



TO: GENERAL COMMITTEE

SUBJECT: WARMING SPACES AND DE-ESCALATION TRAINING FOR THE CITY'S CONTRACTED SECURITY SERVICES

PREPARED BY AND KEY CONTACT: R. PEWS, DIRECTOR OF CORPORATE FACILITIES, EXT. 4710
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SUBMITTED BY: D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

GENERAL MANAGER APPROVAL: D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That Staff Report CCS001-22 concerning a Warming Spaces and De-escalation Training for the City's Contracted Security Services, be received.
2. That as a pilot project for winter 2022/2023, the City of Barrie provide matching funding to a maximum of \$50,000 to the County of Simcoe to support warming centre initiatives in Barrie, with the funds to be distributed to an appropriate provider organization(s) in coordination with County of Simcoe's support funding, and in lieu of opening a City facility as overnight warming centre space.
3. That the pilot project be funded from the Reinvestment Reserve.
4. That when the next request for proposals for contracted security services is issued, de-escalation training will be requested.

PURPOSE & BACKGROUND

Purpose

5. The purpose of this staff report is to recommend allocating an amount for warming centre initiatives in Barrie through a coordinated response with the County of Simcoe for the winter 2022/2023.
6. The staff report also provides information regarding the review of the City's existing facilities for the purpose of warming/cooling spaces and information regarding de-escalation training for security personnel contracted by the City.

Background – Council Direction

7. On January 17, 2022, City Council adopted the following two motions related to this report:

“22-G-002 INVITATION TO PRESENT - COUNTY OF SIMCOE (excerpt)

“2. That the County of Simcoe be requested to work with the City of Barrie and appropriate community partners on developing additional permanent warming space options, and that City staff report back to General Committee at the September 12, 2022 General Committee meeting. (Item for Discussion 8.1, January 10, 2022)”

22-G-007 HOUSING AFFORDABILITY TASK FORCE (excerpts of motion)

“4. That staff be directed to prepare a fulsome report regarding possible ways to use City facilities beyond the transit terminal for warming, such as the City Hall Rotunda, and that the report consider the hiring of security trained in de-escalation techniques for these locations.

8. That a one-time grant of \$20,000 funded from the Reinvestment Reserve be provided to the County of Simcoe through the John Howard Society of Simcoe Muskoka to fund additional overnight warming capacity in the City of Barrie, and that the County of Simcoe be requested to match this funding.

9. That the City open a warming only facility when an extreme cold weather alert is issued by Environment Canada, or the temperature or wind chill is expected to reach -20°C for at least two (2) hours.”

County of Simcoe as Service Manager for Social Housing and Homelessness Services

8. In 1998, the Province designated the County of Simcoe as the Service Manager under the *Housing Services Act*. The Service Manager is responsible for leading the local system of homelessness supports and services planning, as well as managing social housing programs, within the County and the two separated cities of Barrie and Orillia.

9. The costs of providing these services (net of any federal or provincial dollars received) are funded by the County, City of Barrie and City of Orillia based on the terms of the Municipal Services Management Agreement. The City of Barrie provides annual funding to the County for both operating and capital costs associated with social housing and homelessness services, along with the other services where the County has been designated as Service Manager.

10. The County of Simcoe does not operate homeless shelters itself. The County of Simcoe provides funding to local organizations that directly deliver homelessness programs and services for the operation of homeless shelters. The County funds four shelter providers in Barrie - the Busby Centre, Elizabeth Fry Society, Salvation Army Barrie Bayside Mission and Youth Haven.

11. Federal and provincial funding is administered by the County based on the directives and guidelines of the higher levels of government. The focus of this funding is aimed at preventing and reducing homelessness.

12. As noted during the County's presentation to Finance and Corporate Services Committee on April 26, 2022, the Provincial mandate provided to the County and other designated Service Managers in Ontario does not include warming or cooling centres. Warming or cooling centres are not identified in Provincial guidelines for ongoing funds as eligible activities, as they are not deemed to contribute to the prevention or reduction of homelessness.
13. As the City of Barrie is not the Service Manager, it has not traditionally budgeted funds for these operations and its facilities were not designed to function as seasonal or ongoing warming centres. There are no City staff hired for social and health support services or the delivery/warming centre operations.
14. In 2018, the Busby Centre and Out of the Cold Barrie merged, and the Busby Centre assumed the shelter program offering emergency group lodging at their site at 88 Mulcaster Street.
15. On December 17, 2018, Barrie City Council authorized the provision of a grant in the amount of \$200,000 to the David Busby Centre for the construction required to double the space available at 88 Mulcaster for emergency group lodging. The total value of the construction project was identified as \$920,000 at the time.

