

---

# Living Space Relocation Review

Final Report  
March 8, 2024

Submitted to:  
Living Space Relocation Review Steering Committee

Submitted by:  
Third Party Public Inc., in collaboration with Eagle Cree Consulting



---

*Ontario and Canada were built upon the treaties negotiated with First Nations, and we all share the benefits and obligations of those treaties. We are all Treaty People.*

*We acknowledge that Timmins is on the traditional lands of Mattagami First Nation, Flying Post First Nation, and Matachewan First Nation, home to many Ojibway, Cree, Oji-Cree, Algonquin, and Métis people. We also acknowledge that Timmins is in Treaty 9 territory (also known as the James Bay Treaty), which is steeped in the rich Indigenous history of many First Nations, Métis, and Inuit People.*

\* \* \* \* \*

*Our Third Party Public team, in collaboration with Eagle Cree Consulting, deeply values the time and interest dedicated to the Living Space Relocation Review process by the hundreds of individuals and dozens of organizations that participated.*

---

# Table of Contents

Executive Summary.....	1
Background.....	6
Approach .....	8
Participants.....	11
About the Living Space Emergency Shelter .....	15
Outcomes of the Living Space Relocation Review .....	22
Suggested Solutions .....	50
Next Steps .....	57

---

# Appendices

The Appendices are not included in the print version of this report. The links below will be active on the [www.livingspacereview.ca](http://www.livingspacereview.ca) website until June 2024. The full report, including appendices, is also available at [www.cdssab.on.ca](http://www.cdssab.on.ca) or by contacting the Cochrane District Social Services Administration Board (CDSSAB) team by email at [communications@cdssab.on.ca](mailto:communications@cdssab.on.ca).

Appendix 1. [Part 1 Integrated Feedback Summary](#)

- Appendix 2. (a) [Part 2 Discussion Guide](#)  
(b) [Part 2 Draft Reference Sheet](#)  
(c) [Part 2 Presentation Slides](#)  
(d) [Part 2 Integrated Feedback Summary](#)  
(e) [Part 2 Online Feedback Form Summary](#)  
(f) [Part 2 Individual Meeting Feedback Summaries](#)
- [Youth](#)
  - [Service Providers](#)
  - [Community Working Session 1](#) and [Community Working Session 2](#)
  - [Indigenous Voices](#)
  - [Clients of the Emergency Shelter](#)
  - [Online Feedback Summary](#)

- Appendix 3. (a) [Part 3 Discussion Guide](#)  
(b) [Part 3 Presentation](#)  
(c) [Part 3 Individual Meeting Summaries](#)
- [Youth](#)
  - [Service Providers](#)
  - [Community](#)
  - [Indigenous Voices](#)
  - [People who are, or have experience being, unhoused](#)
- (d) [Part 3 Public Debrief Presentation Slides](#)  
(e) [Part 3 Public Debrief Feedback Summary](#)

---

# Executive Summary

The Living Space Relocation Review was a participatory process open to all. From September 2023 through to the end of February 2024, it brought hundreds of people and dozens of organizations together to respond to the request from Timmins City Council that options for the relocation of the emergency shelter out of residential and commercial zones be considered. A wide range of perspectives were shared. These are fully traceable through the feedback summaries written throughout the three-part process.

There are five main outcomes of the Relocation Review. Participants also suggested 36 solutions in response to 17 specific issues raised.

Outcomes of the Relocation Review:

**1. What's happening in Timmins is not ok. Timmins is not alone in facing these issues. A lot is happening to try and address them.**

Participants shared concerns that Timmins is no longer a nice place to live. There are concerns about crime and policing, mental health and addictions, health care, the opioid crisis, and downtown economic decline. People are being negatively impacted personally, including financially. In many cases, these issues also impact the emergency shelter and do not fall under the mandate of Living Space or the Cochrane District Social Service Administration Board (CDSSAB) to address. There are many different organizations and governments working together to make things better.

Indigenous and non-Indigenous participants in the Relocation Review shared concerns about the lack of awareness and understanding of Indigenous people and histories, as well as the strengths they have and challenges they face. The impacts of colonization, the Sixties Scoop, residential schools, and the Inquiry into Missing and Murdered Indigenous Women and Girls were raised regularly.

**2. There are significant problems with the Living Space emergency shelter today. Different people describe the problems in different ways. Some of the concerns relate to the shelter's location.**

One of the most significant issues focused on the mismatch between the capacity of shelter staff and the people they are expected to serve. On average, 70% of people accessing the emergency shelter require significant and intensive supports for complex mental illness, significant mobility issues, chronic illness or end of life care, addictions and/or developmental and cognitive concerns that the shelter is not funded, resourced or mandated to provide and that shelter staff are not experienced or trained to support. The majority of these clients remain in shelter for significant periods of time without access to appropriate options or services in the community. About half have been in and out of the emergency shelter, the hospital, and the Monteith corrections facility since the shelter first opened. In some cases, the services that individuals need are not provided in Timmins and wait times in other communities are significant.

**3. There is a lot of common ground on what a shelter that is working well looks like, regardless of its location.** It is well run, with good governance. Service providers are working together to support clients of the shelter, and there is a clear approach to if/how it serves people with addictions. The shelter would not contribute to safety concerns in the community or for shelter clients. The Timmins community is engaged and collaborating with the shelter.

**4. Relocation options were explored. They all have benefits and risks.** Neighbours of the emergency shelter feel strongly that their experience would improve if the shelter was relocated. Others say that frustrations with multiple broken systems is being unfairly and overly attributed to the shelter and its clients, and that no location will work if immediate and serious issues at the shelter are not addressed.

- *If the shelter is relocated out-of-town (away from residential and commercial areas), neighbours and businesses experiencing issues said that they would have their sense of security and*

confidence back. Some people experiencing homelessness may have better outcomes. The risk is that people do not go, leading to more people sleeping rough downtown, more demands on emergency services, and even bigger challenges. If people do try and access the shelter, they face safety risks through their travels. Once at an out-of-town shelter, people are disconnected from services, supports, community, family, friends, housing, and jobs – further marginalizing those already on the margins of the community.

- *If the shelter stays in town*, either in its current location or another location, people can come and go easily on foot and the supports they need are more accessible. The risk is that public concerns about safety persist and tensions and frustrations grow. There is also a risk that leadership, staffing, and governance of Living Space do not improve and problems persist or worsen. Relationships with the shelter’s neighbours may be too damaged to repair.
- *More than one shelter location was suggested*, creating the opportunity to meet different needs in different locations, for example having one low barrier and one high barrier shelter. There is a risk that service providers have limited capacity to provide supports to the shelter today, which will only be more challenging if there are multiple locations. Having multiple locations also introduces the risk that people with the most complex needs may not be welcome at all shelters, therefore introducing even higher barriers to accessing services and further marginalizing people.

**5. There is a willingness in the Timmins community to try and work together to make Timmins better.** Healing is needed and steps need to be taken to support the community in reconciling with each other. Trust needs to be built. Accountability needs to be shared. There is an urgent need to act. Difficult conversations were held throughout the Relocation Review and the vast majority of the time they were constructive. Many participants said that they learned that there is always more to the story, and some people said that their

perspectives had changed after listening to others. Young people said they are interested in staying involved. Service providers reinforced the need to continue the type of process followed during the Relocation Review. There were neighbours of the shelter who expressed interest in participating going forward. People working to support the emergency evacuations of First Nations to Timmins have lessons to share, including many Indigenous voices who expressed interest in continuing to work together.

**Based on these outcomes, 36 solutions were suggested in response to 17 specific issues raised through the Relocation Review.**

Some solutions could produce results immediately, like providing access to more toilets for people who are unhoused. Other solutions need to start right away but will require ongoing efforts, such as work required to build trust and collaboration between Indigenous and non-Indigenous communities on which the long-term sustainable resolution of tensions related to the Living Space emergency shelter depend. Many of the issues identified in the community are complex, systemic issues that require significant policy and funding reform at the provincial and federal level.

The Steering Committee has said that it will create and propose an Action Plan, including a Funding Plan, to the CDSSAB Board of Directors at the meeting March 21, 2024. Based on the outcomes of that Board meeting, the Action Plan will be forward to Timmins City Council in April 2024.



---

# Main Report

---

# Background

A request to complete the Living Space Relocation Review was initiated by Timmins City Council following the June 22, 2023 Town Hall on Community Safety. Over 1,000 people attended in-person at the McIntyre Arena with another 2,600 watching the Town Hall live via YouTube (recording [here](#)). All but one speaker focused on the increase they see in crime, crimes going unaddressed (break-ins, theft, destruction of property, etc.), aggressive panhandling, open drug use, and street life that is leaving them in significant distress and fearful. Many said they wanted the emergency shelter to be moved. People at the Town Hall who did not think this was a good solution said they did not feel comfortable speaking up. They shared this during the Relocation Review process, along with concern about the growing intolerance they see for different points of view on the emergency shelter and the people it serves.

In response to the Town Hall on Community Safety, Timmins City Council passed Resolution 23-233 in July 2023 (link to Resolution [here](#)) which requested that “all organizations and boards involved with the operations or funding of the emergency shelter consider options for relocation out of residential and commercial zones”. The Resolution does not ask for a specific location for the emergency shelter to be identified or recommended. The Resolution also notes that mental health, addictions treatment, and housing are core provincial responsibilities and urgently requests that the upper levels of government work together to secure funding to establish a new full service facility in Timmins that is inclusive of 24/7 services including housing/shelter, food, mental health and addictions treatment/counselling, and job and education training.

The Cochrane District Social Services Administration Board (CDSSAB) is the main funder of Living Space, with funding received through the provincial Homelessness Prevention Program (HPP) and the federal Reaching Home Program. Living Space receives no municipal funding for operations. In August 2023, the CDSSAB accepted the City’s request (see Board Resolution 23-079 [here](#)), noting that the Relocation

Review would be conducted in six months (by the end of February 2024) and completed by a third party. The CDSSAB Board invited the following community partners to collaborate in the Relocation Review: the Timmins Police Services, City of Timmins, Mushkegowuk Council, Canadian Mental Health Association – Cochrane Temiskaming, Timmins and District Hospital, The Reaching Home Community Advisory Board<sup>1</sup>, Wabun Tribal Council, and the Porcupine Health Unit. A competitive process for securing the services of a third party to conduct the Relocation Review was initiated.

