service Providers by exploring alternate temporary shelter relocation options, and 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.

Following an initial search of potential sites, Administration determined that the temporary location that was already operational was the fastest, most cost effective solution to the interim emergency housing needs in Red Deer. To that end, at the April 29th Council meeting, Administration recommended Council consider Land Use Bylaw amendment 3357/M-2021 that would provide a two year extension to the Cannery Row site. Council amended first reading to consideration for a one year time frame for extension of the current site, Cannery Row 5239 53 Avenue shelter (Temporary Care Facility), by granting first reading, and a Public Hearing was set for May 25, 2021. At the conclusion of the Public Hearing, on May 26, 2021, Council did not approve the one year extension, but rather, approved an amendment for extension to the Cannery Row zoning, development permit and business license for only 4 months, which expired September 30, 2021.

Due to the interim nature of the site, a Lease was identified as the best option for securing a new site. Utilizing the supports of a Commercial Realtor, over 50 sites shortlisted in the search for Lease opportunities resulting in only one willing property owner to lease for the purpose of Shelter; the Cannery Row owner. To ensure that no lease opportunity was missed or excluded, the City issued and advertised a Notice of Business Opportunity to building owners for property lease for the purpose of Temporary Shelter. Only one property owner submitted an application for the lease opportunity; the owner of Cannery Row. This property owner also indicated a willingness to support site mitigation measures through on-site improvements and

invest in up to \$60,000 in building enhancements if a longer term lease agreement (1-3 years) were secured. These findings were presented to Council on June 21, 2021, and Council resolved to support the purchase of a site for Interim Emergency Housing – not a lease- and directed administration to bring back a report exploring purchase options in August 2021.

It should be noted that since Council did not choose a lease option at Cannery Row the owner did not proceed with the proposed \$60,000 in site enhancements per their proposal. Further, due to the need for new purchase options instead of lease, as well as construction and servicing estimates for setting up temporary structures, and the municipal election timeline, the report to Council was deferred to November 2021.

Concurrently to the direction to purchase a site for the interim provision of shelter services until such time as a permanent location was operational, Safe Harbour Society submitted an application for a Land Use Bylaw amendment to allow the operations of Cannery Row to continue. (similar to the application initiated by Administration in May) On July 6, 2021, Council was presented with Land Use Bylaw Amendment 3357/R-2021 Site Exception for the Cannery Row temporary shelter, requesting the consideration of a Temporary Care Facility (Shelter/Emergency Housing) at Cannery Row, until such time as a permanent shelter is constructed, or at minimum for a one year time frame until September 30, 2022. Council did not give Bylaw 3357/R-2021 first reading.

The Province has announced \$7 million dollars towards a purpose built shelter for Red Deer. A Memorandum of Understanding has been signed between The City and The Province regarding the permanent, purpose-built integrated shelter establishment. The Province intends to continue funding the temporary shelter at its current level of operations. Currently, the defined timelines and need for interim emergency housing is unknown until the City and the Province progress with Permanent Shelter planning and project implementation. This is estimated at 2 years minimum for completion and includes siting, design and construction.

Since July 2021, the City has invested \$38,969.39 in mitigation strategies to improve the Cannery Row site, as well as provide supports for the Railyards and Historic Downtown to support the neighbourhood and businesses who have experienced impacts related to litter, social disruption and crime in the area. These measures include:

- Overnight security in Railyards,
- A formal CPTED (Crime Prevention Through Environmental Design) report on the Cannery Row Site,
- Requiring a Safe Harbour Society neighbourhood liaison with contact phone number as a Business License condition,
- Increased DBA Clean Team contract to include power washing, garbage emptying, litter clean-up services, large item pick-up for public property, and private property clean-up upon request,

- A 0.5 FTE Community Liaison position was established at the DBA to act as a neutral party between the businesses and the shelter operator to work with both organizations through a collaborative lens to build community and relationships downtown (monthly reports in Appendix B),
- Fencing and shrouding of Cannery Row site perimeter,
- Outdoor seating (benches & picnic tables) within fenced-in area,
- Additional lighting installed on the building,
- No charge for 2021 business licenses for businesses located within the Railyards district.