The difference between a homeless shelter and a warming/cooling centre

16. A homeless shelter is a residential facility operated by a provider which provides temporary accommodations to persons or families who lack a fixed, regular and adequate residence. In Ontario, the provider organizations that receive funding through the Province, are required to offer services to assist individuals and families to find permanent housing and may provide meals and clothing as well as other supports related to physical and mental health, job skills, etc.
17. Homeless shelters are staffed with shelter workers, homeless support workers or residential counsellors who often have social or health related qualifications, have extensive knowledge of supports from past volunteering in the shelter system and/or have lived experience.
18. A warming centre or cooling centre is a facility that is opened when temperatures or a combination of precipitation, wind chill, wind and temperature become dangerously inclement. Warming centres are often implemented for persons who are unsheltered due to a personal state of homelessness and who for one reason or another, do not utilize existing homeless shelters.
19. The paramount purpose of a warming centre is the prevention of death and injury related to exposure to the elements. Traditionally, they were only opened a few days at a time, specifically based on the weather conditions.
20. In this part of Ontario, Environment Canada will issue an alert with an Extreme Cold Warning when the temperature or wind chill is expected to reach -30°C for at least two (2) hours.
21. Environment Canada issues a Heat Warning when:
 - 2 or more consecutive days of daytime maximum temperatures are expected to reach 31°C or warmer together with nighttime minimum temperatures that are expected to fall to 20°C or warmer; or;
 - When 2 or more consecutive days of humidex values are expected to reach 40 or higher.

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22. In Ontario, warming centres have typically been provided through community-based initiatives such as Out of the Cold Programs. The specific arrangements are unique to each community, often involving collaborative partnerships between service providers, faith communities and volunteers.
 23. In some cases, local municipalities provide funding or facilities for the partnership arrangements in response to extreme cold or heat notifications.
 24. Historically, municipalities including Barrie have ensured the public are aware of the availability of their facilities for extreme cold or heat, during normal hours and/or at facilities with extended hours. Typically, these facilities were not open overnight.

COVID-19 Pandemic Emergency Shelter Response

25. In 2020, the health and safety restrictions to address the COVID-19 pandemic reduced the capacity within local emergency shelters. The County determined early into the pandemic, that it would provide funding for sheltering organizations to relocate and house their clients within motel spaces, with the intent to ensure adequate space for physical distancing and isolation as required.
26. In addition to the actual motel/hotel room costs, the County provided funding to the sheltering organizations for 24/7 staffing and security at motel locations, personal protective equipment, deep cleaning supplies, etc. Of the four homeless sheltering programs in the City of Barrie, three used the motel model (Busby Centre, Elizabeth Fry Society, and Youth Haven), while the fourth continued to operate from its normal location with reduced capacity (Salvation Army Barrie Bayside Mission).
27. To address the unique needs of homeless individuals during the pandemic, regular federal and provincial homelessness funding envelopes were enhanced. Time-limited pandemic specific funding, including the federal Reaching Home and provincial Social Services Relief Fund were introduced to offset the costs for Service Managers related to motel models and other initiatives.
28. The County of Simcoe has utilized this Provincial and Federal funding to pay for individuals housed in local motels across the region on a daily basis, with over 100 persons per day located in Barrie motel sites. Paramedic Services have attended the motel sites weekly for wellness checks and COVID testing, as well as other support organizations such as CMHA.
29. Approximately \$450,000/month was spent by the County to provide these services through the use of Provincial and Federal COVID-19 funding. The County also provided enhanced funding to increase outreach efforts including but not limited to encouraging individuals who were unhoused to come into shelters.
30. During COVID, County staff were advised that warming centres specific to the homeless population could be considered as seasonal, time-limited activities within the funding envelope provided by the Provincial Community Homelessness Prevention Initiative (CHPI). However, no additional funding was identified. As a result, the portion of the existing funding envelope to shelters providers would need to be reduced in order to fund warming centres.

Temporary Use of the Transit Terminal as a Warming Centre – December 2020 to April 2021

31. There continued to be a number of individuals in the community who were unhoused despite the motel model and extensive efforts of various outreach and service coordinating organizations. As restaurants, coffee shops and other locations were closed by Provincial Order, fewer places were available for individuals to get out of the cold and warm up during the period of December 2020 to April 2021.

