

# Corporate Report

**REPORT NUMBER** 239-2025-Growth-Strategy & Engagement

**DATE**

**PREPARED** July 3, 2025

**FILE**

**MEETING DATE** July 14, 2025

**SUBJECT** Report Back - Temporary Shelter Village – Alternate Locations

## **RECOMMENDATION**

WITH RESPECT to Report 239-2025, we recommend that 114 Miles Street East be approved as the site for the Temporary Shelter Village Initiative;

AND THAT the Director, Strategy & Engagement have delegated authority to make decisions regarding operationalizing the Temporary Shelter Village Initiative;

AND THAT the Director, Strategy & Engagement be authorized to execute documents for the Temporary Shelter Village Initiative for the duration of the project, on terms satisfactory to the City Solicitor and City Manager;

AND THAT the municipally owned property at 142 Simpson Street and immediately adjacent property be excluded in the future identification process for recognized encampment locations;

AND THAT the Miles Street and Simpson Street be added to the Eye on the Street program’s Code of Practice, pending a public consultation process;

AND THAT a recurring financial contribution, reviewed annually, of \$125,000 be included in the 2026 Fort William Business Improvement Association (BIA) Budget to support their revitalization efforts and address concerns related to security and cleanliness;

AND THAT Appropriation Change Order 07-2025 be approved;

AND THAT any necessary by-laws be presented to City Council for ratification.

## **LINK TO STRATEGIC PLAN**

**Strategic Direction: All Together. We honour the truth and reconcile for the future.**

- Goal: Strengthen the City’s relationships with Indigenous communities, leaders and organizations to advance Truth & Reconciliation priorities together.

- Goal: Work toward inclusion, diversity, equity, and respect for all. Strategic Direction: Safety and Well-being. Our community is healthy, safe, and strong.

**Strategic Direction: Safety and Well-being. Our community is healthy, safe, and strong.**

- Goal: Improve access to supports for priority populations to narrow gaps in equity.
- Goal: Enhance safety and well-being at the community level through climate action and environmental design.
- Goal: Create and maintain strong neighbourhoods and Indigenized spaces where people connect and engage.

Additionally, this work connects with the following City Council approved strategic plans:

**Community Safety & Well-Being Plan**

- Priority 2: Housing and Homelessness; Targeted Outcomes: Reduce Indigenous homelessness by 50 percent by 2027; Increase transitional and supportive housing opportunities in Thunder Bay

**Indigenous Relations & Inclusion Strategy**

- Pillar 1: Respectful relations; 2. Honour & foster relations with Fort William First Nation, Metis, and local Indigenous Partners
- Pillar 2: Responsive city; 5. Inclusive research & policy development
- Pillar 4: Community prosperity; 9. Provide guidance to make City services responsive to needs of Indigenous Peoples; 10. Improve outreach & communications on City services; 11. Advocate & work with governments & local partners to improve outcomes

**Thunder Bay Drug Strategy**

- Housing Pillar: Advocating for more supportive housing for people with complex needs; Contributing to the understanding of homelessness in Canada.

***EXECUTIVE SUMMARY***

The Temporary Shelter Village Initiative (the Village) is funded by municipal and external contributions, which currently includes \$2.8 million from an external funder. Recognizing site selection delays, a project extension to March 31, 2026, has been approved. The extension requires the delivery of 40 units for a phased approach to occupancy by December 15, 2025, with all units complete by February 27, 2026. This is the final opportunity to proceed within the funder's timeline. Should a site not be approved, the City risks losing the \$2.8 million in funding, as no further extensions will be granted.

Administration undertook a comprehensive and exhaustive review of previously identified and new site options. The internal review identified three plausible options – Miles Site, Cumberland Site, and Hillyard Site – that underwent further analysis, including external safety assessments. Through this process, 114 Miles Street East

(Miles Site) emerged as the best location to support the safe, timely, and cost-effective delivery of the Village.

In comparison, both the Cumberland and Hillyard Sites are far less suitable and present significantly greater risks to the project's success. These locations raise concerns related to safety, emergency access, and proximity to essential services. Challenges also include adjacency to recovery-oriented services, external hazards, lack of pedestrian infrastructure, and high-traffic roadways. Addressing these issues would require costly and time-consuming mitigation measures that would jeopardize project timelines and funding.