## **Current Situation**

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The operational details of the approximate 100 person capacity shelter include:

- Physical space: 21,000 sq. ft. space. This allows for two (2.0) metre physical distancing between sleeping mats as recommended by Alberta's Chief Medical Officer of Health;
- Accessibility: the shelter operates 24 hours/day, 7 days/week and provides a supervised environment for those who are vulnerable on the streets and in the elements;
- Personal support: connection to staff and referral to other health supports;
- Personal services: showers, clothing, telephone use, nursing support and assessment, assistance completing forms;

To date approximately 80 properties have been considered with the assistance of a commercial realtor to identify privately available sites in industrial warehouses, offices, commercial buildings, hotels, including categories of Provincially owned sites, and City owned lands and facilities. Initial elimination of sites was based on size and availability, most City facilities and Provincial occupied sites were eliminated due to being occupied over the next 1-2 years. The remaining 54 sites were put through the first steps of site evaluation and elimination of options based on site criteria.

The sites reviewed had list prices ranging from \$700,000 to \$11.2 million. Administration conducted on-site visits with building contractors to 5 of the most feasible sites to determine cost estimates for bringing the sites to a state of readiness for human habitation. An estimate was also provided for the construction of modular buildings for a vacant lot. These costs started at \$1,117,887 for modular building construction to \$1,872,020 to renovate an existing structure (see Appendix A for details). Timelines for construction projects of this scale begin at a minimum of one year for completion, depending on site and/or property conditions, contractor and sub-contractor availability and supply of materials. All of the sites for purchase would require a rezoning application, which would necessitate a public hearing. This option will still result in a minimum 1 year gap in service provision until the permanent site can be constructed.



Administration is learning that now, more than ever, the need for stability and support for shelter organizations is critical. At the recent Canadian Alliance to End Homelessness virtual conference, the Mental Health Commission of Canada shared findings that while service providers are important to the provision of high quality and effective health and social care, “service delivery in the homeless service sector is stressful and demanding, often with high levels of turnover.” Since the pandemic began, however, “4 out of 5 service providers reported a decline in their mental health and wellness during the COVID-19 pandemic,” and the percentage of frontline workers that had a positive screen for post-traumatic stress rose from 33% to 41.9% (Waegemakers Schiff & Lane, 2019).

Local homeless serving Agencies and staff, including Safe Harbour Society, is not immune to this trend. During the October 25<sup>th</sup> Shelter, OPS, & Isolation Weekly Meeting, Safe Harbour provided an update on their agency staffing capacity. The Executive Director Kath Hoffman stated that she had serious concerns about Safe Harbour Society’s operational capacity to serve clients due to staff shortages. The mental and physical health impacts of the pandemic have also reduced staff availability causing intermittent reduction of daytime services at the Cannery Row location. The senior administrative staff are now experiencing “burn out” as a result of the continued staff challenges and uncertainty of when the Cannery Row location might shut down. This resulted in the need to request human resources support from to the Calgary Drop In Centre for approximately 3 weeks for Red Deer’s temporary emergency housing site.

Housing-Focused Shelter represents a promising practice that is being implemented at various Alberta shelters. The approach focuses on keeping individuals’ experiences of homelessness rare, brief and non-re-occurring. This approach starts with presenting housing as the foremost option from the moment an individual walks into the door of a shelter. The hope is that a diversionary model may redirect individuals from shelter quickly into their own housing. In recent months, with Council’s approval, Administration has also had the opportunity to work with and provide funding for both Safe Harbour Society and the Mustard Seed to initiate a housing focused shelter pilot. In particular, Red Deer’s Housing Focused Shelter pilot program will provide up to 50 clients at each shelter (potentially 100 diverted clients) initial housing costs, including first month’s rent, damage deposit and moving related expenses. This is designed to be an 8 month pilot set to end in Spring 2022.