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32. In 2020, staff reviewed the City's existing facilities to determine the most suitable facility available to serve as an emergency warming centre. Although none of the City's facilities were designed to be used as an overnight warming space, the Transit Terminal was determined to be the most suitable as:
- It is centrally located downtown;
 - Provided the greatest number of spaces (20-person capacity) of the City facilities in the downtown given the constraints associated with health and safety restrictions and configurations of the facilities;
 - Is a highly durable space.
 - Is already open to the public during 7 am to 10 pm hours of operation; and
 - Has the least additional cost associated with operating the facility/space overnight.
33. In December 2020, the City announced that the Transit Terminal would be available as a warming centre when Environment Canada issued an extreme cold weather alert. In mid-January 2021, the City of Barrie temporarily made the Transit Terminal available as a place to warm up during the day or night (24/7), regardless of the weather. The Transit Terminal temporary warming centre was subject to capacity restrictions and health and safety protocols remained in place (screening, a requirement to wear face coverings and maintain physical distancing).
34. The Transit Terminal was not intended (or permitted under the Fire Code, Zoning, or Ontario Building Code) for sleeping. The space was available for individuals to get warmth by being out of the cold. The scope of service provided by the City's security contractor was doubled during the period of this use.
35. As detailed in the memorandum dated November 1, 2021 (attached as Appendix "B"), the use of the Transit Terminal as an ongoing temporary warming centre was not compatible with providing transit service at the same time. Transit patrons, staff and the City's transit and security contractors identified safety concerns and complaints were received about behaviours that occurred during this period. Over the period of use, these issues escalated.
36. The John Howard Society provided support during some hours of operation, to assist with the behaviours that were being experienced. Their relationships with some of the people and experience in social services was beneficial when they were able to attend (generally during daytime hours). However, Barrie Police Service continued to be called on an almost daily basis (and sometimes more than once per day) to attend the Transit Terminal to deal with the challenges experienced.
37. Daily concerns were raised by the City's contracted security firm, the City's contracted transit service provider and City Transit staff, with members requiring leaves of absence to address mental and physical health issues experienced, due to the working conditions. The use of the Transit Terminal for a temporary warming centre placed the delivery of the City's transit service to the community at risk.
38. Due to the Transit Terminal being available every night as a warming space from January to April 2021, the additional security and cleaning costs were approximately \$50,000. In 2020/2021 the additional costs were offset due to facility closures.

Winter 2021/2022 Services

39. Due to the ongoing pandemic, in the winter of 2022, the County of Simcoe issued a release indicating that shelter beds were increased by close to 70 per cent to 327 beds across Simcoe County, as a direct response to the needs of vulnerable residents.
40. The County continued to fund (through Provincial and Federal pandemic relief funding), as many spaces as were required (and able to be provided/supported by the shelter providers due to COVID-19), through the motel rooms along with staffing costs for the shelter providers.
41. The County held discussions with representatives of the Busby Centre, Elizabeth Fry Society, Salvation Army Barrie Bayside Mission and Youth Haven regarding other winter services for 2021/2022 (shelter, food and clothing). An information package on all available services from shelter to meals, was produced and was published on the County website.
42. As part of the previously mentioned November 1, 2021 memo, City staff provided a high-level overview of the facilities, funding and resources that would be required to augment the services coordinated through the County or to directly provide a warming centre or other shelter services.

Temporary Use of the Transit Terminal as a Warming Centre – January 2022 to April 2022

43. In January of 2022, Council directed that a warming only facility be opened when an extreme cold weather alert is issued by Environment Canada, or the temperature or wind chill is expected to reach -20°C for at least two (2) hours.
44. No additional funding was provided to operate a warming space. Given COVID health restrictions and the interest in a downtown location, during the winter of 2021/2022, the Transit Terminal was utilized again as a warming facility.
45. The Transit Terminal was opened overnight 34 times between January 10, 2002 to March 29, 2022.
46. There was more than sufficient capacity at the Transit Terminal during the 2022 overnight warming centre use. The number of people accessing the Transit Terminal also reduced when the John Howard Society opened their warming centres.
47. The median number of people dropping in per night it was open, was 8.5 (eight persons after the John Howard Society warming centre opened) and median number who stayed most or all of the night was four.
48. The highest number of drop ins (24) occurred on January 19/20, 2022. The highest number of people staying for most or all of the night occurred on February 12/13, 2022. The number of people attending tended to be higher when the temperatures were at the coldest.
49. Environment Canada issues extreme cold alerts only when their defined parameters are met (-30°C for at least two (2) hours). To address the Council direction to open when temperatures were expected to reach -20°C for at least two (2) hours, staff monitored temperature forecasts several times per day and made arrangements for contracted security staff to attend if the temperatures were forecasted to meet the criteria. It was challenging to arrange for security when weather forecasts dramatically changed late in the day. The City's website was updated when the temperature conditions were met, to advise that the Terminal would be open overnight.