Administration recommends the Miles Site for the following reasons:

- It is the most fiscally responsible choice with projected capital and construction costs estimated at \$4.0 - \$4.5 million;
- The site's size supports an efficient, manageable layout that accommodates up to 80 units and shared facilities, without leaving excess unused land;
- It is the preferred site from a Crime Prevention Through Environmental Design (CPTED) professional;
- It is the site TBPS identified as posing the least risk to residents;
- The area is familiar to the population and its proximity to the South Core provides easy access to over 14 supportive services and a transit hub;
- The land is already zoned to permit emergency shelter uses which aligns with the City's Official Plan and Zoning By-law;
- The location has consistently emerged as the top choice in engagement efforts with the public, service providers, and public safety officials;
- It is the location with the most known environmental information and presents the least risk of an unidentified issue arising that could jeopardize the project's viability; and
- It supports broader downtown revitalization efforts by reducing visible homelessness in the South Core, enabling the decommissioning of a nearby encampment, and offering private units and shared gathering spaces that encourage residents to spend time on-site rather than in surrounding areas.

Administration has carefully considered previously raised concerns and remains committed to implementing mitigation efforts. These include establishing a Neighbourhood Liaison Committee, excluding a nearby area as a recognized encampment location, providing \$125,000 annually to the Fort William BIA for the duration of the project, and investing in initiatives to support cleanliness and maintenance in the South Core.

Overall, the Miles Site represents the best location for the Village based on key factors such as safety, cost, operational feasibility, land use compatibility, and community input. It is also the most realistic option to meet project timelines, which is necessary to access the full amount of external funding.

## ***DISCUSSION***

### **External Funding Update**

The external funder has granted a project extension to March 31, 2026. As part of the extension request, a revised Project Completion Plan was submitted and approved. The Plan identifies that the Village will be partially operational by December 15, 2025, with at least 40 units available for a phased approach to occupancy. The remaining units must be delivered, installed, and fully operational by February 27, 2026.

While the extension provides additional time to complete construction-related activities, delaying site selection would jeopardize the ability to meet these extended deadlines. This is the final opportunity to proceed within the funder's timeline. Should site approval not be granted at this stage, the City risks losing \$2.8 million in funding. Additionally, the funder confirmed no further extensions will be granted.

Administration continues to actively pursue additional sources of external funding with local foundations and charities, and other levels of government.

### **Alternative Sites Review Process**

Administration undertook a comprehensive and exhaustive review of potential sites that included internal and external participation. Internal participants included staff from Engineering, Development Services, Parks & Open Spaces, Recreation & Culture, Strategy & Engagement, Superior North EMS, and Thunder Bay Fire Rescue. External participants included the Thunder Bay Police Service (TBPS) and a Crime Prevention through Environmental Design (CPTED) professional.

Prior to engaging externally, Administration reviewed:

- Sites already recommended to or by City Council (i.e., Miles Site and Cumberland Site);
- Sites from the ranked properties list appended to Report 057-2025, placing less emphasis on proximity to supportive services while considering transportation enhancements; and
- Sites not previously identified which were ultimately dismissed due to risks of undermining the City's Housing Accelerator Fund targets and disrupting strategic growth plans for industrial lands.

Three plausible options resulted from the internal review – the Miles Site, Cumberland Site, and Hillyard Site. Subsequently, each site underwent a preliminary safety review, which included soliciting safety assessments from TBPS and the CPTED professional.

### **Site Options**

Administration's obligation is to recommend the site that best positions this project for success, balancing cost, safety, operational feasibility, community input, and long-term

benefit. The right site will be key to ensuring the Village meets its objectives in providing pathways out of homelessness and into housing, reducing unsheltered homelessness, better managing encampments in public spaces, and improving public health and safety for all.

### **Option 1: Miles Site – Recommended**

Based on the exhaustive review, Administration recommends the Miles Site because it offers the strongest combination of cost-effectiveness, operational viability, safety, and proximity to supportive services. All of which are important project success factors.