In September 2023, [Third Party Public Inc.](#) was retained by the CDSSAB to lead the Relocation Review. The organization was established in 2004 and works exclusively for governments and public agencies with a mandate to serve the public. It specializes in the delivery of collaborative processes that bring many different interests and perspectives together to inform public sector decisions. Indigenous engagement was led by [Eagle Cree Consulting](#) in close collaboration with Third Party Public. It is not our role to have an opinion on if or where the emergency shelter should be relocated – it is our responsibility to steward a process where people, organizations, and governments in Timmins and in the District of Cochrane have room to discuss and make progress on this together.

*Note that for the remainder of this report, “Living Space” will be used to refer to the non-profit charitable organization responsible for running the emergency shelter. References to the “emergency shelter” will be used to refer to the physical space at 316 Spruce Street run by Living Space.*

---

<sup>1</sup> [Reaching Home](#) is a federally funded, community-based program aimed at preventing and reducing homelessness.

---

# Approach

Third Party Public's approach to the Relocation Review was to:

- deliver a transparent, participatory approach that honoured all voices;
- provide leadership in the process, as third-party process stewards that are not advocating for any particular outcome of the Relocation Review, but who instead make space and bring structure for participants to drive the outcomes of the Review;
- create space for the full range of opinions and perspectives to be considered;
- identify where there is common ground to be found, if any, between different participants and interests, as well as places where differences exist and the reasons behind them;
- acknowledge tensions and provide constructive approaches to respecting differences; and
- deliver a defensible Relocation Review process and outcome that serves as a strong foundation for future decisions.

The process for completing the Relocation Review was divided into three-parts. The work completed in each part formed the foundation of the discussions that followed in subsequent parts. This was intentional, so that the outcomes would be self-evident to anyone participating in the process and/or following information, updates, and reports shared as the process unfolded.

The three parts of the Living Space Relocation Review included:

- Part 1. Make sense of where things are at now (Sep/Oct). Part 1 included the review of relevant background materials as well as one-on-one and small group discussions with different voices. A basic review website was created ([www.livingspacereview.ca](http://www.livingspacereview.ca)), including an opportunity for people to sign up to receive e-updates.
- Part 2. Explore options for relocation of the emergency shelter. Part 2 focused on identifying factors that need to be considered when

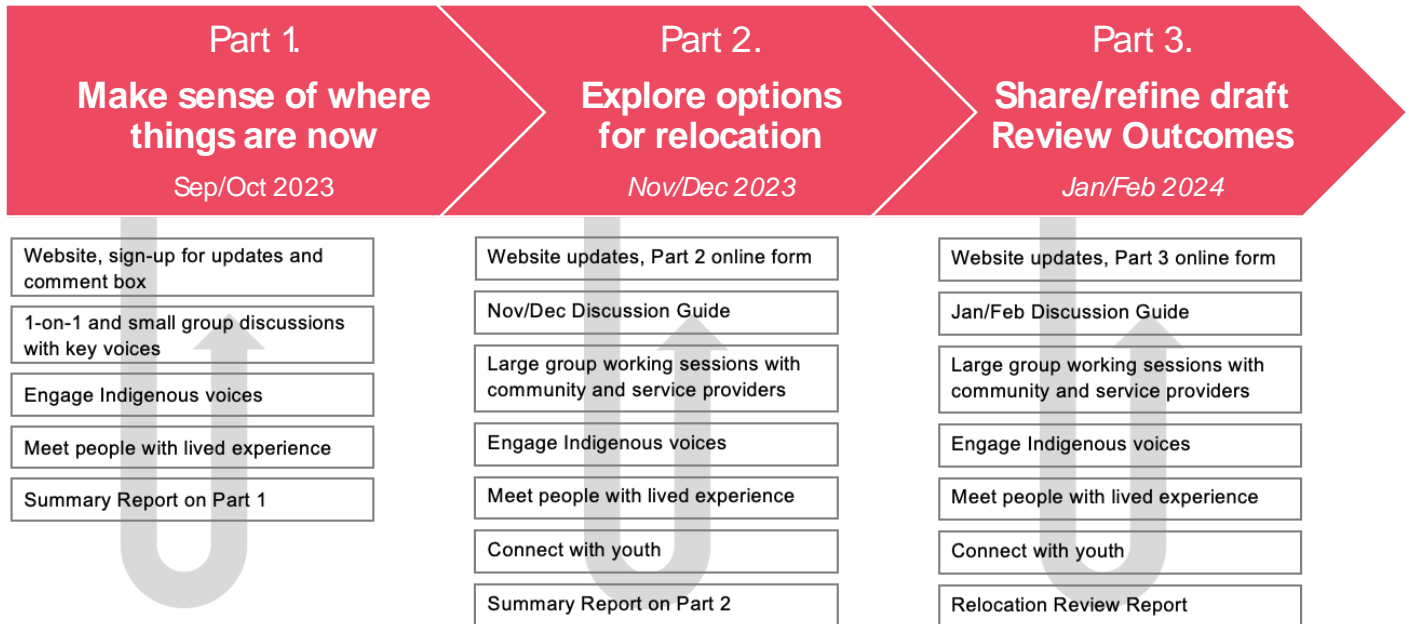
assessing relocation options for the emergency shelter and the potential benefits and challenges of different options. Suggestions and ideas on how to address challenges were encouraged. Participants were also asked to identify any additional information or data that would be helpful to informing the Relocation Review.

- Part 3. Share and refine draft outcomes of the Relocation Review (Jan/Feb 2024). Part 3 focused on reviewing the draft outcomes of the Relocation Review and collaboratively refining them. This was an important step to delivering a Relocation Review process and final report with outcomes that are useful inputs to those responsible for decision-making related to the relocation of the emergency shelter, including the CDSSAB and the City of Timmins.

As illustrated in the process graphic, there were many ways to participate in the Relocation Review. There was no obligation on the part of participants to agree. Where common ground emerged, it was identified. Where opinions and perspectives differed, those were also documented along with the reasons behind the differences.

The information shared and feedback received is fully traceable through the presentation slides, Discussion Guides, feedback summaries shared and documented during the process, which were all available online at [www.livingspacereview.ca](http://www.livingspacereview.ca) throughout the process and are also compiled in the appendices to this report.

## Overview of the process



## Examples of some of the materials produced

**Living Space Relocation Review**  
**DISCUSSION GUIDE**  
November/December 2023

**Public process to consider options for the relocation of the Living Space Emergency Shelter**

In response to concerns raised by residents and businesses related to the Living Space Emergency Shelter on Spruce Street, Timmins City Council has asked the Cochrane District Social Services Administration Board (CDSSAB) to consider options for the relocation of Living Space out of residential and commercial zones. In late September 2023, Third Party Public Inc. was hired to lead the Relocation Review on behalf of CDSSAB, in collaboration with Eagle Cree Consulting.

**How can you get involved?**  
The Relocation Review is being implemented in three parts. Engagement of multiple interests and voices is important throughout. The three parts include:

**Part 1.** Make sense of where things are at now (Sep/Oct) – COMPLETE  
**Part 2.** Explore options for relocation of Living Space (Nov/Dec)  
**Part 3.** Share and refine draft outcomes of the Relocation Review (Jan/Feb 2024)

**WE ARE HERE**

Part 1. Make sense of where things are now (Sep/Oct 2023)

Part 2. Explore options for relocation (Nov/Dec 2023)

Part 3. Share/refine draft Review outcomes (Jan/Feb 2024)

This Discussion Guide provides a summary of the Relocation Review process and timelines, and shares highlights of work completed to date. It also includes three questions that we'd like your thoughts on.

**Questions for you during Part 2:**

1. Timmins will have an emergency shelter. What does an emergency shelter that's working well look like to you? What's happening to make it successful?
2. Both in-town and out-of-town locations for the Living Space emergency shelter have been suggested. What do you see as the top 3 advantages and disadvantages of both of these suggested locations?
3. Do you have any other comments to share with the Relocation Review team?

More details about the Relocation Review, including the Part 1 Summary Report, a copy of this Discussion Guide, and our Draft Part 2 Reference Sheet can be found at [www.livingspacereview.ca](http://www.livingspacereview.ca).

Living Space Relocation Review – Nov/Dec 2023 Discussion Guide

**Living Space Relocation Review**  
**DISCUSSION GUIDE**  
January/February 2024

**WE'D LIKE TO HEAR FROM YOU!**

Please join us at the following in-person working sessions (registration is encouraged but not required at [www.livingspacereview.ca](http://www.livingspacereview.ca)):

**Youth**  
Mon, Feb 5 (4pm - 6pm)

**Service Providers**  
Tues, Feb 6 (9am - 12pm)

**Community**  
Tues, Feb 6  
Open House (6 - 7pm)  
Working Session (7 - 9 pm)

**Indigenous Voices**  
Wed, Feb 7 (9:30am - 12:30 pm)

**People with Lived Experience with Homelessness**  
Wed, Feb 7 (4pm - 6pm)

**Learnings from the week + Light Lunch**  
Sat, Feb 10 (11am-1pm)

**Prefer sharing your thoughts online?**  
Complete the Part 3 online feedback form here: [www.livingspacereview.ca](http://www.livingspacereview.ca)

**Draft Outcomes of the Living Space Relocation Review**

The Living Space Relocation Review is now in Part 3. The purpose of Part 3 is to share and refine the Draft Outcomes. There are five Draft Outcomes, which are based directly on the detailed feedback shared by hundreds of people and dozens of organizations during Parts 1 and 2 of the Relocation Review. Feedback was shared in meetings and working sessions, online, by email, or by phone between late September and the end of December, 2023 (see [www.livingspacereview.ca](http://www.livingspacereview.ca) for all materials shared to date and summaries for all working sessions held).

**The Draft Outcomes of the Living Space Relocation Review:**

- 1 What's happening in Timmins is not ok. Timmins is not alone in facing these issues. A lot is happening to try and address them.
- 2 There are significant problems with Living Space today. Different people describe the problems in different ways.
- 3 There is a lot of common ground on how to improve the shelter, regardless of its location.
- 4 Relocation alone will not necessarily solve the problems with Living Space. All location options have risks that need to be considered.
- 5 There is a willingness in the Timmins community to try and work together to make Timmins better. Trust needs to be built. Accountability needs to be shared. There is an urgent need to act.