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50. Opening based on temperature criteria was more confusing for clients. They were required to either check throughout the day to find out if the Terminal would be open overnight or attend the Terminal to see if it was open. If people had been in the Terminal during the day as it was open to the general public, they would be asked to leave at night when the temperature criteria wasn't met.
 51. Despite reduced availability and fewer persons accessing the Transit Terminal for warming, challenges with behavioural issues were an issue again.
 52. Although space was usually available, a small number of the individuals were not permitted to access the respite or sheltering services at the hotel or 88 Mulcaster Street due to challenging behaviours. These individuals often attended the Transit Terminal instead. In some cases, the behaviours that resulted in the restrictions from other sites, were an issue at the Terminal too.
 53. The challenging behaviours resulted in a number of individuals being temporarily prohibited from accessing the Terminal warming centre due to threatening and/or physical assaults of other patrons, staff and security, refusing to follow health and safety requirements such as the wearing of masks, etc.
 54. While the Transit Terminal was available as a warming space, behavioural issues also increased during daytime/early evening hours, with persons refusing to follow the rules or leave when requested.
 55. Barrie Police Service were called to address issues at the Transit Terminal on a regular basis.
 56. The additional security and cleaning costs incurred to support the overnight warming space for 34 nights were approximately \$16,225. These additional costs may be offset from a global budgeting perspective by year end.

John Howard Society Warming Centres

57. On January 21, 2022, the John Howard Society launched both daytime and overnight warming centre locations with funding provided by the City, County of Simcoe and many generous donors. The County matched the City's \$20,000 contribution, as requested through motion 22-G-007.
58. Trinity Anglican Church and Catholic Family Services of Simcoe County provided space within their facilities for the warming centres. The Gilbert Centre offered training for the many volunteers who supported the warming centre operations.
59. Monday to Friday from 9 am to 5pm, space at Trinity Anglican Church was available for people to warm up, receive refreshments and information about support services available. Daytime hours on the weekend were added soon after the launch.
60. In the evenings, from 8 pm to 7 am, a program room at Catholic Family Services of Simcoe County's Anne Street South location was available.
61. Due to COVID, both locations had capacity constraints. The John Howard Society advised that they were at capacity many nights and had to turn people away some evenings. Participants were directed to other facilities/services when their warming centre spaces were full. The warming centres operated until March 31, 2022.

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62. The John Howard Society ensured that at least one staff member was available at each location during the warming centre operations. Numerous individuals in the community volunteered at the centres. The John Howard Society did not utilize a uniformed security company to support their operations.
 63. The John Howard Society had staff/volunteers with either security or social services backgrounds available. The organization did not report any issues arising at their operations.

ANALYSIS

Support for Warming Centre Planning and Services for Winter 2022/2023

64. The number of warming spaces required in any community is quite challenging to determine as the number of people accessing these facilities may change with economic conditions, housing affordability and availability, or as people move into emergency/homeless shelters, find housing, leave the community or live rough for periods of time.
65. City staff have met with the County of Simcoe regarding planning for warming spaces for Winter 2022/2023. There is no ongoing provincial funding for warming centres as part of the Municipal Service Manager designated role. The federal and provincial pandemic-specific funding envelopes that the County was able to access for the winter of 2021/2022, have or will be completely expended before year end.
66. The County has undertaken a review of warming centre operations and needs in Simcoe County. As part of the review, the County has consulted with municipal staff, community stakeholders as well as organizations providing homelessness services and supports as well as warming centre operators.
67. County staff recently recommended that a further one-time allocation of \$100,000 be made to support warming centres in five communities in Simcoe County for 2022-2023. The objective continues to be to connect those living unsheltered with services and supports along the housing continuum. At the June 14, 2022 County Council meeting, the motion that authorized the allocation was approved.
68. A further report from County staff regarding the review is expected on June 28th, 2022.
69. It is anticipated that a greater portion of the \$100,000 allocation will be provided for warming centre operations in Barrie, as the County is expected to use the Homeless Individuals and Families Information System (HIFIS) and enumeration data in determining the allocations. The specific allocation for Barrie warming centre space was not known at time of this report's preparation.
70. Staff are recommending that the County's allocation to warming centre options in Barrie be matched by the City to a maximum of \$50,000. The funds for Barrie's matching contribution are proposed to be allocated from the Reinvestment Reserve.
71. The County and City staff have discussed issuing a Request for Proposals to local organizations with experience in providing services to vulnerable members of the community, to provide warming centre services with the combined funding. The intent would be to prioritize proposals that offered warming spaces every night rather than based on weather criteria. This would provide consistency and greater stability for clients using the centre. Depending on the proposals received and the associated costs, it may be possible to operate more than one warming centre in Barrie.