#### ***Key Features***

Key features positioning the Miles Site as the best option include:

- It scored 87% in the ranked properties list, which was the highest overall.
- Capital and construction costs are estimated at \$4.0 - \$4.5 million, which is under budget and represents the most cost-effective option compared to the other site estimates.
- The site's size supports an efficient, manageable layout that accommodates up to 80 units and shared facilities, without leaving excess unused land.
- The site is in an area familiar to the population which increases the likelihood of individual's wanting to reside in the Village. It also ensures that residents are within walking distance of a transit hub and 14+ supportive services.
- Under the 2022 Zoning By-law that underwent significant public consultation, the site is zoned to permit emergency shelter use. This demonstrates alignment with the City's Official Plan and land use compatibility.
- This site has the most comprehensive environmental data of all options with remediation costs within budget and estimated at \$500,000. Costs may decrease pending the current investigation's results, and investing in site remediation supports future development opportunities.
- The site supports downtown Fort William revitalization efforts by reducing unmanaged encampments and providing a supervised and well-managed alternative where residents are encouraged to spend time in their own space rather than in the surrounding area. The Village will also facilitate the decommissioning of a nearby encampment which is anticipated to contribute to improved safety, cleanliness, and overall community well-being.
- The site has undergone the most public consultation efforts and was the clear preference in two separate online surveys. It is consistently identified by service providers as the best option, and some area residents and business owners have also expressed support for the location.

- It is the most viable option to meet project timelines, as it requires minimal extension of services compared to other sites and no tree clearing. Environmental concerns are known, and remediation efforts are confirmed as feasible within the approved budget.

Importantly, assessments from the TBPS and a CPTED professional identified the Miles Site as the safest option with the least risk. Highlights from their safety assessments include:

- The site offers strong multi-directional visibility, with public roadways along its boundaries providing clear sightlines and optimizing opportunities to observe and report suspicious activity.
- The layout ensures quick emergency response and facilitates ongoing police patrol monitoring capability.
- The site benefits from being in an established urban area. Surrounding occupied properties enhance informal monitoring and support timely reporting of safety concerns.
- The built-up setting allows for efficient lighting installation and flexibility in fixture placement to enhance site security.
- No concerns related to railway and waterway proximity.

Notably, the CPTED professional's report states:

*"The site that offers the best combination of beneficial CPTED characteristics to support safe usage with the fewest drawbacks is the site located at 114 Miles Street. In my opinion, the selection of this site to host the temporary housing village offers the best combination of attributes that can ensure safety, security, and well-being optimization for all involved stakeholders. Its configuration offers an optimal degree of design flexibility to achieve the best possible outcome for the temporary housing village that gets constructed. The other two sites simply do not possess the same magnitude of strengths as the 114 Miles Street property."*

### **Challenges**

All sites will have challenges. However, the Miles Site has the least challenges and can be addressed more readily than those of the other plausible sites, including:

- The site is included in the Call for Proposals issued by Realty Services early last month. While Administration has received two (2) general inquiries regarding the site, no formal submissions have yet been received. The [buildingthunderbay.ca](http://buildingthunderbay.ca) website has been updated to reflect that the site is currently suspended from the Call for Proposal process.

- Nearby industrial properties that may be vacant during certain periods, posing a risk of property crime.
- The site is in an urban, non-naturalized area and will require beautification and light landscaping to support resident wellness.

### ***Mitigating Community Concerns***

Administration has carefully considered previously raised concerns. Alongside future measures that may be identified as the project progresses, subject to Council approval where required, Administration is committed to implementing the following:

- Establishing a Neighbourhood Liaison Committee to support communication and continuous improvements;
- Allocating \$125,000 annually to the Fort William BIA for the duration of the project to support security enhancements at their discretion (i.e., lighting, cameras, or personnel);
- Allocating \$50,000 in the City's budget for enhanced cleanliness initiatives in the South Core;
- Excluding the property at 142 Simpson St and immediately adjacent property in the future identification process for recognized encampment locations; and
- Installing cameras associated with the Eye on the Street Program where possible.

