

**TO:** MAYOR & COUNCILLORS

**FROM:** GENERAL MANAGER PLANNING AND DEVELOPMENT AND  
GENERAL MANAGER COMMUNITY SAFETY

**SUBJECT:** **FINAL REPORT – MAYOR’S TASK FORCE ON UNSHELTERED  
COMMUNITY MEMBERS**

**PURPOSE:** To provide the final report and associated recommendations of the  
Mayor’s Task Force on Unsheltered Community Members.

## **RECOMMENDATION**

**THAT** the recommendations of the Mayor’s Task Force on Unsheltered Community Members (Attachment 1) in the report titled “Final Report – Mayor’s Task Force on Unsheltered Community Members” dated June 10, 2024 be endorsed; and

**THAT** staff be directed to provide a progress report on the recommendations contained in the report titled “Final Report – Mayor’s Task Force on Unsheltered Community Members” dated June 10, 2024 by September 30, 2025.

## **1.0 POLICY SECTION**

The report of the Mayor’s Task Force on Unsheltered Community Members and its associated recommendations align with the following Council-adopted policies, plans and strategies:

- Corporate Strategic Plan (2022);
- Housing and Homelessness Strategy (2021);
- Community Safety Plan (2020);
- City’s Equity Policy (2020);
- Mayor’s Task Force on Community Housing (2019); and
- Social Sustainability Strategy (2011).

## **2.0 BACKGROUND**

At its meeting on April 3, 2023, Council approved the creation of the Mayor’s Task Force on Unsheltered Community Members (“Task Force”). As set out in its Terms of Reference, the purpose of the Task Force was to facilitate the development of a coordinated, integrated, systems-based response to unsheltered community members in Burnaby: a response that prevents pathways into becoming unsheltered and supports pathways out of being unsheltered. A deliverable of the Task Force was to provide Council with a final report outlining recommendations and proposed implementation timelines.

The purpose of this report is to provide the final report from the Mayor’s Task Force and seek Council’s endorsement of the report’s recommendations. It is further recommended that staff be directed to provide a progress report on the recommendations by September 30, 2025.

### **3.0 GENERAL INFORMATION**

#### **3.1 Task Force Process**

The Task Force began on June 9, 2023 and met over the course of seven meetings in 2023 and 2024. To fulfil its purpose, the Task Force was directed to:

- Build partnerships to effectively align service delivery and promote innovation and integration in our community’s response to unsheltered community members;
- Develop a coordinated, multi-disciplinary, integrated approach to respond to unsheltered community members including mental health and addiction challenges in our community, as it relates to the unsheltered;
- Integrate the delivery of mental health and addiction services with other related services including health, housing, social work, law enforcement, and others; and
- Identify actions included in HOME: Burnaby’s Housing and Homelessness Strategy and any other related actions for immediate implementation.

The Task Force was chaired by Councillor Santiago, with the Mayor serving as Vice Chair and Councillor Tetrault serving as members. Additional members were appointed to the Task Force and included people who are leaders in their field and have a strong knowledge and commitment to Burnaby. The Task Force was supported by staff from the Public Safety, Planning and Development, and Corporate Services departments as well as consultants.

At its first meeting, the Task Force identified four priority focus areas to explore further:

1. Create shelter services.
2. Develop a range of housing options.
3. Establish a coordinated and integrated approach for outreach to the unsheltered community.
4. Improve support services for unsheltered people.

The process was divided into three general phases: Phase 1 focused on gathering data and conducting a situation analysis; Phase 2 focused on reviewing the findings and exploring areas and actions for consideration; and Phase 3 focused on refining the actions and making recommendations for the draft and final report. A brief diagram with supporting activities is shown in Figure 1 below.