Since spring 2021, the City has had correspondence, calls and meetings with business owners and residents in the Railyards area. The Community Liaison position contacted businesses monthly and heard businesses encounter various issues such as loitering, harassment, theft, lewd behavior, human waste, vandalism, littering, and discarded needle debris.

Over the time period we’ve been monitoring concerns and the impact of our mitigation measures. The top three concerns of those responding businesses have been littering, needle debris/drug paraphernalia, and vandalism. With mitigation

measures in place from July to present, along with regular follow up with businesses to understand their concerns, 4% noted an improvement in littering and 11% noted reduced drug paraphernalia. However, the majority (83%) cited vandalism as a consistent issue they continue to face. When describing the impact of these issues, businesses continue to express concerns for safety as well as concerns with the cost associated with repairing and replacing damaged and stolen property.

The DBA Community Liaison reported that since July, there has been a consistent decline in the volume of feedback from the Railyard's community as many contacts have adopted a wait-and-see attitude as they prepared for the shelter's closure. However, the Community Liaison received an influx of feedback after the announcement of the Shelter extension was released. Business owners continued to communicate that property and safety concerns are at the forefront of their concerns, but many conversations began to center on the broader social issues identified at the September 8th Collaboration Table such as housing, urban encampments, and transitional programs.

Administration has been contacted by businesses outside of Railyards regarding the same issues expressed above and has responded by reaching out to individuals to better understand their concerns and providing additional supports where those were available, by dispatching Inspectors, Community Policing, Social Diversion Team and Community Development supports as appropriate.

## **Analysis**

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Although City land use policies support social services in the city centre, the current shelter at Cannery Row is a temporary measure that was established to support emergency pandemic health and safety measures; it was never intended to meet the neighbourhood's long term goals. While Council directed neighbourhood mitigation strategies have provided some minor improvements, Administration acknowledges that there are best practices in good neighbour approaches and community engagement set out by the Province of Alberta for recovery-oriented systems of care which could be explored as a more fulsome approach.

Talks with the Province of Alberta have resumed since the municipal election, and work continues on securing a site for the permanent construction of an integrated emergency housing site for Red Deer. The temporary solution at Cannery Row, however, is set to close in alignment with the end of the State of Local Emergency, which will still result in a gap in service with impacts as predicted in Appendix B.

Administration still has direction from Council to explore purchasing a site for an interim solution until such time as the permanent solution is operational. Should Council indicate a willingness to continue with this direction, Administration will bring forward specific sites to the next closed meeting of Council for review and consideration. However, Administration is recommending that Council reconsider this

option. It is costly in both time and money, with minimum estimates \$1-2 million dollars and contingent on an approximate 6-12 week process for a rezoning plus another period of time for taking possession, potential renovations and occupancy. This could take up to 12 months or more to be fully operational. The time and investment is large for the interim period as it would be a limited operational timeframe (estimated 12-14 month) until the Permanent Shelter is opened. These funds are not expected to be recouped from any source, meaning they will be requested from the City's Operating Reserve Tax Supported (ORTS).

Not only is it costly and still results in a gap in service provision for Red Deer's most vulnerable during a pandemic, it also takes City staffing resources and capacity to complete, redirecting these same resources away from our permanent solution. Continuing down this path does not align with our strategic approach found in the Community Housing and Homelessness Integrated Plan (CHHIP), and it is anticipated to extend timelines on the ultimate goal: a purpose built, permanent integrated shelter for all Red Deerians. This will only result in countless hours of additional work to the housing and homelessness supports section and up to \$2 million spent, resulting in 1 year gap in service and 1 year operation of an interim shelter.