It is Administration's position that this recommendation not only provides a practical response to the immediate crisis but also represents an investment in improving public health and safety and supporting downtown Fort William revitalization. Importantly, as a modular and time-limited initiative, the Village is not permanent. If the site proves untenable, relocation remains an option subject to Council approval.

### **Option 2: Cumberland Site**

The Cumberland Site was one of the higher-scoring sites in the ranked properties list. However, further analysis highlights challenges that greatly limit its viability. Feedback from the CPTED and Thunder Bay Police Service safety assessments are included in the summaries below.

### ***Key Features***

The Cumberland Site offers the following features that contribute to its plausibility as an option:

- It scored 76% in the ranked properties assessment, representing the fourth highest overall score.

- The site is located in a naturalized area, which may support resident wellness by providing access to green space.
- It is situated near an area that has experienced some encampment-related activity, although at a much lower scale compared to the activity near the Miles Site.
- Projected construction and capital costs are within the approved budget, estimated between \$4.5 and \$5.0 million.
- The site backs onto an active municipal Parks and Open Spaces yard, which may offer opportunities for natural surveillance and passive oversight.
- The site benefits from a long, open sightline along Cumberland Street which is a busy roadway that supports visual accountability.

### ***Challenges***

While the Cumberland site could be viable with further study to determine appropriate mitigation measures, it presents considerable challenges, such as:

- It is near Boulevard Lake and the dam spillway which are vast unmonitored areas that present safety risks. These risks are compounded during spring when water levels rise, and the area is identified as an emergency zone in the event of a dam failure, presenting significant logistical challenges in the event of an emergency.
- The site fronts onto Cumberland Street, a four-lane arterial road with no sidewalks or crosswalks. This introduces pedestrian safety risks and would require unplanned infrastructure investment which may unsustainably increase the project's capital costs.
- The site currently hosts an encampment. Relocations could cause significant delays, complicating timelines and increasing costs.
- Clients from the Salvation Army have raised concerns about the site's compatibility and the Salvation Army has raised concerns regarding their ability to manage anticipated additional demand on their services.
- The absence of necessary environmental studies that would introduce additional costs and delays that the project's timeline and budget cannot absorb.

### **Option 3: Hillyard Site**

The Hillyard Site, next to 8th Avenue, was included in the ranked properties list as a potential location; however, it is the least viable of the options under consideration. Feedback from the CPTED and Thunder Bay Police Service safety assessments are included in the summaries below.

### ***Key Features***

The Hillyard Site was included in the ranked properties list and offers the following features that contribute to its plausibility as an option:

- It scored 73% in the ranked properties evaluation, representing the fifth highest score overall.
- Physical separation from high-traffic roadways reduces the risk of unsafe interactions between residents and vehicles.
- The site is located in an area with limited nearby residential properties, which may help mitigate potential neighbourhood concerns.
- The surrounding area includes some naturalization, which may enhance resident wellness and there are no railways nearby.
- Two neighbouring properties are City-owned assets, which may reduce neighbouring property conflicts.
- Estimated construction and capital costs are within the approved budget – projected between \$4.5 - \$5.0 million.

### ***Challenges***

Additionally, the Hillyard Site presents the most significant challenges and uncertainties:

- There is limited information about environmental conditions. Unforeseen environmental issues may arise and carry the potential to exceed the project budget.
- The site's adjacency to both a publicly accessible Active Transportation Corridor and a public off-leash dog park creates land use conflicts and heightens safety concerns, increasing the risk of negative interactions between Village residents and corridor or park users, particularly in these discreet, lightly populated areas where few witnesses would be present in the event of an incident.
- The site is isolated from public view which may increase resident vulnerability. It has only one viable access point for emergency services. The site borders unmonitored forest and a major drainage channel.
- The site is distant from healthcare and social services which necessitates enhanced transportation resources that are beyond the current project budget.
- No public or service provider feedback has been received on this site unlike the other two options.
- Surrounding properties are primarily commercial and industrial, which are often unoccupied for extended periods, increasing the site's vulnerability to loitering,

trespassing, vandalism, and other property crimes, with limited passive surveillance to support timely reporting to police.