**Questions for discussion during Part 3:**

1. How well do the Draft Outcomes reflect the perspectives shared during the Relocation Review?
2. Is there anything major missing or off-base in the Draft Outcomes? If so, what edit(s) would you like to see considered?
3. The Relocation Review Steering Committee will develop a plan on how to implement the outcomes of the Relocation Review. Do you have any implementation advice that you'd like the Committee to consider? If so, please share your advice.

Living Space Relocation Review – Jan/Feb 2024 Discussion Guide

---

# Participants

There are many different individuals, businesses, organizations, institutions, and other interests that are connected to and/or impacted by the location of the emergency shelter. The Relocation Review welcomed any and all voices interested in participating in the process.

Total participation in all Relocation Review activities was over 600 people. Many individuals and organizations participated in the process more than once and/or through different mechanisms (for example, attending multiple meetings, sending comments in writing, etc.). The total database of people receiving direct communication about the Relocation Review includes over 400 individual names and over 100 organizations (see box that follows for the full list of organizations), which does not include the names of the over 90 individuals who completed the online feedback forms anonymously. Our rough estimate is that between 300 and 400 unique individuals participated. See the table below for more details.

Participants had a wide range of perspectives and experiences with the emergency shelter. Some had leadership roles in organizing attendance at June 2023 Town Hall on Community Safety, often referred to as “Pack the Mac”. Elected officials also participated, including the City of Timmins (the Mayor and all members of Council), representatives of other municipalities in the District of Cochrane (through their representation on the CDSSAB Board), and the local Member of Provincial Parliament, who is also the Minister of Mines. Participants also included neighbours of the emergency shelter (homeowners, tenants, and small business owners), people working with and for public and non-profit service providers, Indigenous voices, primary health care providers, youth, and people living outdoors and unhoused in Timmins. Except for a small number of people who live in other communities in the District and northern Ontario, all participants were residents of Timmins.

Working Session with Service Providers  
Morning of Tuesday, February 6, 2024, Dante Club



Community Working Session  
Evening of Tuesday, February 6, 2024, Dante Club





## Participation

Part of the process	Ways feedback was received	Approximate number of participants
<b>Part 1 – Make sense of where things are at now (Sep/Oct 2023)</b>		
Late Sep – Oct 31, 2023	35 one-on-one and small group meetings	75
<b>Part 2 – Explore options for relocation (Nov/Dec 2023)</b>		
Fri, Nov 16 – Sun, Dec 31	Online Part 2 Feedback Form	62
Mon, Nov 20, 3:30-5pm	Youth “Pop-up”	10
Tues, Nov 21, 9am-Noon	Working Session with Service Providers	38
Tues, Nov 21, 7-9pm	Community Working Session 1	65
Wed, Nov 22, 9:30am-12:30pm	Engagement with Indigenous Voices	18
Wed, Nov 22, 1:30-3pm	Lived Experience Focus Group	12
Thurs, Nov 23, 7-9pm	Community Working Session 2	33
Nov-Dec	Emails, texts, phone calls, and web comments	78
<b>Part 3 – Share and Refine Draft Relocation Review Outcomes (Jan/Feb 2024)</b>		
Jan 1 – Feb 20, 2024	Online Part 3 Feedback Form	16
Mon, Feb 5, 4-6pm	Youth Working Session	7
Tues, Feb 6, 9am-Noon	Working Session with Service Providers	43
Tues, Feb 6, 6-9pm	Community Open House & Working Session	50
Wed, Feb 7, 4-6pm	Meeting with people who have or are currently experiencing homelessness	23
Sat, Feb 10, 11am-1pm	Public De-brief and Lunch	40
Thurs, Feb 26, 9:30am-12pm	Engagement with Indigenous Voices	20
Jan-Feb	Emails, texts, phone calls, and web comments	15
Total		605

## Organizations receiving notifications, invitations, and updates about the Living Space Relocation Review

### Economic interests

Timmins BIA  
Timmins Chamber of Commerce  
Timmins Economic Development Corporation

### Indigenous Voices

Apitipi Anicinapek Nation  
Attawapiskat  
Fort Albany  
Ininew Friendship Centre  
Mattagami Aki LP  
Mattagami First Nation  
Mushkegowuk Council  
Mushkegowuk Fire Keepers  
Nishnawbe Aski Nation  
Nishnawbe Aski Nation Legal Services  
Ojibway & Cree Cultural Centre  
Ontario Aboriginal Housing Services  
Ontario Native Women's Association  
Wabun Tribal Council  
Wakenagun Youth Lodge

### Service Providers

Anti-Hunger Coalition Timmins  
Canadian Mental Health Association - Cochrane Timiskaming  
Cochrane District Social Services Administration Board  
Cochrane Temiskaming Resource Centre  
DIY Community Health Timmins  
Ellevive  
First Baptist Church  
Living Space Emergency Shelter  
Monteith Correctional Complex  
North Cochrane Addiction Services & Detox Centre  
North Eastern Ontario Family and Children's Services  
Northern College  
Porcupine Health Unit  
Safe Health Site Timmins  
The Salvation Army  
Timmins & Area Women in Crisis

Timmins & District Multicultural Centre  
Timmins Academic Family Health Team  
Timmins and District Hospital  
Timmins and District Victim Services  
Timmins Native Friendship Centre  
Timmins Police  
Timmins Victim Services  
Timmins Youth Wellness Hub  
United Way Centraide North East Ontario  
Victim Services

### Governments

City of Timmins  
Infrastructure Canada  
Ontario Ministry of Justice  
Province of Ontario  
Territory Without Municipal Organization  
Town of Cochrane  
Town of Hearst  
Town of Iroquois Falls  
Town of Kapuskasing  
Town of Smooth Rock Falls  
Township of Black River-Matheson

### Media

Timmins Today  
CTV News North

### Other affiliations added by participants and/or people interested in receiving updates about the Relocation Review

Airmaxx Plus Inc.  
Aston Wellness Clinic  
Astrid's Bookkeeping Service  
Bailey Whissell Agency  
Braids and Fades  
Casa Di Media  
Clarity Counselling Services  
Commerce Management Group  
Crocco Window Fashions  
CSC Timmins  
Dabrowski's

Detail Media & Communications  
Disc Golf  
Embr Communications  
GEC Canada  
Grenier Lambert  
Hampton Inn  
HCC Ontario  
HKS Counselling  
Hollinger Dental  
J&M Renovations  
JL Richards  
Johnson's Your Independent Grocer  
Johnston's Electrical  
Katelyn Malo Photography  
Key Equity Group  
Kisolves  
Liveoffgrid.ca  
Maisonneuve Dawkins Lawyers  
Matt Tremblay Hockey  
Milson Forestry  
MLG Consulting  
Mount Jamieson  
Move Living Space Group  
Newmont  
North Care Denture Design  
O'Reilly Sports  
OK Tire  
Porcupine Advance Printers  
Radical Gardens  
RBC Dominion Securities  
Rebel Soul  
Red Seal Carpenter  
Red Seal Catering  
Restore Physiotherapy  
Riverpark Esso  
Stardust Technologies  
Superior Construction and Pools  
Superior Grading  
Sweet and Salty Charcuterie  
Timmins Chiropractic  
Timmins Fitness Alternatives  
Timmins Mechanical Solutions  
Timmins Wakepark  
Tresor Kumbucha  
Trimeda Consulting Inc.  
Voices of Timmins  
Wallbridge, Wallbridge

---

# About the Living Space Emergency Shelter

Participants in the Relocation Review had very different understandings of the emergency shelter run by Living Space, including its history, who is responsible for running it, who uses the shelter, and how it is funded and governed. Here is an overview of key shelter details as provided by the CDSSAB and Living Space.

## **Establishment of the Emergency Shelter**

Concerns about how to better support people unhoused in Timmins have been around for many years. In 2016, the CDSSAB convened partner organizations to address these concerns, including the Canadian Mental Health Association Cochrane-Temiskaming (CMHA-CT), Timmins Police Service, Downtown Timmins Business Improvement Area, South Cochrane Addictions Services (now amalgamated with CMHA-CT), Porcupine Health Unit, Timmins Native Friendship Centre, Misiway Milopemahtesewin, Cochrane District Social Planning Council, and the Timmins Economic Development Corporation. As a result of their work at that time, the emergency shelter was first established as both a strategic partnership and a physical space.

## **Different locations of the Emergency Shelter**

Limited overnight emergency shelter services launched in January 2018 at 27 Cedar Street, operated by CMHA-CT. In April 2019, Living Space was incorporated. In May 2019, Living Space transitioned the overnight-only emergency shelter operations into a facility open 24 hours a day, 7 days a week, 365 days a year – the first of its kind in Timmins. The Cedar Street location accommodated about 25 people per night in the shelter and included 12 transitional housing units (including beds that were part of the Bail Bed Program).

In early 2020, the COVID-19 pandemic physical distancing requirements resulted in the addition of two temporary sites to

accommodate physical distancing and isolation units for people that were unhoused, including Northern College (where 30 units were available in the college residence) and the McIntyre Arena (which accommodated an average of about 50 people per night). Physical distancing requirements made it necessary for the 27 Cedar Street location to reduce capacity to 15 beds, so Living Space opened a secondary shelter space at 21 Cedar Street with 15 beds. This increased the total number of emergency shelter beds to 30.

The shelter relocated from Cedar Street to 316 Spruce Street in 2021 to be able to accommodate more people as demand continued to grow and there were concerns about the number of people being turned away. The new location was selected because it was available, affordable, and appropriately zoned for use as an emergency shelter. In late 2022, 15 more beds were added to the emergency shelter through a partnership with the Ontario Native Women's Association (ONWA). The emergency shelter currently has capacity for 63 people.

### **Governance and management of the Emergency Shelter**

Living Space is an independent, incorporated non-profit organization and a registered charity. The management and governance of Living Space has changed over time, with different approaches, priorities, and personalities influencing the services available at the shelter. Following the resignation of the emergency shelter Executive Director, the Living Space Board of Directors approved a temporary management contract with CDSSAB in October 2023. An audit was also initiated in October 2023 because it was found not to be compliant with standards established by the CDSSAB. Around that same time, there were also several departures from the Living Space Board of Directors. These changes left the organization in a state of significant uncertainty, which remaining Board members, the CDSSAB, and other interested community members are working urgently to resolve. Many participants in the Relocation Review have said that these management and governance challenges have contributed directly to many of the tensions and concerns people have about the emergency shelter run by Living Space.