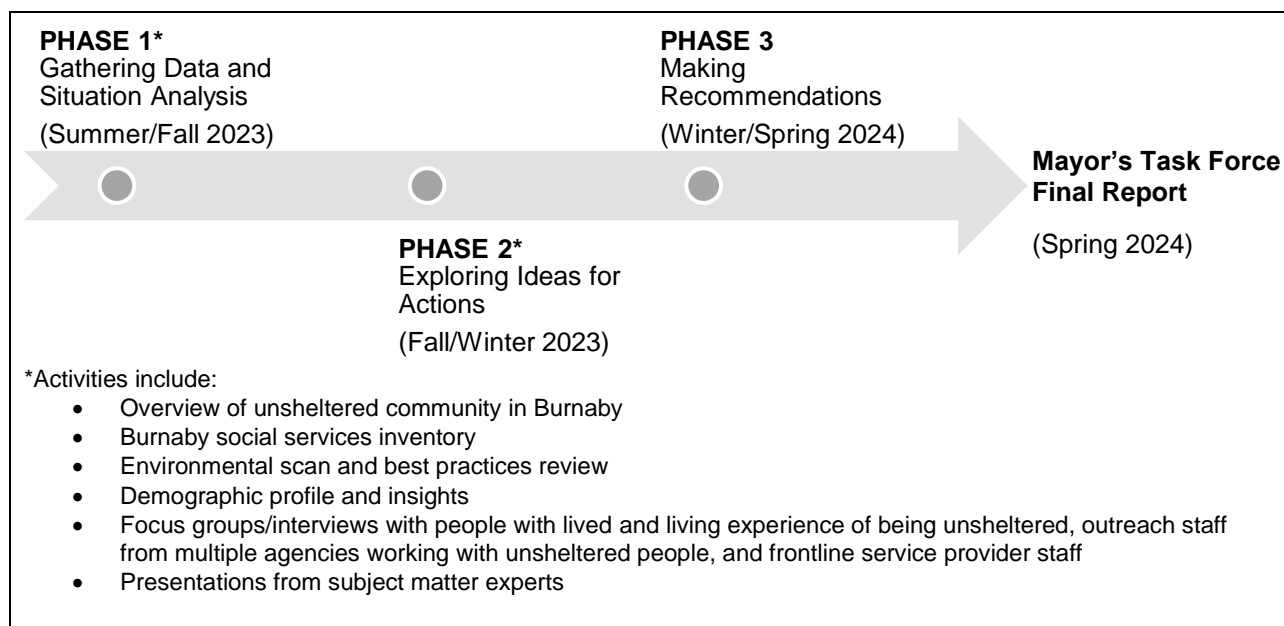


Figure 1: Process Diagram

**Phase 1** was important to understand the context, experiences and needs of unsheltered people as a key part of developing a comprehensive picture beyond the numbers and demographics. Three focus groups were held with people with lived and living experience of being unsheltered, outreach staff from multiple agencies, and front-line service providers. The information provided at these sessions helped shape the work of the Task Force. Over multiple sessions, the Task Force members used this information and their own expertise to engage in group discussions about how the needs of unsheltered community members could be better met in Burnaby.

**Phase 2** explored ideas for actions that stemmed from the focus groups and discussions from the Task Force. The ideas for actions were then organized under each priority focus area, where staff reviewed and generated a set of draft recommendations for consideration by the Task Force.

**Phase 3** focused on the Task Force’s review of the draft recommendations under each priority focus area. In group discussions, the Task Force members determined their organization’s support for each recommendation alongside providing any further comments for amendments and/or revisions. At the final Task Force meeting on April 4, 2024, the proposed recommendations were endorsed by the Task Force members.

### 3.2 Final Report

The final report from the Mayor’s Task Force on Unsheltered Community Members is attached (Attachment 1) and contains further information detailing the work conducted over the past year.

Table 1 below summarizes the proposed recommendations under each focus area developed by the Task Force. Each proposed recommendation is identified as Priority 1

(immediate start) or Priority 2 (targeted start date: no later than October 31, 2024). Out of 13 proposed recommendations, eight are identified as Priority 1 and five are identified as Priority 2.