- The area is not typically frequented by large numbers of people living unsheltered, and its unfamiliarity may pose a barrier to individuals accepting residency in the Village. Introducing a significant number of people unfamiliar with the surroundings could also create risks for the broader area.

### **Next Steps**

If City Council approves the Miles Site, Administration will continue working through the procurement process for the two associated Request for Proposals. Site preparation and construction are targeted to begin in August to meet the project's timelines.

Administration will also continue implementing the Enhanced Encampment Response Action Plan; and move forward with public engagement and education through a variety of methods, including in-person meetings, illustrative videos, infographics, podcast appearances, event attendance, and social media updates.

## **CONSULTATION**

### **Public and Stakeholder Engagement**

Administration could not undertake broader public engagement due to time constraints. However, this project and the City's response to encampments has undergone extensive public engagement, generating over 2400 points of engagement through public surveys, meetings, and focus groups.

These engagements have highlighted consistent themes, including:

- The urgency to address encampments and frustration with delays.
- Concerns regarding community safety and well-being.
- The importance of access to supports, services, and public transit.
- Potential impacts on neighbourhoods and businesses.
- The need to reduce stigma and support community integration.
- Concerns about project costs and clarity on government responsibility.

Additionally, the Miles Site emerged as the top preferred location in both online surveys related to site selection. The first survey asked respondents to identify their preferred location between the Miles Site (68%) and the Kam River Heritage Park (32%) via a close-ended question. The survey also identified on-site staff and security (70%), garbage cleanup in the surrounding areas (52%), and proximity to supportive services for residents (43%) as the most important priorities to support a positive addition to the neighbourhood.

The second survey asked respondents to suggest locations via an open-ended question. Of the respondents that identified a specific location, the Miles Site (28%) was

most commonly suggested, followed by the former Lakehead Psychiatric Hospital grounds (19%), and Kam River Heritage Park (14%). This survey also identified a preference for locations in the South side (36%) and locations near supportive services and public transit (24%).

Targeted engagement efforts, detailed below, were also undertaken with select stakeholders.

### **Alpha Court**

Administration engaged with the Executive Director of Alpha Court on the Miles Site, given the proximity of their Tiny Homes project. Alpha Court expressed that they are not opposed to the Miles Site. However, without further details on mitigation strategies, they raised concerns about the possibility of revenue loss with their commercial tenants. They also noted that, having experienced community pushback with their own project, they see value in working together to address shared challenges. With a clearer understanding of planned mitigation measures, they identified a strong opportunity for collaboration to enhance safety and well-being for all.

### **Canadian Pacific Kansas City (CPKC)**

CPKC was consulted regarding the Miles Site and Cumberland Site given their relative proximity to railyards. They reiterated their objections to the Kam River Park due to their belief residents would cross their active railyard to access the Village. In contrast, they noted that the Miles Street and Cumberland Street sites present more manageable safety considerations and encouraged Administration to assess these locations against railway proximity guidelines and mitigation measures. CPKC verbally confirmed they would not firmly oppose these alternatives as they did with Kam River Park and expressed willingness to support further safety assessments.

### **Fort William Business Improvement Association**

Administration met with the FW BIA Board to provide an update on the project and the recommended site. Discussion items included concerns about potential impacts on BIA membership, the mitigation measures outlined earlier in this report, and the need to enhance public communication and education around the Village. At the time of writing, the FW BIA had not yet taken a formal position of support or opposition, citing the need to consult with its membership. To support this consultation, Administration provided a detailed email communication outlining the project and the City's related commitments.

### **Salvation Army**

The Executive Director of the Salvation Army was engaged regarding the Cumberland Street site. While not opposed to the location, several concerns were identified. Clients of the Journey to Life Centre, many of whom are in recovery from problematic substance use, have expressed feeling vulnerable and worry that placing a non-

abstinence-based shelter next to a recovery-oriented program could create unease and risk to clients' sobriety.

The Salvation Army also expressed concerns about reputational risk, noting that when the Cumberland Site was approved, the Village was being associated with their organization despite not being their project. They also identified resource and capacity challenges, emphasizing that locating the Village next to their facility would likely increase demand for their services without any corresponding support or funding. Lastly, they raised safety concerns related to the lack of sidewalks and pedestrian crossings, combined with heavy traffic volumes on Cumberland Street.