## **Current operations of the Emergency Shelter**

The emergency shelter is staffed 24 hours a day, 7 days a week, 365 days a year. The doors are always locked. People who want to come into the shelter are buzzed in by staff go through an intake process. There is no curfew, people are always welcome regardless of the time of day. The shelter has three washrooms (including two showers) and laundry facilities. Breakfast is provided daily as well as snacks. Other meals are offered by other organizations in the community (see schedule created by the [Anti-Hunger Coalition Timmins](#)), however if there is a gap in the community meals available, then Living Space provides either lunch or dinner at the emergency shelter to fill the gap. Medical care is provided every Wednesday by a rotation of volunteer physicians supported by the onsite Registered Practical Nurse. CMHA-CT staff have offices onsite. Social Services have a staff onsite once a week. Additional agencies provide supports and services on an ad-hoc basis.

The shelter welcomes all. There is one big room for the daytime drop-in with chairs and tables. There is another large room with cots for sleeping. Each cot has a locker assigned to it, where people can lock their personal belongings. There's an upstairs area at the shelter for women, including beds dedicated to ONWA clients. In the evening, the daytime drop-in area is turned into additional space for beds. There is currently no sitting or drop-in space for people who are awake at the shelter during overnight hours.

There is a fenced outdoor area for shelter clients to use at the back of the shelter. Shelter staff and management have offices at the shelter, and there is also a large boardroom. The Mushkegowuk Fire Keepers operate from an office space in the same building as the shelter.

## **Funding of the Emergency Shelter**

Living Space has a budget of roughly \$2 million annually, with the largest part of the budget going to support staffing. The CDDSAB is the owner of the building in which the Living Space emergency shelter is located and the landlord. The shelter is supported by the Province of Ontario's Homelessness Prevention Program (HPP) funding provided to the CDSSAB, which then distributes that funding to Living Space.

Additionally, Living Space receives funding through the federal Reaching Home program, and as a registered charity receives donations. Living Space receives no municipal funding.

### **Who uses the Emergency Shelter**

Throughout the Relocation Review process, there were participants asking for data about who uses the emergency shelter. At the same time, there were other participants who were concerned that the sharing of this data can make it too easy to make the mistake of talking about people as “statistics” instead of acknowledging and meeting universal and important human needs. With this guidance in mind, the data shared here is intended to provide a strengthened understanding of who the shelter is serving. Participants have told us that this information is necessary to support the decisions that need to be made by those who hold the power to dedicate the will, time, and resources of the organizations they work with to strengthen the support services provided to people unhoused in Timmins.

The [Updated Plan and Investment Strategy for Homelessness Prevention Program Funding in the Cochrane DSSAB](#) in September 2023 shared that data collected since January 2023 demonstrates there are 435 people experiencing homelessness in the District of Cochrane that want housing. The report also shares results from the most recent Point in Time Enumeration conducted in 2021, where at least 342 people experienced homelessness across the CDSSAB area. That data revealed that more than four in five people identify as Indigenous. Almost 80% self-report a substance use issue, slightly more than half self-reported challenges with their mental health and four out of five people reported multiple health issues.

Looking more closely at the emergency shelter in Timmins, the following data was provided by Living Space in February 2024, for the period from March 2023 through January 2024:

- An average of 106 people per month accessed the emergency shelter beds. On average, there were an additional 10 people per month that accessed services at the shelter (including health services and housing retention supports) but did not stay overnight.

- The average age of shelter clients over that time was 43 years old. Adults between 25 and 64 years of age made up 92% of those accessing the shelter. Youth 16 to 24 years of age represented 5% of shelter clients and seniors 65 years of age and older represented 3%.
- Shelter clients were 62% men, 36% women, 0.4% transgender, and for 1.6% gender is unknown.
- In terms of Indigenous status, an average of 53% of shelter clients were Indigenous, 32% non-Indigenous, 7% Métis, and 8% were of unknown status.

In response to questions raised during the Relocation Review, Living Space provided the following information for December 2023:

- There were 216 people homeless in Timmins and 349 District-wide. About 30-40 people stay at the emergency shelter each night.
- During the month, 25% of clients were born and raised in Timmins. 45% of clients were born and raised in northeastern Ontario, excluding Timmins. The home community of 20% of clients is unknown, and the remaining 10% were born and raised in southern Ontario, outside Ontario, or outside of Canada. Of the 75% of clients that were not born and raised in Timmins, they have been residents of Timmins for an average of 10 years (with the longest stay in Timmins at 41 years and the shortest under 1 year).
- The top five reasons for accessing the shelter were relationship breakdown or break-up; no longer able to afford housing, including loss of job; unsafe housing, including due to fire and mold; discharge from corrections, hospital, or a treatment facility; and death of a spouse or family member.
- A total of 36% of shelter clients had spent time in the child welfare system, including foster care.

Regarding the supports required by emergency shelter clients, Living Space provided the following information based on 2023 data:

- On average, 70% of people accessing the emergency shelter required significant and intensive supports for complex mental illness, significant mobility issues, chronic illness/palliative care

(cancer), addictions and/or development/cognitive concerns. The majority of these clients remain in shelter for significant periods of time without access to appropriate options in the community.

- Approximately 30% of clients accessing the shelter are able to be connected with supports or are housed within one to 14 days.

### **Staff at the emergency shelter**

Currently, there are 5 people per shift and three shifts per day, plus managers, janitorial services, maintenance, housing workers, and health workers. Many emergency shelter staff have a background and/or education in social work, as a personal support worker, or security. Emergency shelter staff are trained and responsible for tasks such as greeting people interested in accessing the shelter, completing a client intake form, completing client referrals for housing, addiction and other services, assigning beds, managing lockers, distributing snacks, and ensuring shelter rules are followed (see box that follows). Staff are not experienced, trained, qualified, paid, or responsible for the delivery of any of the intensive support services required by people with complex mental illness, significant mobility issues, chronic illnesses or needing palliative care, or with addictions and/or developmental and cognitive concerns.

The salaries of emergency shelter staff have decreased over time. Wages used to start at \$24 per hour. Today, starting wages are \$18 per hour. Few shelter staff are Indigenous. No management positions are held by people who are Indigenous.

For some time, staff were empowered to apply restrictions to shelter clients who did not follow the shelter rules. Emergency shelter staff participating in the Relocation Review shared that this approach has recently been changed and that currently only shelter management has permission to apply restrictions. There are two types of restrictions, one which limits access during daytime hours and a more serious restriction which limits access during the day and evening. During cold weather alerts, restrictions are reviewed and can be lifted.



### **Living Space emergency shelter rules:**

1. Substance use is not permitted on premises. This includes alcohol and marijuana.
2. Treat staff, clients and facility with respect.
3. Weapons/any items that can be used as a weapon are not permitted in the shelter.
4. Lockers: If it doesn't fit, you must downsize. We are not responsible for storing personal belongings. If you leave, you must take your items with you.
5. All belongings must be stored in lockers. No personal items are allowed in the bed areas.
6. All clients staying here are required to fill out an intake form. An intake worker will be assigned and will work with you to find housing.

Failure to follow these rules will result in restrictions.

---

# Outcomes of the Relocation Review

There are five main outcomes of the Relocation Review:

1. What's happening in Timmins is not ok. Timmins is not alone in facing these issues. A lot is happening to try and address them.
2. There are significant problems with the Living Space emergency shelter today. Different people describe the problems in different ways. Some of the concerns relate to the shelter's location.
3. There is a lot of common ground on what an emergency shelter that is working well looks like, regardless of its location.
4. Relocation options were explored. They all have benefits and risks.
5. There is a willingness in the Timmins community to try and work together to make Timmins better. Healing is needed and steps need to be taken to support the community in reconciling with each other. Trust needs to be built. Accountability needs to be shared. There is an urgent need to act.

The text that follows summarizes the feedback from Relocation Review participants that led to each of these outcomes.

# 1. What's happening in Timmins is not ok. Timmins is not alone in facing these issues. A lot is happening to try and address them.

**When asked about issues relevant to the Living Space Relocation Review, many participants raised concerns about crime and policing, mental health and addictions, housing and the housing affordability crisis, the lack of support services to people that are housed, challenges in the health care system, the opioid crisis, the economic decline in downtown Timmins, and other issues. In many cases, while these issues impact the emergency shelter, they do not fall under the mandate of Living Space or the CDSSAB to address.**

There were participants who said that they have lived in the city for a long time and they don't recognize Timmins. They are concerned that Timmins is no longer a nice place to live. They see people in distress in public places, and sometimes people are shouting and behaving aggressively. They smell feces and urine as they walk around downtown. Some are having a hard time finding tenants for their rental units. There were participants who said that they are being harassed for money and feel they can't bring their children to the library or stores in the area.

There were also participants who said that they are concerned about the growing hateful rhetoric and anger from the community. There are fears of vigilante justice and reports of vigilante justice taking place. There were participants who said that it's easy to "pin" everything that's happening on people that are unhoused, with some who said that many of the concerns shared have nothing to do with the shelter itself or the people accessing it. Some participants said that there seems to be a growing intolerance for people with different perspectives on what's happening in Timmins based on their different experiences. There were participants who provide support services to people who are unhoused who said

they feel there is limited to no appreciation for the hard work they and others are doing every day under extremely demanding, and sometimes almost impossible conditions. Many of the systems that are in place to support people in Timmins are underfunded, understaffed, and pushing people to their limits. There were participants who said that the expectation that the existing systems will be able to meet the needs of Timmins is unreasonable and not sustainable.

Many people with experience being unhoused in Timmins, some of whom have relied on the emergency shelter, said that they are often treated as outcasts and targeted by the community. They are being recorded and photographed at a time in their life when they are at their lowest. They are often lumped together and stigmatized. There was concern that there is a misconception that people staying at the emergency shelter are all criminals, which is not the case.

There were both Indigenous and non-Indigenous participants who shared concerns about the lack of awareness and understanding of Indigenous people and histories, as well as the strengths they have and challenges they face. The impacts of colonization, the Sixties Scoop, residential schools, and the Inquiry into Missing and Murdered Indigenous Women and Girls were referenced regularly by participants in the Relocation Review. There was frustration that so few people understand that this province and country were built upon the treaties negotiated with First Nations, and that everyone shares the benefits and obligations of those treaties<sup>2</sup>. We are all Treaty People.

**There were participants who shared their concerns about crime and what they see as a lack of consequences for those crimes.**

Many participants referred to the difficulty that Timmins Police are having with recruiting new officers. References to the “catch and release” practices of the justice system were raised, with participants who said that this practice isn’t helping the challenges

---

<sup>2</sup> Commissioner’s Statement (The Honourable Sidney B. Linden) at the Public Release of the Report of the Ipperwash Inquiry, May 31, 2007

faced by the shelter. People are seeing illegal actions for which there are no consequences.