72. Warming spaces supported by organizations with skills and experience in providing services to vulnerable individuals are more successful. More importantly, these organizations are able to provide facilities and supports beyond merely a warm space to rest, including the ability to connect people with housing related services and supports. Their operations are more dignified as the space utilized is separated from other activities and the organizations are able to “meet people where they are at”.
73. The pilot project would be evaluated after the winter of 2022/2023 to determine the approach used in future years.

Review of City Facilities

74. Further to the past reviews of available space by City staff and in accordance with the direction provided in paragraph 4 of 22-G-007, a number of different City facilities/properties were reviewed. The review focused on properties located in proximity to the downtown core.
75. The review included: location, available space, regular hours of operation, stakeholders/stakeholder impacts, availability of washrooms, durability of space/maintenance requirements, additional cost factors associated with operating it as a warming space, etc. Detailed information regarding each space is included as Appendix “A” to this staff report.
76. The City retains a contracted firm to provide security at its facilities. The security is provided to restrict or prevent unauthorized access to buildings or areas of the building, assist Council, staff and/or members of the public when a safety issue arises, reinforce any health restrictions and reduce the City’s liability claims through their checks of the interior and exteriors of the building.
77. The presence of individuals in security uniforms has been identified as a trigger for some people due to past negative experiences with persons in uniform. However, from a liability perspective, the City would not be in a position to remove security from its facilities while a warming centre was being operated. As the City doesn’t operate or manage social housing services, it does not have its own staff who provide support services, to supplement security or to reduce conflicts.
78. A different or additional City facility is not expected to reduce the challenges that have been experienced at the Transit Terminal. The same rules for behaviour would apply in any City facility. Persons who have been temporarily restricted from the Transit Terminal for behavioural issues, would be restricted from accessing other facilities if the same behaviours were exhibited.
79. As the City Hall Rotunda was specifically identified in the motion, the following details from the summary have been included below with respect to this site:

City Hall Rotunda:

- Occupancy with COVID restrictions: limited to 15 warming spaces at a time due to its round, two-level configuration with numerous access/egress points that are required to be maintained;
- Occupancy without COVID restrictions: 267 standing only; 110 seated;
- The agreement with the Barrie Farmers’ Market would require the warming centre to close at 5 am on Saturday mornings (November 1 to April 1) to allow the Market to set up;
- The second floor of City Hall is not able to be secured without significant renovations, with the potential for person to be unresponsive/assaulted and no one aware;

- Potential work refusals impacting many services including Service Barrie, Finance, Planning, etc. if behavioural issues became a regular challenge similar to the experiences at the Transit Terminal; and
 - Estimated additional security, cleaning and maintenance costs: \$26,350/year (based on weather criteria) to \$96,100/year (every night from November 1 to March 31) for a 7 pm to 7 am operation (except Saturday mornings).
80. In discussions with representatives of the John Howard Society, they identified that they would not recommend using the Rotunda as a warming space, due to concerns related to the health and safety of clients given the configuration, and the lack of dignity for clients as it isn't a separated space. They identified that a space that can be separated from other access points and viewsheds, without "blind" areas would provide greater dignity and safety for both clients and staff.
81. Based on the John Howard Society's recommendations from their experience in operating an overnight warming centre and the review of City facilities, staff are recommending matching the allocation from the County to support warming centre initiatives in Barrie, in lieu of opening a City facility as overnight warming centre space.

De-escalation Training

82. In 2021, the City issued a request for proposals for contracted security services at City facilities for the period of four years from May 25, 2021 to May 25, 2025 (with a possible one-year extension to May 25, 2026).
83. The City's contracted security company is required to provide basic training and certifications compliant with the Private Investigators and Security Guard Act (Bill 159) to all its security guards assigned to the contract, including the following:
- Human and Public Relations
 - Customer Service
 - Patrols
 - Health and Safety
 - Report Writing
 - Communications
 - Ethics
 - Fire Protection
 - Life Safety
 - Security
 - First Aid/CPR
 - WHMIS
 - Liquor License Act for Special Occasion Permits
84. During COVID, there were limited training opportunities for security staff as certification training was suspended.
85. As part of any new security contract, staff will include de-escalation training as an optional item

ENVIRONMENTAL AND CLIMATE CHANGE IMPACT MATTERS

86. There are no environmental and/or climate change impact matters directly related to the recommendation. Climate change is expected to continue to increase the number of times when severe weather conditions occur.