### **Future Engagement**

Administration remains committed to ongoing engagement as the project advances. A Neighbourhood Liaison Committee will be established to support continued dialogue, transparency, and collaboration with local stakeholders, businesses, and residents. This committee will provide a forum to address concerns, share updates, and promote the success of the Temporary Shelter Village.

In addition to the committee, Administration will attend ward and at-large meetings, and host drop-in style community events to provide opportunities for residents to learn more, ask questions, and share feedback. For example, staff were present at the *Thunder Bay Talks* event earlier this spring to engage directly and similar outreach will continue.

Members of the public with questions or feedback can directly contact the project team at [shelternvillage@thunderbay.ca](mailto:shelternvillage@thunderbay.ca).

### **FINANCIAL IMPLICATION**

The 2025 Capital Budget included the \$5.0 million Temporary Village project financed by the Renew Thunder Bay Reserve Fund as contemplated in Report 395-2024 Temporary Village Initiative – Human Rights-Based Community Action Plan.

Subsequent to the 2025 Budget approval, the City was successful in securing \$2.8 million in external funding towards the construction of the Temporary Village. Budget appropriation 07-2025, presented as Appendix A, establishes the external funding source. The municipal contribution from the Renew Thunder Bay Reserve Fund would be reduced from \$5.0 million to \$2,199,513. If approved, \$2,800,487 of the budget commitment would be released back into the Renew Thunder Bay Reserve Fund.

### **CONCLUSION**

After a comprehensive and exhaustive analysis which included extensive internal review, stakeholder consultation, and police and CPTED assessments, the Miles Site emerges as the only site capable of supporting the Village's safe, timely, and cost-effective delivery within funding deadlines and budget constraints.

While the Cumberland Site and Hillyard Site are plausible options, both present significant risks and limitations. Each would require extensive additional study, consultation, and mitigation that cannot be achieved within the required timeframe, placing funding and project success in jeopardy.

Administration therefore recommends that Council approve the Miles Site (114 Miles Street East) as the location for the Village.

## **BACKGROUND**

June 27, 2022, Memorandum from C. Olsen, Manager – Community Strategies, was presented at Committee of the Whole on June 27, 2022, requesting an opportunity to provide an update relative to the ongoing collaborative approach responding to unsheltered homelessness in the community. Executive Director Holly Gauvin -Elevate NWO, and Staff Sergeant Jason Anderson – Community Outreach - Thunder Bay Police Service provided an overview relative to the above noted and responded to questions.

August 8, 2022, Memorandum from C. Olsen, Manager – Community Strategies, was presented to Committee of the Whole and a resolution was passed, and ratified at City Council on August 22, 2022 that approved the financial support for an Unsheltered Homelessness Pilot Project, maintaining peer involvement and appropriate amenities provided to Elevate NWO and authorized the General Manager of Development and Emergency Services and the City Clerk to execute necessary documents.

February 13, 2023, Susan Lester and Jeanne Adams appeared before Committee of the Whole and provided a PowerPoint presentation, relative to encampments on the McVicar Creek Recreational Trail, and responded to questions.

May 1, 2023, City Council ratified a resolution to adopt a human-rights based approach to responding to encampments, including a \$20,000 expansion in the Operating Budget for 2024, and directing Administration conduct community consultation to better understand the feasibility of designated/supported encampments, and to work with the Intergovernmental Affairs Committee to advocate to the provincial government.

September 25, 2023, Memorandum from C. Olsen, Acting Director – Strategic Initiatives & Engagement, was presented to Committee of the Whole and provided an update on the response to unsheltered homelessness, including preparations for the upcoming winter months.

April 22, 2024, Corporate Report 137-2024 from C. Olsen, Director – Strategy & Engagement and R. Willianen, Policy & Research Analyst, was presented to Committee of the Whole and provided an update on the feasibility of designated encampment locations, including community consultation results.