There were participants who expressed concern about the criminalization of people experiencing homelessness. There were participants who said that people without resources may steal food when they don't have enough to eat or have addictions issues after using substances to help cope with workplace injuries or other tough life circumstances. The observation was made that homelessness and poverty are created by legislation and policy created long ago that separates the "haves" from the "have nots" and leaves some people in a state of constant struggle.

**There are concerns related to mental health and addictions.**

Participants said that drug use is visible and growing in Timmins, and overdose fatalities are still happening. There are concerns that there are not enough detox facilities and so people have to wait to get in. There also are not enough units of supportive transitional housing. There are concerns that people are set up to fail when they are discharged from the hospital, treatment centres, or jail, back into homelessness.

There are participants who have concerns about the potential closure of Safe Health Site Timmins, which is currently a temporary facility funded and operated by the Timmins and District Hospital. They are worried about what will happen given the number of lives that have been saved by the site, the number of emergency room visits that have been diverted, and the millions of dollars that have been saved in health care costs since the site opened. There was acknowledgement of the two Timmins doctors that spearheaded the use of Suboxone, and that now partnerships need to kick in with service providers. There are no provincially funded supervised consumption treatment services in Northeastern Ontario, with the next closest provincially-funded sites located in Thunder Bay (one site) and Toronto (multiple sites).

There are also participants who are concerned that the Safe Health Site Timmins and the emergency shelter are creating problems.

They said that they think the site attracts less fortunate individuals with addictions issues and the homeless who otherwise would not be in the neighbourhood or in Timmins.

**There were concerns shared related to health care.** There were participants who shared concerns about the challenges in finding medical care in Timmins. There is a shortage of family doctors and a lack of specialists. There are limited resources for the health clinics that do exist (Misiway Milopemahtesewin Community Health Centre, Mushkegowuk Health, and Centre de santé Communautaire de Timmins) and limited resources at the hospital for addictions services and withdrawal management. A need for more mental health services was identified, with participants who said that there are limited psychiatrists in Timmins and a long wait list for those looking to access free psychiatric services. Free virtual care services have been introduced for those in Northern Ontario, however require an individual to have access to technology and internet.

**There were concerns shared related to housing and support services to people that are housed.** There were participants who said that the number of homeless people is growing, and the condition of housing is a challenge. They said that people struggle to survive when they have to spend so much per month on rent. There are wait lists for affordable housing, which means people wait from one week to one year for a unit.

There were also participants who said that there isn't enough funding or affordable housing to support people with services once they move into their homes. There were participants with concerns that people are thrown into apartments with no life skills and no supports. No one is checking in on people and people are left to fend for themselves. With inadequate supports, too often people end up back at the shelter. There are also people discharged from correctional facilities or health facilities or evicted from supportive housing directly to the emergency shelter (often with no exit strategy or plan) because other housing options are not available.

There were participants who raised concerns about properties being damaged because they're being rented to tenants without living skills. Some said that when people find housing and do not receive the support services they need to help, it is like having multiple, high barrier, "mini" shelters around the town where there are frequent community disruptions. Based on those experiences, there were participants who said they're concerned about approaches to providing housing that have no housing readiness requirements and no preconditions for housing (as described in [An Updated Plan and Investment Strategy for Homelessness Prevention Program Funding in the Cochrane DSSAB](#), September 2023).

**Timmins is not alone in facing these issues.** There were participants who pointed to other cities across northern Ontario, the country, and internationally that are facing issues similar to those concerning residents of Timmins. Places like Sudbury, Ottawa, Alberta, Vancouver, and cities in the United States are places that Timmins can look to for lessons learned. Finland's approach to ending homelessness, referred to as a Housing First approach, has been piloted in Timmins.

In addition to learning from these other places, there were also participants who said that it's important to find a made-in-Timmins solution that involves a broad cross-section of different interests and perspectives working together to address the concerns raised – governments, service providers, neighbours, youth, and people who are unhoused.

**A lot is already happening to try and address the issues raised.**

There were participants in the Relocation Review who said that many things are happening in Timmins to try and address the issues raised. There are many different organizations and governments working together to implement plans, policies, and initiatives to make things better. A small subset of initiatives include:

- An announcement from Mushkegowuk Council that a more than \$7 million funding plan for Attawapiskat, Fort Albany,

Kashechewan, and Moose Cree First Nation to train staff and enforce anti-trafficking bylaws and community efforts to curb drug and alcohol issues;

- Mobilization of the Cochrane District System of Care across Timmins and the Cochrane District;
- Mushkegowuk Council expanded Fire Keeper Patrol with City of Timmins;
- City of Timmins Overnight Security Pilot Project continues (10pm to 6am, 7 days per week);
- Expanded access to the City of Timmins' Safety Improvement Grant;
- A 2023 increase in funding for homelessness prevention from the Province of Ontario from \$2M to \$6M per year;
- 49 people experiencing homelessness were housed in the last three months of the year (Oct-Dec 2023)
- Timmins and District Hospital has made several applications for additional Provincial supports related to health care in Timmins, including re-submission of proposal for a Timmins Wellness Centre/Treatment Facility to offer multiple mental health and substance use services;
- Decline in opioid-related calls attended to by paramedics by almost 20% in 2022 and 2023, attributed to Safe Health Site Timmins;
- City preparing new collaborative approach to needle pick-up (for the Spring of 2024);
- Increasing number of visits to Timmins Youth Wellness Hub (315 in December 2023); and
- CDSSAB is re-launching Timmins.CARE through new partnerships with United Way, the City of Timmins, and 211 Ontario (one-stop directory of all social service agencies in Timmins using the 211 Ontario interactive platform in 150 languages, including Indigenous language services).



## 2. There are significant problems with the Living Space emergency shelter today. Different people describe the problems in different ways. Some of the concerns relate to the shelter's location.

There were participants who connected many of the concerns described in Outcome 1 with the Living Space emergency shelter, including the overall negative impact they see the emergency shelter having on the town, and particularly on residents who live closest to the emergency shelter and nearby businesses. Some of these participants said that if the shelter was in a different location, then they would not have to face many of the issues they face. Also as described in Outcome 1, there were other participants who expressed concern that frustrations with multiple broken systems is being unfairly and overly attributed to the shelter and its clients.

Notwithstanding these different perspectives on the contribution the location of the shelter makes to many of the issues being experienced in Timmins, there were several shared concerns about the operation of the emergency shelter. Solutions to address many of these concerns were also identified by participants and are included later in this report.

Concerns about the Living Space emergency shelter included:

- **Concern about the negative relationship between shelter clients and some the shelter's neighbours.** This is of concern both to the neighbours of the shelter and the people who rely on the services of the shelter. Neighbours of the shelter participating in the Relocation Review have concerns about people yelling, consuming drugs, and behaving erratically and sometimes violently, outside the shelter. They say they are scared to do things like walk on the sidewalk or wait for the bus with their children in the area around the shelter.

People who rely on the services provided by the emergency shelter also have concerns about this negative relationship. Neighbours of the emergency shelter take pictures of people that are unhoused and often in distress. Sometimes these photos and videos are posted and shared online. People who rely on the emergency shelter said that they are afraid of and have been assaulted.

- **Concern about the mismatch between the capacity of shelter staff and the people they are expected to serve.** There are concerns that staff are not experienced, trained, qualified, paid, or responsible for the delivery of any of the intensive support services required by people with complex mental illness, significant mobility issues, chronic illnesses or needing end of life care, or with addictions and/or developmental and cognitive concerns who rely on the shelter. There is concern that the salaries of emergency shelter staff have decreased over time. Wages used to start at \$24 per hour. Today, starting wages are \$18 per hour.
- **Concern about the lack of support from service providers.** There were participants who said that the situation was different when the shelter first opened, but that over time a lot of things happened that pushed organizations away. There are also service providers who said that they are interested in continuing to provide services on-site, but who have been turned away. Participants who have experience with homelessness said that moving around Timmins to access services can be difficult given the challenges some people who are unhoused are facing. Also, the window of time in which people struggling with addictions issues are open to receiving help can be very small, and that long waiting lists often result in people changing their minds by the time the support becomes available. Concerns have also been shared about “hard to serve” clients being underserved in the community or barred from accessing supports at office locations of other service providers. There are clients at the emergency shelter who have case workers who visit them at the

shelter because their clients are banned from the service provider office building. Other times, shelter staff are told “we don’t work with this client, because of their behaviour”.

- **Concern that the shelter mixes everyone together and that this contributes significantly to tensions, stress levels, and issues.** There are concerns that people with addictions are mixed with people who are trying to exit addictions. Several participants shared experiences of people getting drawn back into negative cycles of substance use after being discharged to the emergency shelter from the Monteith Corrections Facility, the hospital, or other treatment facilities. Some participants also said that some people staying at the emergency shelter are being put in physical danger when mixed with people with serious mental health issues who need to be in the mental health unit at the hospital and not the shelter.
- **Neighbours of the shelter shared concern about the lack of rules at the shelter.** Some said that they have the impression that people staying at the emergency shelter can do whatever they please without consequences. There were references to the need for rules, and sometimes references to the need for treating people who are unhoused with “tough love”. There were other participants who shared that it was “tough love” that Indigenous children received in residential schools, which contributed to many of the challenges facing Indigenous people and communities today. Residential school survivors participating in the Relocation Review explained that it is important to understand that any person trying to exert authority over a survivor will not be well received.
- **Concern that being restricted from accessing the emergency shelter leaves people with no other options.** There were participants who said that people need to find places to survive at night, particularly during the winter, or else they risk dying on the street. They said that sometimes this means breaking into a garage and starting a fire to stay warm, and this can lead to conflicts with neighbours.