Administration is also recommending that Council continue to invest in ending homelessness on a broader scale, in alignment with our strategic approach as outlined in CHHIP. It is recommended that Council direct Administration to come back with a diversion plan to reduce the overall number of people accessing emergency housing services for Council's consideration. The report would provide a plan that supports housing and homelessness initiatives that are aligned with Community Housing and Homelessness Integrated Plan (CHHIP). Administration would recommend investing in dedicated diversion tactics like transitional housing that ultimately prevent clients from ever using emergency shelter to begin with. Examples from other communities have indicated that dedicated diversion supports typically result in more success in diverting individuals and families from becoming homeless. Programs such as the housing pilot outlined previously and recently implemented in Red Deer have proven to dramatically increase diversion options and remove barriers that were preventing families from keeping their housing or accessing other options.

And finally, analysis by both Administration and stakeholders attending the Sept 8 Community workshop have concluded that continuing with our existing interim option is the best way to protect our most vulnerable right now. Significant investment by the Province of Alberta (\$140,000) was made in the Cannery Row site for it to open, which will be lost and removed when the State of Local Emergency ends. This facility is already operational and successfully serving the needs in Red Deer, and continues to offer proximity to other services and supports located in our downtown and railyards. Administration is recommending that Council direct us to bring back a Land Use Bylaw amendment for Council reconsideration that would provide a two year extension to the Cannery Row site, or until such time as the Permanent site is operational.

## **Recommendations**

**1. Reconsider direction to explore purchase an interim shelter site**

**2. Direct Administration to prepare a report with a plan to Support Housing and Homelessness initiatives aligned with CHHIP**

Administration could present these diversionary plans to Council for consideration within 3 weeks.

**3. Direction to Administration for a Land Use Bylaw Amendment**

Council could provide first reading within the next three weeks, with an advertising period to occur throughout December for a Public Hearing on the matter in January (at a regular meeting on January 17 or a special meeting to be hosted earlier in the month ie: Jan 10). This still might result in a gap in service, depending on the State of Local Emergency order timelines.

## Appendix A

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### Construction estimates

Site A – Warehouse	
Subtotal	\$992,200
Construction Contingency	\$99,220
Design Contingency	\$49,610
Total	\$1,141,030

Site B – Warehouse	
Subtotal	\$1,051,930
Construction Contingency	\$105,193
Design Contingency	\$52,597
Total	\$1,209,720

Site C – Warehouse	
Subtotal	\$958,782
Construction Contingency	\$95,878
Design Contingency	\$47,939
Total	\$1,102,599

Site C – Warehouse	
Subtotal	\$1,627,844
Construction Contingency	\$162,784
Design Contingency	\$81,392
Total	\$1,872,020

Site C – Modular Unit	
Subtotal	\$885,110
Construction Contingency	\$88,511
Design Contingency	\$44,256
Total	\$1,017,877

## Appendix B

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Administration provides the following impacts of the Interim shelter having no immediate site relocation option:

There will be no ability for Administration to support Safe Harbour, Service Provider, in continuation of service at any site for October 1, 2021. If an overnight intoxicated shelter (with sufficient spaces to serve the need and meet health requirements), day supports, and day sleep programs are not available as of this date, there may be significant communitywide implications.

These include, but are not limited to:

- Increase in Urban Encampments
- Increase in loitering for business owners and temporary squatting
- Increase in debris & litter
- Reliance on public and private facilities for washrooms, showers and other basic needs
- Inability to identify COVID19 symptomatic individuals and encourage isolation through designated facilities
- Decreased ability for housing intakes and referrals to supports/services
- Nowhere for individuals experience street violence to go
- Increased demand on critical RCMP and EMS services
- The Social Diversion team would lose its most commonly utilized referral site
- OPS will continue to operate in Railyards, and individuals requiring this support may choose to stay close to this resource.
- On-site nurses will not be able to assist with basic medical provision and assessment. This may result in an increase to the PCN street clinic, EMS, and hospital.
- Mustard Seed (if reopened to public service by this time) may see an increase in traffic, including individuals who are intoxicated, looking for a place to go.

One or more of the above impacts may result in the need to declare a State of Local Emergency.