ALTERNATIVES

87. The following alternatives are available for General Committee's consideration:

Alternative #1 General Committee could recommend that the City not match the County's allocation of funding for warming spaces in Barrie, up to a maximum of \$50,000.

This alternative is not recommended. There are individuals in the community that for a variety of reasons may not be able to access shelter services and require a space to warm up during severe weather conditions.

Alternative #2 General Committee could recommend that the City continue to operate an ongoing overnight warming space at a City facility such as the Transit Terminal based on the weather criteria established in motion 22-G-007, whether or not other agencies/organizations launch a warming centre.

This alternative is not recommended. Over the past two winters, numerous issues have arisen associated with the regular use of the Transit Terminal as a warming space. Similar or greater challenges would occur at any of the City's facilities.

Alternative #3 General Committee could recommend that the existing contract for security services be amended to require de-escalation training for all contracted personnel.

This alternative is available but would be very expensive to negotiate mid-term of the contract. Also, given the significant turnover of personnel inherent in the private security industry, retention of individuals with this qualification might be challenging for the contractor.

FINANCIAL

88. The recommended motion would provide up to \$50,000 in matching funding from the Reinvestment Reserve to support warming centre initiatives in Barrie as part of a pilot project for winter 2022/2023. The funds would be distributed to an appropriate provider organization(s) in coordination with County of Simcoe's support funding, and in lieu of opening a City facility as overnight warming centre space.

89. During the winters of 2020/2021 and 2021/2022, the City spent approximately \$50,000 and \$16,225 respectively in additional costs associated with opening the Transit Terminal overnight as a warming centre space. The lower costs in 2021/2022 were due to the terminal only being open when the weather criteria established by Council, was met.

LINKAGE TO 2018-2022 STRATEGIC PLAN

50. The recommendations included in this Staff Report are related to the following goals contained in 2018-2022 Strategic Plan:

✓ Fostering a Safe and Healthy City

90. Providing funding for a warming centre will support the prevention of death and injury related to exposure to the elements.



Appendix "A"

City Facility/Properties Evaluation

Location	Regular Hours of Operation	Capacity	Summary of Considerations	Financial Impact to Operate as a Warming Space
<p>Transit Terminal</p> <p>Stakeholders: Transit contractor (MVT), patrons and staff, Mexican House, Convenience Store operator (when leased), Sandbox, Barrie Police</p>	<p>7 days per week, 7 am to 10 pm</p>	<p>With COVID restrictions: 20 overnight Without COVID restrictions: 75</p>	<ul style="list-style-type: none"> • Durable space • Washrooms available, although number is relatively limited • Experienced significant behavioural issues throughout the building resulting in high levels of concern by transit patrons, contracted drivers, contracted security and staff which impacted operations outside of overnight warming centre hours • Potential essential Transit service shut down if refusal to work by staff or contractor due to condition • Potential for Peaceable Enjoyment lease claims from commercial building tenants 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$18,700 to \$68,200 depending on whether it is open based on weather criteria or every night between November 1 and April 1 • Additional support staff/services to assist with directing people to resources and de-escalate
<p>City Hall Rotunda</p> <p>Stakeholders: Patrons accessing City services, Barrie Farmer's Market, City Council, Committee members, media and general public attending meetings, City staff, artists who display in the Rotunda, facility users for events/activities</p>	<p>Monday to Friday 8 am to 5 pm open to public, open longer for meetings that are open to the public Sat. 8am - noon for Farmers' Market during November to April (set up starts at 6 am); weddings from 2 pm to 6 pm closed Sundays * additional hours for other bookings</p>	<p>With COVID restrictions: 15 Without COVID restrictions: 267 standing only; 110 seated (all internal furniture removed)</p>	<ul style="list-style-type: none"> • Round room with stairs between two levels and a ramp for accessibility as well as numerous access/egress points that limit capacity, particularly during COVID restrictions • Relatively durable space with exception of drywall walls and displayed artwork (rotating on a monthly basis) • Warming centre would be required to close by 5 am on Saturday mornings to allow for cleaning prior to Farmers' Market set up that begins at 6 am (November to April) • Inability to secure 2nd floor without significant renovations, potential for person to be unresponsive/assaulted and no one aware • Potential work refusals impacting many services including Service Barrie, Finance, Planning, etc. 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$26,350 to \$96,100 depending on whether it is open based on weather criteria or every night between November 1 and April 1 • Renovations to secure second floor: cost will depend on design • Eliminate early morning meetings and bookings for public information centres, rental events and meetings in the evenings • Eliminate artwork displays during months when used as warming/cooling centre