- **Concern that staff do not treat the clients of the emergency shelter with respect.** Some staff are very aggressive and some pick on the clients. There are experiences with staff kicking and pulling clients. This leads to conflicts which can lead to people being restricted from using the shelter. There were also concerns that there is no way to share complaints privately.
- **Concern that not enough shelter staff are Indigenous.** There is also concern that no management positions are held by people who are Indigenous.
- **Concern that there are not enough toilets.** Clients of the emergency shelter said that there are two toilets on the shelter side of the building and one toilet on the drop-in side. They said that sometimes not all toilets are working. Also, some people stay for a long time in the toilet, up to two hours. This means that people who need the toilet do not have access. This forces people to find other options. If they urinate or defecate outside on the emergency shelter property, they are restricted from coming back to the shelter. As a result, they go off the property. There are also concerns that sometimes male staff walk in on women in the washrooms without knocking.
- **Concern about the lack of a quiet room and spaces to resolve conflicts.** There's nowhere to go in the shelter to be separate from others or to take a moment to calm down. There were participants who said that it can be hard to get a good night of sleep when the cots are all located together in one large open room, especially when there are other people in the same space who do not want to sleep or who are fighting. The lights also go on early, which contributes to days that do not start in a good way.
- **Concern that personal items get stolen from the lockers at the shelter and items in storage get thrown away too soon.**

### 3. There is a lot of common ground on how to improve the shelter, regardless of its location.

There were many participants who identified how they would describe a shelter that's working well. Here is a summary of what participants shared.

#### **The shelter is well run, with good governance, transparency, strong staff, and cultural competency.**

- The shelter has a clear mandate. There's clarity on who can access the shelter and a clear definition of the service offered. There were participants who focused on the importance of defining what an "emergency" is and differentiating it from a facility where people stay for longer terms and/or from a treatment centre. Some clients of Living Space are there for months and use it as their permanent address. There are also times when the address of the emergency shelter is assigned to people by the court system and Living Space is not notified or consulted. An address is required to receive identification and income supports such as Ontario Works and the Ontario Disability Support Program (ODSP), which are required to move forward with housing.
- Governance is solid, well supported, and reviewed often. There is a strategic plan and a strong board. There is long-term planning for sustainability, despite uncertainties with long-term funding. There is accountability at the top of Living Space to ensure clear safeguards are in place, standards are met, and lessons are learned from the past occurrences of administrative corruption.
- Management is led by a strong body of people with knowledge and skills in dealing with homelessness. There were participants who added that management also needs knowledge and skills

in dealing with drug addiction, mental illness, and organized crime.

- Staff are professional, skilled, competent, qualified, and well paid to handle difficulties associated with running a shelter. There would be minimal staff turnover. This includes hiring people that are understanding and compassionate, that treat clients with respect and are not judgemental. There were participants who said that this requires staff with social service work education as well as peers with lived experience who can deliver peer-led programs. A thorough on-boarding process is needed and specific and ongoing training and development in several areas, including (but not limited to): harm reduction and trauma-informed approaches; anti-stigma and anti-racism; how to deliver culturally safe and culturally appropriate services (including understanding the truth about the history of First Nations communities, and incorporating First Nations culture and cultural healing into services); sensitivity training, how to be tolerant with emotions, crisis prevention, de-escalation, and intervention; suicide prevention; and mental health and substance use. There would also be adequate supports for staff who are experiencing vicarious trauma, with more attention to supports needed to keep staff healthy and well (e.g. Employee Assistance Program services, counselling services, etc.).
- There is transparency with the community. There were participants who said that this can happen through mechanisms like annual reports, ongoing community outreach and engagement. There needs to be clarity on how funding that has been provided to date has been used.
- Has adequate resources and is financially sustainable. There were participants that said this is necessary so that the shelter can meet the demand and provide the staff and supports needed to provide the varied services clients need during this difficult time in their lives. There were calls for transparency on funding. Whatever the outcomes of the Relocation Review, it's important to identify who will pay to implement those outcomes.

It was said that “Mining companies are taking resources from our land and making millions of dollars. They provide token support but nothing of real value. We need to make it a condition that if they’re working in our area, then they need to help resolve issues.”

- There is continuous improvement over time based on data. There are qualitative measures of success and more of a focus on outcomes.

**The shelter has “safe” rooms.**

- Safety procedures used by the Timmins & Area Women in Crisis (TAWC) shelter and the First Nation emergency evacuation hosting team include “safe” rooms that have proven to reduce the tensions and stresses in group residential settings. TAWC is a 15-bed shelter that also has 8 safe rooms that are used to provide clients with their own safe space. If someone comes in under the influence, a safety plan is made, including an agreement on whether the client would like a staff member to check in on them regularly. They stay in that room until they are ready to join the shared spaces, including spaces with children. If individuals want additional help, they can stay in that safe room until they are connected to services. A similar process is used at the Ramada Hotel during the First Nation emergency evacuations.

**The shelter doesn’t contribute to safety concerns – in the community or for shelter clients.**

- There were participants who said that a shelter that is working well doesn’t have people in distress outside the shelter during the day and night hanging out or consuming drugs next door, across the street, or nearby. The police, fire, and ambulance services are not at the shelter multiple times per day. There is no public intoxication with drugs or alcohol and no needles from one end of the city to the other.

- There were participants who said that a shelter that is working well does not tolerate illegal activity or weapons or violence on site. There were other participants who agreed and at the same time noted that successful low barrier shelters respond to illegal activity in a way that provides connections to appropriate supports rather than delivering a punitive response.
- It is a non-judgemental space. It operates with direct input from those accessing services in the shelter. Clients have autonomy and the right to make their own choices. There's a good listening/understanding process to understand what people need to get on their feet. It provides good information to the people using the shelter.
- The shelter is run in a way that is culturally competent. It operates consistently with the Truth and Reconciliation Commission Calls to Action. Living Space has more Indigenous staff and First Nations protocols are followed. There is cultural competency training, including Seven Generations teaching, information, and partnering. People in power are educated about privileges. There are ways for Indigenous frontline workers to support each other.
- There is a monitoring system for clients who are under the influence of substances. There are people trained in addiction and mental health services who know how to observe clients using substances. As one participant said, "I don't want to hear about another death at Living Space ever again." There is engagement with service providers who are mandated to provide health care, addictions and treatment services and mental health services at the shelter.

**The Timmins community is engaged.**

- Neighbours get to know the people staying at the shelter. The stigma around homelessness is addressed and we are working to create unity. People are more open and willing to learn about



the circumstances that impact people experiencing homelessness.

- There is collaboration with the community. There are opportunities for trained volunteers to support the shelter. There is a Community Relations/Stakeholder Engagement Strategy, including the establishment of a Community Committee comprised of shelter clients (current or former), community members, police, and elected officials (with some participants expressing concern about involvement of City officials in the shelter).

### **Services are provided.**

There were different perspectives on the services provided at a shelter that's working well.

- There were participants who said that a shelter that's working well provides services that meet basic needs only. This means providing a place to sleep that's safe and warm, clean water, bathrooms, a place to shower, and then people would be required to leave.

There were also participants who said that a shelter that's working well is not just a shelter, it's also a service hub (that works in tandem with the emergency shelter) and drop-in centre. The shelter/service hub/drop-in goes beyond meeting basic needs and also provides other services. There were participants who said that it provides client-centred, trauma-informed, culturally appropriate wrap around services 24/7 on-site in one location. They said that this is necessary so that clients of the services don't have to "run all over town" to access services and that important because it's unreasonable to expect individuals to know what services are available to them and how they can help. There would be an intake process that meets people where they're at. Individualized care plans would be provided and supports and services would be flexible and align with what works best for clients.

Suggested services included things like addictions and mental health counselling (since drugs and alcohol are just hiding the issues), medical and physician services, dental hygiene, crisis supports, housing supports, supports from elders, legal supports, employment training and employment (e.g., jobs around the community), help with cleaning and cooking, a 24/7 kitchen (including opportunities to cook outside), healthy meals (3 meals per day, help with other life skills (like how to transition out of jail or budgeting), health education, outreach from Indigenous communities, education (e.g., high school equivalency, learning a trade), getting identification (e.g., driver's license, birth certificates, health card, status card, etc.), and other supports (such as access to winter gear) to help people get back on their feet.

There were participants who said that a shelter that's working well would include more services for youth.

- There were also participants who said that a shelter that's working well gives purpose and empowers people. This includes meeting people where they are at and giving them the help they need to improve their lives. This includes information sessions and outings that support interactions with people, cultural events, places to do activities, and social activities that bring joy. There's a calendar of supports provided weekly with clear programming.
- There were participants who said that a shelter that's working well has discharge planning services and continues wrap-around services after a person is housed. These services support departure from the shelter into long-term affordable housing with enough supports to make that new housing situation successful for the client. There were participants who said that a successful shelter follows a "Housing First" approach. As one participant said, "Every individual has a right to be housed in adequate and safe living circumstances. People are better equipped to move forward with their lives when the basic need of shelter is addressed. We know from both experience in

the field and the research that recovery is strongly dependent on an individual's access to housing. Many folks attend treatment and are forced to return to the same environment where drug use is rampant. This causes individuals to relapse the majority of the time and the cycle continues. This is not to say those using drugs should not access emergency shelters. This is to demonstrate the need for links to housing resources for those that have already accessed this crisis-based service. Instead, what we currently have, is individuals staying at the emergency shelter for an extended period of time, without proper support in moving them towards their goals and next steps of the continuum of care.”

**Service providers are working together to help support clients of the shelter.**

- Community partners/service providers fully support the shelter. There's a Memorandum of Understanding between all collaborating agencies that defines their commitment and accountability.
- Access to services is efficient and well-coordinated. There's an emphasis on coordinated access to services for clients and no wait times (services are available today). There is collaboration between organizations/partners providing services, including information sharing and in-service education. The services are provided through structured visits (not randomly) by multiple service providers on-site, with a weekly calendar with information about which agencies will be there and when.
- The shelter that doesn't duplicate the work that's already being done by existing service providers but instead refers people to partners, services, and programs. A shelter that's working well is a physical hub from which staff from other organizations can work (and results in a shelter organization isn't top-heavy with multiple coordinators and administrators).

**The shelter is supported by other needed community facilities.**

- There were participants who said a shelter that's working well is supported by more and nicer treatment facilities, detox and rehab facilities, transitional and supportive housing (see housing spectrum graphic<sup>3</sup> below). The re-introduction of different housing models such as co-ops was also suggested.



- An emergency shelter is supported by a system that has dedicated funds, workers, and resources allocated to affordable, adequate, and permanent housing. If this is not prioritized, many people will remain in the emergency shelter setting which will further put a strain on them at the individual level, and more broadly on the system itself (extending services beyond capacity and not fulfilling the mandate and goal to end homelessness).
- The need for an integrated inner city health care clinic with primary care, addiction care, and allied health was identified.
- Mobile treatment was suggested so that services can be delivered to other communities.
- The role and functioning of the Good Samaritan Inn (which provides transitional housing) and other shelters (such as Timmins & Area Women in Crisis and Ellevive) are part of the community system of supports that are relevant to the Living Space emergency shelter.

