

[DRAFT UNTIL APPROVED]

**Integrated Operating Plan for
Future Enhanced Emergency Shelter(s)
at (address of site)
(Date)**

Purpose: The integrated operating plan outlines the roles and responsibilities of each agency to support the Mustard Seed and Community. Targeted focus with the intent to reduce impacts on the community and the operator will be on interior operations and exterior impacts that may be realized.

This plan was developed and agreed upon by the Integrated Operating Plan made up of representatives from and between the Mustard Seed, Ministry of Social Services, City of Saskatoon, Saskatoon Fire Department and Saskatoon Police Service.

1. OPERATIONS OVERVIEW AT THE ENHANCED EMERGENCY SHELTER

(Number of beds) space shelter that offers access to emergency housing, rehousing, case management, case planning, social worker, and mental health support. The service provider has committed to and will work with the provincial government, other shelters, outreach providers and build relationships within Saskatoon's community. There is a commitment by the Mustard Seed to be a good partner.

This is a behavior-based shelter model and any grievous attitude such as physical fighting, will not be allowed. Expectations of guests are that use of alcohol and drugs are not to be used on the property. Guests can be intoxicated at time of admission but must be self-sufficient and not relying on staff to care for their basic needs such as bathing, dressing, toileting, feeding, managing medications, able to walk and sit without assistance. Smoking is permitted in a designated area.

Mustard Seed will provide the following:

- A. Provision of 24-hour accommodation and three daily healthy meal choices for each client, complying with Saskatchewan Food and Safety Standards.
- B. Provision of a safe and non-judgmental environment, free from harassment, abuse, discrimination, and violence.
- C. Onsite case managers and additional staff resources to provide clients with: individualized case plans, within seven days; programming, including supportive and culturally relevant counseling; referrals to support services such addiction, mental health, and trauma services; connection to federal and/or provincial income supports and/or trusteeship; connection to primary health services; assistance obtaining identification documents; arrangement of appointment bookings for clients; and, support to obtain suitable housing that best addresses their shelter needs.
- D. Provide client meeting space for onsite primary health and income assistance services, in collaboration with The Ministry and the Saskatchewan Health Authority.
- E. Conduct follow-up on behalf of clients referred to programs and services.
- F. Transition clients to suitable housing that best addresses their shelter needs as soon as possible. There is no prescribed limit to the length of time a client may stay in an enhanced emergency shelter. Lengths of stay will be determined on a case-by-case basis.

- G. The Mustard Seed will meet with clients to review and update their case plan, as needed, for the duration of the client's shelter stay. After thirty (30) days, the Agency will review the client's case plan to identify the barriers of transitioning the client and reassess as required.

Guests will be assessed using the behavior-based model during intake and continual monitoring during their stay. There are three classifications of behaviors:

Red – an individual is exhibiting weapons, violent and/or threatening behavior. Saskatoon Police Service will be contacted to respond to the situation.

Yellow – an individual is exhibiting escalated behavior such as anger or disruptive actions. The Mustard Seed would not release the individual into the community but make connections to appropriate organizations where their needs would be better served.

Green – an individual is exhibiting no indicators of escalated behavior, be cooperative and be either taken into the Enhanced Emergency Shelter OR if at capacity, arrangements would be made for them to be transported and connected to another shelter.

2. COORDINATED AND INCREASED PRESENCE OF PUBLIC SAFETY PERSONNEL

The goal is to provide continuous, randomized presence to the surrounding area of the (future name) Enhanced Emergency Shelter located at (future site address) to assist the staff and community with any transitional concerns.

Attention will be focused on the following issues but not limited to:

- Social disorder
- Public Safety (pedestrian paths, parks and green spaces)
- Violence & weapons
- Identification of temporary, unsafe and inadequate structures in thoroughfares, green spaces and parks by the Saskatoon Fire Department Unhoused team.

Based on the assumption that the Enhanced Emergency Shelter may create additional pedestrian traffic, area monitoring any increase in concerns or issues in the neighborhood.