It is important to note that while the City can play a key role in facilitating collaborative partnerships for outreach and planning aimed at assisting members of the unsheltered community, shared ownership with other levels of government and community-based organizations in addressing homelessness is essential. The underlying principle for all the recommendations below is the need to develop strategic and operational partnerships amongst relevant partners.

**Table 1: Proposed Task Force Recommendation**

<b>Focus Area 1: Creating Shelter</b>		<b>Priority</b>
1.	Develop a shelter strategy for the City of Burnaby	1
2.	Develop and implement a City of Burnaby Guideline for the Design and Operation of Shelters	2
<b>Focus Area 2: Developing a range of housing types to meet a variety of needs</b>		
3.	Update the City’s Housing Needs Assessment, ensuring it accurately reflects the needs of people who need support with housing and complex care	1
4.	Advocate to other levels of government for rent subsidies to support inclusionary rental units the City has obtained through the development process	2
5.	Work with the development sector to explore temporary transitional housing within buildings slated for redevelopment	2
6.	Leverage City-owned land and housing to increase the stock of affordable housing	1
7.	Identify priority populations and criteria for how City-owned houses are tenanted as they become vacant	2
8.	Consider a land acquisition strategy for the purposes of supporting the housing needs of low, or very low-income households	2
9.	Advocate to the health authority to fund complex care / licensed care housing in Burnaby	1
10.	Create an interagency working group whose mandate is to develop and implement strategies in support of people who are unsheltered	1
<b>Focus Area 3: Coordinating an interagency response to outreach</b>		
11.	Create and manage a By Name List to provide the City with accurate data related to who is unsheltered in Burnaby and inform planning	1
12.	Create and maintain an interagency working group to meet on a regular basis and support people who are unsheltered	1
<b>Focus Area 4: Providing support services to unsheltered community members</b>		
13.	Explore the provision of day programming, services to be provided, its location, and its funding for people who are unsheltered	1

### 3.3 Implementation

In alignment with the HOME Strategy, under Goal 5, where “A place where Homelessness is rare, brief, and one time”, some of the proposed recommendations identified as Priority 1 are already underway with staff. Specifically, staff are convening partners to develop a year-round shelter strategy for Burnaby and have created a

preliminary inter-agency working group to coordinate outreach services to unsheltered individuals. The working group currently consists of the City’s Intervention Support Workers, Fraser Health’s Integrated Homelessness Action Response Team (IHART), and Progressive Housing Society outreach workers. Should Council endorse the Mayor’s Task Force’s recommendations, staff would continue to implement this work and report back in a progress report no later than September 30, 2025. Should any of the proposed recommendations have further resourcing implications, then staff would report back to Council at an earlier Council date, if necessary.

#### **4.0 COMMUNICATION AND COMMUNITY ENGAGEMENT**

An internal and external communications plan would be prepared to socialize the recommendations of the attached Final Report. Furthermore, a copy of this report and the attachment would be sent to each Task Force member and would also be made available on the City’s website upon Council’s endorsement.

#### **5.0 FINANCIAL CONSIDERATIONS**

Implementation of specific recommendations within the Task Force’s report could have resourcing and financial implications. Staff would report to Council on any proposed resourcing and financial requirements once details have been determined. Should Council support recommendations brought forward future Financial Plans would be updated accordingly.

Respectfully submitted,

E.W. Kozak, General Manager Planning and Development and  
Dave Critchley, General Manager Community Safety

#### **ATTACHMENTS**

Attachment 1 – Mayor’s Task force on Unsheltered Community Members

#### **REPORT CONTRIBUTORS**

This report was prepared by Kai Okazaki, Planner 2, and reviewed by Margaret Manifold, Planner 3, Johannes Schumann, Director Community Planning and Lee-Ann Garnett, Deputy General Manager Planning and Development.