**The shelter has a clear approach to if/how it serves people with addictions.**

<sup>3</sup> [November 2020 Cochrane Community Housing Needs Assessment](#)

There were different perspectives on how a shelter that's working well would manage people with addictions.

- There were participants who said that a shelter that's working well has high barriers to people accessing it and strict rules. This means strict rules against the use of drugs and alcohol and no access for individuals with addictions issues, including anyone who has drugs or is known to be involved with drugs. There were participants who said that they do not think a successful emergency shelter provides services to people with addictions issues. As one participant said, "Addicts need to be in rehab and criminals need incarceration".
- There were also participants who said that a shelter that's working well has low barriers to access and offers equitable services. There were participants who said that a shelter that's working well doesn't discriminate who can access it based on illness or disability, with reference to taking a rights-based approach and the need to respect the [Ontario Human Rights Code](#), the [Ontario Mental Health Act](#), and the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#).

In response to the question "What does an emergency shelter that's working well look like to you?", there were also participants who said that success to them would be having no shelter in Timmins.

## 4. Relocation options were explored. They all have benefits and risks.

Four location options were considered in detail, with the potential benefits and risks summarized in the table below. Moving forward with any relocation option(s) relies on confirming the potential benefits and risks, including the assumptions on which they are based. There were many participants who stressed that no location for the emergency shelter will work if immediate and serious issues at the shelter are not addressed. Additional details about advantages and disadvantages of location options are included in the [Part 2 Integrated Feedback Summary](#).

Option	Benefits	Risks
<b>Relocate the emergency shelter out-of-town</b>	<p>Neighbours and businesses currently experiencing issues would have their sense of security and confidence back.</p> <p>Some people experiencing homelessness may have better outcomes.</p>	<p>People don't go, leading to more people sleeping rough downtown, more demands on emergency services and even bigger challenges.</p> <p>People do try and access the out-of-town location, facing safety risks through their travels (the need to look to the outcomes of the Inquiry into Missing and Murdered Indigenous Women and Girls was raised frequently).</p> <p>People that do use the out-of-town location are disconnected from services, supports, family, friends, housing, and jobs – further marginalizing people already on the margins of the community.</p>

Option	Benefits	Risks
<b>Relocate the shelter in-town</b>	People can come and go easily on foot. It's easier to access services, supports, family, friends, housing, and jobs that are important to helping people find a better path for the future.	Public concerns about safety persist. Tensions and frustrations grow, people lose confidence in existing systems to address their concerns. Substances are more readily available. Risk that stigma and hate continue.
<b>Keep the Spruce Street location and improve services</b>	Same benefits as relocating the shelter in-town, and it also avoids the expense of moving the shelter. Clients of the shelter support the existing location, as do service providers. If the shelter was better run and better supported, there would be fewer issues.	Same risks as relocating the shelter in-town, in addition to the risk that leadership, staffing, and governance of the Living Space emergency shelter do not improve and problems persist or worsen.  Risk that the relationship with the surrounding neighbours and businesses are too damaged to repair.
<b>Have more than one shelter</b>	Different needs can be served in different locations (e.g., low barrier, high barrier, youth, families, couples, women, 2SLGBTQ+).	Risk that service providers have limited capacity to provide support are multiple locations. Also introduces the risk that people with the most complex needs may not be welcome at all shelters, therefore introducing even higher barriers to accessing services and further marginalizing people.

5. There is a willingness in the Timmins community to try and work together to make Timmins better. Healing is needed and steps need to be taken to support the community in reconciling with each other. Trust needs to be built. Accountability needs to be shared.

Working sessions during the Relocation Review, and in particular the community working sessions, attracted the participation of people with a wide range of experiences that taught them to think in different ways about many things, including the Living Space emergency shelter.

At the community working sessions held during Part 2 and Part 3 of the process, there were participants who arrived at the meeting and sat at small tables with those they knew and agreed with, and partway through the meeting moved to sit at other tables with people they did not know and with very different perspectives. Difficult conversations were had and the vast majority of the time these were constructive. Many participants said that they learned that there is always more to the story, and some people said that their perspectives had changed after listening to others. There were participants who showed a real willingness to try and work together to make Timmins better. Young people, including those from the Youth Wellness Hub Youth Advisory Council, said they are interested in staying involved. Service providers reinforced the need to continue the type of process followed during the Relocation Review. Neighbours of the shelter expressed interest in participating going forward.



**Trust needs to be built, and it will take time.**

Many participants said community trust needs to be built. Good communication is critical, especially between the shelter and its neighbours, and between service providers and people experiencing homelessness. They said that consultation with residents is important when making decisions about the future of the shelter. The problems will not be solved overnight and since it will take years to end homelessness, the consultation should also continue. There were participants who said that all need to be treated with dignity and respect.

Participants with experience working to support the emergency evacuations of First Nations to Timmins went further.

They said that trust has been built over time through partnership and learning. They shared the Stronger Together<sup>4</sup> Vision Statement, which is “To enhance hosting operations together with partners in a trusting and respectful environment, fostering a holistic understanding.” The services are based on the needs of the people being served, with First Nations partners providing wrap-around supports. Municipal host partners then support the First Nations partners, as shown in the graphic here. There were participants who



This graphic is drawn from Stronger Together, 2023 Timmins Hosting Operations shared by Relocation Review participant Michelle Gervais, GEC Consulting.

<sup>4</sup> The Stronger Together model is a framework specifically designed to assist First Nations and municipalities in their efforts to host emergency evacuations. There have been various examples of when both parties have wished to host, but neither had all the resources to do so independently. The Stronger Together model is about joining efforts, creating a shared vision, and operating as one during a time of crisis.

talked about the need to have Indigenous and non-Indigenous service providers working together to address the concerns about the Living Space emergency shelter. Many of the Indigenous voices participating in the Relocation Review process attended multiple meetings and expressed interest in continuing to work together to help implement the types of partnerships and collaboration they said is required.

**Healing is needed and steps need to be taken to support the community in reconciling with each other.**

There were participants in the Relocation Review, including Indigenous and non-Indigenous participants, who said that to make any progress, people need to acknowledge where we have come from. We are all Treaty People, and it's important that people learn what that means<sup>5</sup>.

A participant in the Relocation Review, Sarah Hookimaw, shared work that she had done to envision how healing and reconciliation could happen as part of a memorial for her mother, Cecilia Scott, who passed away outdoors in downtown Timmins in 2018 (see excerpt below). Sarah identified steps that can be taken to support healing and reconciliation, many of which are also relevant more broadly when addressing issues raised through the Relocation Review. There are opportunities to do things such as providing safe spaces for introspection and retrospection, which is crucial for healing grief and reconciling. Opportunities for togetherness are important, such as sharing circles, sweat lodge ceremonies, and feasts that harness the intention of healing as well as activities that can be fun. She said that removing stigma, learning about respect, and opening hearts and minds makes us all active participants in Reconciliation and healing. An excerpt from text written by Sarah is included below, with her permission.

---

<sup>5</sup> [Commissioner's Statement \(The Honourable Sidney B. Linden\) at the Public Release of the Report of the Ipperwash Inquiry, May 31, 2007](#) notes that every Ontarian should understand that this province and country were built upon the treaties negotiated with First Nations, and that everyone shares the benefits and obligations of those treaties.

December 21<sup>st</sup> and 22<sup>nd</sup>, 2019, in Timmins, the 1<sup>st</sup> Annual Cecilia Scott Memorial is planned for family, friends, and communities of the Late Cecilia to gather in Timmins to grieve and honour her life.

**The Vision...** The original Vision is based upon her personal beliefs and my own observations. She was caring, selfless, quirky, funny, and loving. Learning how to live life without her, and restoring happiness, is our theme of this year. She passed away 1 week after her 45th birthday, outdoors in downtown Timmins. Providing a safe space for introspection and retrospection is crucial for healing grief and reconciling. Togetherness, a sharing circle, sweat lodge ceremony, feast, Sunday mass, and even family bowling can harness the intention of healing. She believed it was important to have fun too.

**Relationships...** Her death hit a lot of people by surprise, and I noticed the signs and impacts of grief in different situations and individuals. James Bay Communities, Timmins, street family, and several special guests will all have roles in the gathering. Significant roles include money, food and volunteer catering, accommodations, and support. We want to honour and respect Cecilia's relationships with people, places, things and practices, as a family. Removing stigma, learning about respect, and opening our hearts and minds makes us all active participants in Reconciliation and healing. The nature of her death needs to be dealt with and heard in Timmins. Specifically chosen Elders, ceremonial people, and counsellors will support and need to be honoured.

This text was written, designed, and shared by Sarah Hookimaw, the daughter of Cecilia Scott and a participant in the Relocation Review process. Sarah gave her permission to include this excerpt of her work in this report.

**Accountability needs to be shared.**

There were participants in the Relocation Review who talked about the importance of individuals and organizations being accountable for doing their part to address the concerns raised through the process. This includes all residents of Timmins, including people that are housed, people that are unhoused, people that own their house, people that rent, people that work with service providers, people that work with government, people that own their own businesses, people that work in Timmins and all other residents. It also includes the governments, organizations, and agencies that have mandates to deliver services that both directly and indirectly respond to the concerns raised through the Relocation Review, as identified in the table below.

