

Temporary Pandemic Accommodation Operator Service Agreements

Recommendation

1. That a single source agreement between the City of Edmonton and The Boyle Street Service Society up to a maximum of \$2,429,789.33, to provide operational services at the temporary accommodation at the Edmonton Convention Centre, as outlined in Attachment 1 of the October 26, 2020, Citizen Services report CS00130, be approved, and that the agreement be in a form and content acceptable to the City Manager.
2. That a single source agreement between the City of Edmonton and Bissell Centre up to a maximum of \$4,380,826.64, to provide operational services at the temporary accommodation at the Edmonton Convention Centre, as outlined in Attachment 2 of the October 26, 2020, Citizen Services report CS00130 be approved, and that the agreement be in a form and content acceptable to the City Manager.
3. That a single source agreement between the City of Edmonton and The Mustard Seed Society up to a maximum of \$1,689,384.03, to provide operational services at the temporary accommodation at the Edmonton Convention Centre, as outlined in Attachment 3 of the October 26, 2020, Citizen Services report CS00130 be approved, and that the agreement be in a form and content acceptable to the City Manager.
4. That Attachment 5 remains private pursuant to Sections 24 (advice from officials) and 27 (privileged information) of the *Freedom of Information and Protection of Privacy Act*.

Executive Summary

In October 2020, City Council directed Administration to open a 24/7 low barrier temporary accommodation for individuals experiencing homelessness in Edmonton. The City of Edmonton has collaborated with The Boyle Street Service Society, Bissell Centre, Bent Arrow Traditional Healing Society and The Mustard Seed Society to form an operations plan for the temporary accommodation at the Edmonton Convention Centre. Administration is seeking to enter into three separate single source agreements of up to \$8.5 million total. This includes agreements with The Boyle Street

Service Society with a value of up to \$2,429,789.33, The Mustard Seed Society with a value of up to \$1,689,384.03 and Bissell Centre with a value of up to \$4,380,826.64.

Report

On October 1, 2020, City Council directed Administration to open a 24/7 low barrier temporary accommodation for individuals experiencing homelessness in Edmonton. The City of Edmonton has collaborated with The Boyle Street Service Society, Bissell Centre, and The Mustard Seed Society to form an operations plan for the temporary accommodation at the Edmonton Convention Centre. The three operators of this accommodation will be essential in the delivery of the services to unsheltered people.

The City of Edmonton values collaboration with these particular organizations and has demonstrated success in previous operations with these operators, such as the activation of the Edmonton Expo Centre, the Winter Warming Bus program, and other Winter Emergency Response activities.

Single Source Agreements

Through the single source agreements with the City of Edmonton, The Boyle Street Service Society (Attachment 1), Bissell Centre (Attachment 2), and The Mustard Seed Society (Attachment 3), will co-lead and facilitate the operations at the Edmonton Convention Centre. Generally, The Mustard Seed Society will be responsible for managing the overnight shelter services, Bissell Centre will be responsible for managing the day shelter and housing services, and The Boyle Street Service Society will be responsible for managing the intake, shuttle service, and additional support services on site. Bent Arrow Traditional Healing Society has also been engaged to ensure the design and operation of the temporary accommodations meets the needs of Indigenous people experiencing homelessness. Budget for these services has been allocated through The Boyle Street Service Society contract.

The single source agreements will be guided by operational standards (Attachment 4) which will provide City-contracted operators with a set of clear, guiding principles and expectations about facility operations and management for overnight accommodations for people experiencing homelessness.

Budget/Financial Implications

The maximum amount payable by the City to the three operators is up to \$8.5 million and is divided as follows:

- The Boyle Street Service Society: up to \$2,429,789.33
- The Mustard Seed Society: up to \$1,689,384.03
- Bissell Centre: up to \$4,380,826.64

Given the urgency to get the temporary accommodation operational by October 30, 2020, Administration and the operators would enter into single source procurement agreements for a shorter term, expiring on February 28, 2021, at an estimated cost of up to \$8.5 million, including the \$8 million approved by City Council and a \$500,000 contingency to be allocated from the 2020 budget for the Social Development branch in the event an alternate source of funding is not available.

All three agreements currently run for a term commencing October 30, 2020 and expiring February 28, 2021. However Administration is keenly aware of the need to provide shelter through to the end of March 31, 2021. If additional efficiencies or cost savings can be realized or additional external funding sources can be accessed, the possibility exists that these single source agreements may be extended for an additional month (or longer) without further City funding. If costs are as currently expected (or higher), further budgetary approvals by City Council may be required to continue services through the end of March 2021. Regular updates will be provided to City Council including if further budgetary authorization is required.

Costs associated with the temporary accommodation at the Edmonton Convention Centre depend considerably on the demand for services provided. Administration will work closely with the operators to manage the expenses within the confines of the single source agreements and by maximizing the lessons learned during the first weeks of operation in order to find efficiencies, in-kind contributions/donations, and integration of programs and services that are already funded through other organizations. However, adequate time will be required to assess demand, make operational adjustments, and identify potential areas of savings and confirm resources available through other external programs. Administration will update Council once shelter operations are under way and provide sufficient advance notice of any further required budget approvals.

In addition, it is anticipated that by February 2021, Administration may have more information about other temporary or bridge housing options that will be available for people to transition into.

Legal Implications

As per the City Administration Bylaw 16620, agreements over \$500,000 that do not arise from a competitive procurement process must be approved by the appropriate Committee of Council. Due to exceptions in each applicable trade agreement that the City is subject to, an open competitive process is not required for these agreements.

Additional legal considerations are contained in private Attachment 5.

Public Engagement

Public engagement did not take place for this report as a decision regarding the proposed single source agreements does not require input from residents or stakeholders. The program outlined here is aligned with the City’s existing affordable housing and homelessness prevention plan and encampment response services, which includes increased access to affordable housing for those with housing instability. Beyond the three organizations that are collaborating on the operation of the temporary accommodation, Administration has been and will be reaching out to multiple stakeholders for collaboration on additional support and connected services related to the temporary accommodation.

Corporate Outcomes and Performance Management

Corporate Outcome(s): Edmonton is a Safe City			
Outcome(s)	Measure(s)	Result(s)	Target(s)
Edmontonians have safe and adequate housing	Number of unsheltered individuals	January 2020: 451	Decrease annually

Risk Assessment

Risk Element	Risk Description	Likelihood	Impact	Risk Score	Current Mitigations	Potential Future Mitigations
If recommendation is approved						
Financial	Variable costs and unpredictable demand for service may create cost overruns	2 - Unlikely	3 - Major	6 - Low	Monthly invoices Monthly statistics Participation in operational and leadership committee meetings and decisions.	Reduction in service levels and securing of additional external revenue sources
If recommendation is not approved						
Financial	If City funds are not released it would prevent the the three operators from delivering the 24/7 temporary accommodation	3 - Likely	3 - Major	9 - Medium	These city operators have demonstrated responsible fund management	

Attachments

1. The Boyle Street Service Society Agreement - General Terms and Conditions
2. Bissell Centre Agreement - General Terms and Conditions
3. The Mustard Seed Society Agreement - General Terms and Conditions
4. City-Led Temporary Accommodation for Individuals Experiencing Homelessness - Operational Standards
5. Legal Implications

Others Reviewing this Report

- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- C. Owen, Deputy City Manager, Communications and Engagement
- M. Persson, Acting Deputy City Manager, Financial and Corporate Services
- B. Andriachuk, City Solicitor