## Corporate Report 239-2025-Growth-Strategy & Engagement

May 6, 2024, Council directed that the City conduct an environmental scan of municipal approaches to designated and sanctioned sites, undertake an assessment of recommendations to municipalities by the Office of the Federal Housing Advocate, update the Encampment Response Protocol, further define designated encampments for the City, and continue to coordinate a human-rights based encampment response.

June 24, 2024, Corporate Report 252-2024 from R. Willianen, Policy & Research Analyst and C. Olsen, Director Strategy & Engagement was presented to Committee of the Whole and provided recommendations related to adopting distance guidelines, and advocacy items to other orders of government related to encampments and unsheltered homelessness.

July 15, 2024, Memorandum dated July 5, 2024, from C. Olsen, Director Strategy & Engagement was presented and proposed amended distance guidelines to include 20 metres away from private non-residential property and 5 metres away from rivers and railway tracks as they were not originally reflected. The final recommendation as presented in the memorandum was approved and ratified.

August 12, 2024, Corporate Report 312-2024 from R. Willianen, Policy & Research Analyst and C. Olsen, Director Strategy & Engagement was presented and recommended to Council that the encampment distance guidelines for trails, sidewalks, parking lots and bridges remain at 5 metres, and that they be included in the overall Distance Guidelines that were approved and ratified on July 15, 2024.

October 7, 2024, Corporate Report 384-2024 from C. Olsen, Director Strategy & Engagement was presented as a first report and proposed an enhanced encampment response through a ten-part Human Rights-Based Community Action Plan.

October 21, 2024, Corporate Report 384-2024 from C. Olsen, Director Strategy & Engagement was represented and recommended that the Human Rights-Based Community Action Plan be approved, and that a copy of the resolution be sent to the Office of the Federal Housing Advocate, and provincial and federal members of parliament.

October 21, 2024, Corporate Report 394-2024 from R. Willianen, Encampment Response Lead was presented and recommended that the Temporary Village Initiative be approved conditional on final site approval by City Council, and that Administration conduct further analysis and time-limited consultations on the two proposed site locations.

November 25, 2024, Corporate Report 425-2024 from R. Willianen, Encampment Response Lead was presented and recommended that 114 Miles St E be approved as the site for the Temporary Shelter Village Initiative. City Council did not accept the recommendation and referred the report back to Administration to determine alternate sites that are achievable within the approved Operating and Capital cost envelopes, in ranked priority, with the level of alignment based on the existing site selection criteria.

## Corporate Report 239-2025-Growth-Strategy & Engagement

April 7, 2025, Corporate Report 057-2025 from R. Willianen, Encampment Response Lead was presented and recommended that a portion of 1111 Fort William Rd be approved as the site for the Temporary Shelter Village Initiative. City Council amended the resolution to identify the Cumberland Site as the location. The amendment was approved by City Council.

April 14, 2025, City Council did not ratify the amendment identifying the Cumberland Site as the Village's location. City Council directed Administration to report back on April 28, 2025, with a comparison and recommendation between 1111 Fort William Rd and Kam River Heritage Park.

April 28, 2025, Corporate Report 143-2025 from R. Willianen, Encampment Response Lead was presented and recommended that Kam River Heritage Park be approved as the site for the Temporary Shelter Village Initiative.

June 23, 2025, Memorandum dated June 19, 2025, from C. Olsen, Director Strategy & Engagement was presented and advised that Kam River Heritage Park is no longer considered a viable location for the Temporary Shelter Village (the Village) due to the cost-prohibitive nature of safety mitigation measures required to satisfy external partners.

June 23, 2025, City Council rescinded its decision via a Notice of Motion to Rescind the approval of Kam River Heritage Park as the site for the Temporary Shelter Village that was ratified on May 5, 2025, and directed Administration to review alternate locations for the Temporary Shelter Village Initiative that may include locations previously reviewed by City Council.

### ***REFERENCE MATERIAL ATTACHED***

Appendix A: Appropriation Change Order 07-2025

### ***REPORT PREPARED BY***

Rilee Willianen, Encampment Response Lead – Growth

### ***REPORT SIGNED AND VERIFIED BY***

Kerri Marshall, Commissioner - Growth

Date (07/08/2025)