Organization	Main responsibility(ies) related to issues raised by participants in the Living Space Relocation Review
<a href="#">Canadian Mental Health Association – Cochrane Temiskaming</a>	Addiction and mental health services
<a href="#">City of Timmins</a>	Sanitation, public washrooms, property standards and other bylaws, community safety and well-being
<a href="#">Cochrane District Social Services Administration Board</a>	Social housing
<a href="#">Living Space</a>	Emergency shelter
<a href="#">Mushkegowuk Council</a>	Provide accessible, equitable, and high quality support and advisory services to our First Nations in areas including governance, political, spiritual, social and economic development, health, language and culture, environment, technical services and education
<a href="#">Nishnawbe Aski Nation</a>	Advocate for self-determination with functioning self-government through

Organization	Main responsibility(ies) related to issues raised by participants in the Living Space Relocation Review
	partnerships and agreements with our Treaty partners – the governments of Canada and Ontario
<a href="#"><u>Ontario Aboriginal Housing Services</u></a>	Social housing for Indigenous communities
<a href="#"><u>Porcupine Health Unit</u></a>	Public health
<a href="#"><u>The Salvation Army</u></a>	Day-time drop in and community meals
<a href="#"><u>Timmins &amp; Area Women in Crisis, Ellevive</u></a>	Violence against women shelters
<a href="#"><u>Timmins and District Hospital</u></a>	Primary health care, addictions and mental health care (including the temporary Safe Health Site Timmins)
<a href="#"><u>Timmins Native Friendship Centre</u></a>	Daytime drop-in services for people who are unhoused
<a href="#"><u>Timmins Police Service</u></a>	Law enforcement
<a href="#"><u>Timmins Youth Wellness Hub</u></a>	Youth wellness
<a href="#"><u>Wabun Tribal Council</u></a>	Organize and facilitate the delivery of health, education, governance, economic and resource development services

---

# Suggested Solutions

Based on the five Relocation Review outcomes, participants suggested 36 solutions to address 17 specific issues raised through the Relocation Review.

**Living Space, the non-profit organization responsible for running the emergency shelter, and the CDSSAB as its funder, have important roles in leading the implementation of many of the solutions identified.** However, there are many issues and solutions that Living Space and the CDSSAB have no mandate nor resources to address. Other organizations with the mandates and resources to address these issues must also act. Many of the issues identified in the community are complex, systemic issues that require significant policy and funding reform at the provincial and federal level.

**As a next step, the Living Space Relocation Review Steering Committee, in collaboration with any and all other interested organizations and governments, will identify which organization(s) has the will, resources, and mandate to act on the solutions suggested and in what timeframe.** In some cases, additional work may be required prior to confirming a path forward. If, after additional investigation, the solution suggested by participants in the process cannot happen or needs to be changed in some way, it will be important to share an explanation with the public as to why not, as well as what next steps are contemplated to addressing the issue.

A couple of important notes about the table that follows, linking issues raised by participants during the Relocation Review to the solutions they suggested to address them:

- The way each resident experiences these issues is different, but many solutions can benefit all. For example, homeowners that have complained about people going to the washroom on their properties will see that the lack of toilets is also an issue identified by residents that are unhoused. The solution suggested, providing more washrooms, benefits both private property owners and

people experiencing homelessness. The same holds true for many of the solutions suggested.

- Some solutions could produce results immediately, like providing access to more toilets for people who are unhoused. Other solutions need to start right away but will require ongoing efforts, such as the work required to build trust and collaboration between Indigenous and non-Indigenous communities on which the long-term sustainable resolution of tensions related to the Living Space emergency shelter depend.

#	Issues raised	Solutions suggested
1	Living space governance is in a period of change.	A. Stabilize Living Space governance as soon as possible.
2	Shelter workers are not experienced or trained to deal with the majority of shelter clients.	<p>A. Urgently act to provide new and/or additional supports to emergency shelter staff.</p> <p>B. Urgently act to connect emergency shelter clients to the organizations in Timmins that have mandates to provide the services these clients need.</p> <p>C. Where services required exceed the capacity available in organizations in the Timmins community, collaborate and urgently advocate for the resources and funding required to enable those services to be provided.</p> <p>D. Enhance the Cochrane District System of Care to ensure that those with the highest, most complex needs continue to be prioritized for services and supports.</p>

#	Issues raised	Solutions suggested
3	There is a need for healing – not only for those experiencing homelessness, but also those working to support people experiencing homelessness, as well as people that are housed. People are experiencing first-hand trauma and vicarious trauma (sometimes referred to as compassion fatigue).	<p>A. Create safe spaces for healing grief and reconciling. This includes providing safe spaces for introspection and retrospection, and opportunities for everyone to be active participants in Reconciliation and healing.</p> <p>B. Work with the Stronger Together team of people with experiencing support First Nations emergency evacuations, including Indigenous and non-Indigenous partners, to find an ongoing way to apply the learnings from their work to the issues raised during the Relocation Review.</p>
4	There are not enough toilets at the emergency shelter and not enough public washrooms in the city.	<p>A. At the emergency shelter, ensure toilets are well-functioning, revisit the protocol for use of toilets, and add more toilets.</p> <p>B. In the city in general, provide and maintain more public toilets (could be port-a-potties).</p>
5	Sanitation issues with garbage and needles in the streets.	<p>A. Provide more garbage cans and more garbage collection, including needle collection.</p>



#	Issues raised	Solutions suggested
6	Shelter layout is not conducive to diffusing tensions and conflicts.	<ul style="list-style-type: none"> <li>A. Design the shelter so that there is dedicated space for quiet, conflict resolution, and privacy, when required. Connect with Timmins &amp; Area Women in Crisis and the Stronger Together Emergency Evacuation team to learn from their approaches on this. Ensure this is done in a way that doesn't compromise the safety of emergency shelter clients or staff.</li> <li>B. Revisit the morning routine in the shelter to increase the likelihood that days start off in a good way.</li> <li>C. Involve shelter clients in discussions about how to offer supports and services at the shelter in a way that best meets their needs.</li> <li>D. Ensure a drop-in space is available for those who want to access shelter services during the night but cannot sleep.</li> </ul>
7	Being excluded from the shelter risks lives and impacts neighbours.	<ul style="list-style-type: none"> <li>A. Revisit the circumstances under which Living Space excludes or bans people for periods of time, recognizing the consequences that has on clients and property owners in the surrounding community.</li> <li>B. Revisit the circumstances under which other service agencies discontinue or refuse to serve people who then have no other option but to rely on the emergency shelter.</li> </ul>

#	Issues raised	Solutions suggested
8	The emergency shelter does not support people trying to exit addictions.	<ul style="list-style-type: none"> <li>A. Explore options for emergency shelter, within the mandate of the shelter, that better support people trying to exit addictions.</li> <li>B. Similar to the approach taken at Safe Health Site Timmins, support the immediate transfer of people who say they want detox to organizations providing addictions services.</li> <li>C. Ensure that trauma-informed care and harm reduction are standard operating processes within the shelter.</li> </ul>
9	There is no mechanism for shelter clients to provide anonymous feedback to shelter staff and management in an anonymous way.	<ul style="list-style-type: none"> <li>A. Create a mechanism for shelter clients to provide feedback anonymously.</li> <li>B. Create of an anonymous complaints box and/or an Ombudsperson or Ombudsperson-like Committee.</li> </ul>
10	The majority of shelter clients are Indigenous however there are limited Indigenous staff and services are provided in English.	<ul style="list-style-type: none"> <li>A. Add Indigenous staff at the Living Space emergency shelter.</li> <li>B. Offer services in Cree and English.</li> <li>C. Ensure that Living Space and the emergency shelter operate in a culturally-safe way to support Indigenous staff.</li> </ul>

#	Issues raised	Solutions suggested
11	Communication between the shelter and neighbouring residents is limited.	<ul style="list-style-type: none"> <li>A. Establish a mechanism by which the shelter and neighbours are able to exchange information and updates regularly related to the shelter.</li> <li>B. Have regular updates regarding what happens at the shelter, including opportunities to tour the shelter and create space for constructive discussion between shelter clients and shelter neighbours.</li> <li>C. Establish ongoing community and stakeholder engagement and information-sharing related to the shelter.</li> </ul>
12	There is a lack of information about who is experiencing homelessness in Timmins and why, what services the shelter provides, and what other supports organizations have mandates to provide.	<ul style="list-style-type: none"> <li>A. Broadly distribute public information that answers these and other questions to address misinformation and support people getting good data to inform their perspectives.</li> </ul>
13	There are people and organizations in Timmins that are not aware of First Nations histories, cultures, or the intergenerational impacts of colonization.	<ul style="list-style-type: none"> <li>A. Take active steps to strengthen understanding and build bridges between Indigenous and non-Indigenous people. Remind everyone that we are all Treaty People.</li> <li>B. Identify organizations that provide Indigenous cultural competency training (e.g., Mushkegowuk provides this). Leaders of organizations sign-up for themselves and their staff to receive cultural competency training.</li> </ul>
14	Lack of community health facilities.	<ul style="list-style-type: none"> <li>A. Collaborate and advocate for additional resources from the provincial and federal governments to support needed facilities.</li> </ul>

#	Issues raised	Solutions suggested
15	Lack of housing and lack of supports to people once they are housed.	A. Build more housing and ensure support services are provided to increase the likelihood that the person stays successfully housed.
16	The over-supply of prescription drugs and the common knowledge of drug dealer activities.	A. Police need to act on the common knowledge about the location and illegal activities of drug dealers in Timmins to limit their capacity to negatively impact the community. B. Communities across the north should come together to advocate to limit the over-supply of prescribed medications.
17	Role of City by-laws in contributing to the challenges shared and solutions proposed during the Relocation Review	A. Enforce City bylaws related to vacant properties. B. Identify opportunities for the municipality to work with the shelter, its neighbours, and if/how to apply other City bylaws to facilitate strengthened relationships between the shelter and its neighbours (e.g., fence heights).

---

# Next Steps

This Living Space Relocation Review Final Report has been submitted to the Relocation Review Steering Committee. It has also been posted to the Living Space Relocation Review website and shared with the over 400 contacts in the Relocation Review database, including everyone that participated in the process or expressed interest in being kept updated on the results.

Living Space, the non-profit organization responsible for running the emergency shelter, and the CDSSAB as its funder, have important roles in leading and supporting implementation of many of the solutions identified. However, there are many issues and solutions that Living Space and the CDSSAB have no mandate nor resources to address. Other organizations with the mandates and resources to address these issues must also act. Communities need to continue holding organizations accountable.

As a next step, the Living Space Relocation Review Steering Committee has indicated that it will, in collaboration with any and all other interested organizations and governments, identify organization(s) with the will, resources, and mandate to act on the solutions suggested by participants in the Relocation Review and in what timeframe. In some cases, additional work may be required prior to confirming a path forward. If, after additional investigation, a solution suggested by participants in the process cannot happen or needs to be changed in some way, it will be important that an explanation as to why not be shared by the organization with the mandate to act on that solution, as well as what next steps are contemplated to address the issue.

The Steering Committee has said that it will create and propose an Action Plan, including a Funding Plan, to the CDSSAB Board of Directors at the meeting March 21, 2024. Based on the outcomes of that Board meeting, the Action Plan will be forward to Timmins City Council in April 2024. Work to implement the outcomes and action items identified through the Relocation Review will be ongoing.