<p>Barrie Public Library - Downtown Branch lobby area</p> <p>Stakeholders: Library Board, Library staff and patrons</p>	<p>Monday to Thursday 9:30 am to 9 pm, Friday - Sunday 9:30 am to 5 pm</p>	<p>With COVID restrictions: 10</p> <p>Without COVID restrictions: 30</p> <p>Would need to be determined in conjunction with the Barrie Public Library as it would require removal of some library materials</p>	<ul style="list-style-type: none"> • Would require Library Board support • Space available limited to the lobby area and Angus Ross meeting room as the main portion of library would be challenging to enclose and library shelving and furniture limits viewsheds • Meeting room is used for library programming as well as rental bookings • Less durable space with carpet flooring except lobby itself; potential damage to library materials • Already experiencing significant behavioural issues throughout the building, requiring additional security staff and restriction of access to washrooms (with security providing access on request) • High number of children, seniors and other vulnerable users during operating hours • Potential Library service shut down if refusal to work by staff or contractor due to conditions 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$26,350 to \$96,100 depending on whether it is open based on weather criteria or every night between November 1 and April 1 • Lost rental revenue for Barrie Public Library due to lack of access to meeting rooms
<p>Five Points Theatre presented by Pratt Homes & Pratt Development – upper and lower lobby</p> <p>Stakeholders: Performing Arts Groups, patrons, staff, Pratt Hansen and Pratt Development</p>	<p>Hours dependent on rehearsal/performances and other bookings</p>	<p>With COVID restrictions: 18</p> <p>Without COVID restrictions: 90 standing</p>	<ul style="list-style-type: none"> • Would need to cancel rehearsals, events and performances during months of operation due to conflicting time of use; theatre was in use for recording of performances during COVID • Less durable space with carpet flooring; potential damage to stages, seating, lighting, audio-visual, props therefore theatre itself not recommended • Washrooms on lower level • Potential impact on naming rights agreements 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$34,000 to \$124,000 depending on whether it is open based on weather criteria or every night between November 1 and April 1 • Lost revenue for performing arts groups; lost rental revenue for City to offset operating costs



<p>MacLaren Art Centre</p> <p>Stakeholders: MacLaren Art Centre Board, patrons, staff, Radio Café patrons</p>	<p>Mon-Tue 10 am-5 pm, Wed 10 am-7 pm, Thu-Fri 10 am-5 pm, Sat and Sun 10am-4 pm</p>	<p>Would need to be determined in conjunction with the MacLaren Art Centre as it would require removal of gallery contents</p>	<ul style="list-style-type: none"> • Would require MacLaren Art Centre Board support • Limited space available • Relatively durable space if no artwork is present; may require Collections Canada approval to remove artwork • Would need to use a room within the building without art or remove art contents when in use • No self-contained enclosed areas with washrooms and without art 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$26,350 to \$96,100 depending on whether it is open based on weather criteria or every night between November 1 and April 1 • Lost rental revenue for MacLaren Art Centre due to lack of access to meeting rooms
<p>Grey and Simcoe Foresters Regimental Museum</p> <p>36 Mulcaster Street</p> <p>Stakeholders: Grey and Simcoe Foresters and patrons including school groups</p>	<p>Wed-Sat 10 am-3 pm with special events by appointment only and guided group tours year-round upon request</p>	<p>Would need to be determined in conjunction with the Grey and Simcoe Foresters as it would require removal of museum contents</p>	<ul style="list-style-type: none"> • Leased, would require consent from Grey and Simcoe Foresters • Very small space • Would need to remove museum contents when in use including all memorabilia to provide sufficient space and/or secure the memorabilia 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$26,350 to \$96,100 depending on whether it is open based on weather criteria or every night between November 1 and April 1
<p>Sea Cadets Building</p> <p>Stakeholders: Sea Cadets; Navy League of Canada</p>	<p>Not open to the public; used by members only</p>	<p>Would need to be determined in conjunction with the Navy League as it would require removal of Navy League boats, etc.</p>	<ul style="list-style-type: none"> • Leased, would require consent from Navy League of Canada • Relatively durable space if no boats/storage • Limited insulation; unheated in winter • Single washroom • Boat and other storage would need to be removed during use 	<ul style="list-style-type: none"> • As the building is not open to the public and it is not currently designed for habitation, no cost estimates were prepared • Renovations to provide insulation, heat in winter – cost would depend on design
<p>Wastewater Treatment Plant meeting space</p> <p>Stakeholders: wastewater treatment staff, contractors</p>	<p>Open 24/7; not generally open for public use</p>	<p>With COVID restrictions: 5 Without COVID restrictions – 15 standing</p>	<ul style="list-style-type: none"> • Building is not open to the public; requires safety equipment to be worn inside • No large open spaces • Potential essential wastewater service shut down if refusal to work by staff or contractor due to conditions 	<p>As the building is not open to the public, no cost estimates were prepared</p>



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<p>Corporate Facilities 161 Bradford meeting room</p> <p>Stakeholders: Corporate facilities staff, contractors</p>	<p>Monday to Friday, 8:30 am to 4:30 pm; not generally open for public use generally open for public use</p>	<p>With COVID restrictions: 3</p> <p>Without COVID restrictions – 15 standing, 10 seated</p>	<ul style="list-style-type: none"> • Building is not open to the public • Very minimal space within the building • Limited durability to space • Security concerns • Potential impact to all City facilities including t those providing essential service if refusal to work by staff or contractor due to conditions 	<p>As the building is not open to the public, no cost estimates were prepared</p>
<p>Barrie Fire and Emergency Services Headquarters - museum area</p> <p>Stakeholders: Barrie Fire and Emergency Services personnel; Emergency Operations Control Group;</p>	<p>Building open 24/7; not generally open for public use</p>	<p>With COVID restrictions: 15</p> <p>Without COVID restrictions – 40 standing</p>	<ul style="list-style-type: none"> • Museum contents would need to be removed; limited to no other storage available for heritage vehicles and memorabilia • No washrooms within a self-contained area • Potential essential fire and emergency service shut down if refusal to work by staff or contractor due to conditions 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$18,700 to \$68,200 depending on whether it is open based on weather criteria or every night between November 1 and April 1
<p>Southshore Community Centre</p> <p>105 Lakeshore Drive</p> <p>Stakeholders: Rotary Club of Barrie; Rotary Club of Barrie-Hurononia, Barrie Canoe and Kayak Club, Barrie Rowing Club, Tourism Barrie, other facility users</p>	<p>Hours dependent on rehearsal/performances and other bookings</p> <p>Rotary Clubs use Community Hall on Tuesdays and Thursdays for their lunch our meetings</p>	<p>With COVID restrictions: 60</p> <p>Without COVID restrictions – 225 standing</p>	<ul style="list-style-type: none"> • Facility use agreement in place for Rotary Club of Barrie; Rotary Club of Barrie-Hurononia, Barrie Canoe and Kayak Club, and Barrie Rowing Clubs with first right of refusal for certain dates • Heritage building • Would need to cancel wedding bookings and other event rentals; weddings are often booked over a year in advance • Limited durability of facility • Kitchen on site • Limited washrooms 	<ul style="list-style-type: none"> • Additional security, cleaning and maintenance costs – estimated at \$34,000 to \$124,000 depending on whether it is open based on weather criteria or every night between November 1 and April 1 • Loss of revenue from cancelling rental bookings



Allandale Train Station	Not open to the public as it is not in an occupiable state	Not applicable	<ul style="list-style-type: none"> Heritage building with limited durability Not in an occupiable state; not insulated, unfinished interior with open joists/ceiling, Heat, hydro and water limited – insufficient to provide a habitable space; No washroom facilities 	As it is not habitable, no cost estimates were prepared
Heritage Park washrooms Stakeholders: general public	7am–7 pm daily from late May/June through October. Not available in winter, as the building is not fully heated and plumbing freezes	Not applicable	<ul style="list-style-type: none"> No open area for seating No heat or water during winter months 	As the building is not designed for habitation, no cost estimates were prepared
Centennial Park washrooms Stakeholders: general public	7am–9pm April through October. Effective November 1 annually, only the FAMILY washrooms at the Centennial Park building are open daily through the winter, 8am–5pm.	Not applicable	<ul style="list-style-type: none"> No open area for seating Limited heat with main washrooms non-functional during winter (only Family washroom is function in winter) 	As the building is not designed for habitation, no cost estimates were prepared
Queens Park washrooms Stakeholders: general public	7am–7 pm daily from late May/June through October. Not available in winter, as the building is not fully heated and plumbing freezes	Not applicable	<ul style="list-style-type: none"> No open area for seating No heat or water during winter months 	As the building is not designed for habitation, no cost estimates were prepared
Collier Street Parkade Stakeholders: general public; TD Bank	Open 24/7	Not applicable	<ul style="list-style-type: none"> not fully enclosed or heated no washrooms on site 	As the building is not designed for habitation, no cost estimates were prepared
Meridian Place Stakeholders: general public	Open 24/7	Not applicable	<ul style="list-style-type: none"> not enclosed or heated no washrooms or water on site 	As the structure is not enclosed and not designed for habitation, no cost estimates were prepared



Appendix "A"

November 1, 2021 Memorandum concerning Emergency Shelters/Warming Centres