Public safety personnel include:

Saskatoon Fire Department

Uniformed Fire Inspectors/Investigators, Fire Bylaw Inspectors, and front-line emergency personnel concerned about life safety matters and including the usual concerns conceptualized within the Fire Safety Act, the property maintenance bylaw, emergencies, public service, and public assists will respond and attend to the Enhanced Emergency Shelter and area to observe, mitigate emergencies, reduce risk where possible, engage in conversation and inspection of the area with community and the shelter. Timing of the attendance will be varied and at the discretion of the attending member. Presence rather than enforcement is the aim.

Saskatoon Police Service

Police, concerned about potential for violence and weapons-use, will attend to the SEES in a marked vehicle and conduct conversation and visual inspection of the area. Timing of the attendance should be varied and is at the discretion of the attending member. Police will specifically assist the Mustard Seed staff pursuant to lawful authority, in ensuring that relatives external to the building are not interfering the shelter operations in any number of ways. Presence rather than enforcement is the aim.

Uniformed public safety personnel will make focused and random visits to the neighborhood area throughout a 24 hour cycle.

Weekday Support

Saskatoon Police Service:

Community Liaison Officers
Alternative Response Officers
Uniform Patrol Officers – 24 hours

Saskatoon Fire Department:

Fire Inspectors/Investigators
Fire Bylaw Inspectors
Uniform Emergency Response personnel – 24 hours

Weekend and Overnight Support

Saskatoon Police Service:

Uniform Patrol Officers – 24 hours

Saskatoon Fire Department:

Fire Inspectors, between 7am to 6:15 pm
Uniform Emergency Response personnel – 24 hours

3. COORDINATED COMMUNICATIONS

It is agreed that communications will be consistent, transparent, and collaborative between all parties.

Key residents and stakeholders will be engaged in communications updates. A list could be developed that includes the following participants and could be expanded as needed depending on emerging concerns.

City of Saskatoon:

City Manager’s office

Carla Blumers, Communications

Lesley Anderson, Planning and Development

Saskatoon Fire:

Assistant Chief, Yvonne Raymer

Saskatoon Police Service:

Inspector, Dale Solie

Superintendent, Darren Pringle

Staff Sergeant, Michael Horvath

Mustard Seed:

James Gardiner, Chief Impact Officer

Ministry of Social Services:

Tressa Antoine, Manager of Community Based Housing

Kayla Mackay

4. COORDINATED DATA AND ANALYSIS

Key data will be tracked, evaluated, and assessed to determine the efficacy of interventions made to address the areas of concern. Both Saskatoon Fire and Saskatoon Police currently collect data. Sharing of information to be proactive as

well as reactive to emerging concerns based on data driven decision making will be communicated based on what the data portrays, both in its current status and next steps.

5. COORDINATED AND EXPANDED OUTREACH

There is work to be done in identifying what outreach is currently happening, by which organizations, what they are learning in relation to the increased activity in the Fairhaven neighbourhood and how best to respond. Another question would be finding out where and what times additional outreach is most needed.

6. COORDINATION HUB

There is a need to have a coordinated structure that works to pull all of the above five sections together.

Specific needs include:

Better use and sharing of data and information for each institution to develop their operational responses, as well as a coordinated strategy.

Ability to compile the data, distribute and/or publish relevant information as required.

Production of consistent public communications for hotspots and on-going community safety concerns.

Production of consistent internal updates across all three institutions as needed.

Currently, this is being done by the ad-hoc Coordinated Community Safety Response working group that includes:

Assistant Fire Chief Yvonne Raymer

SPS Inspector Darren Pringle

SPS Staff Sergeant Michael Horvath

SPS Analyst, Special Constable John Ng

Mayor's Office Chief of Staff Michelle Beveridge

Members of this group provide updates to their relevant supervisors and teams, but there is not a formalized reporting or coordinating process. It is currently working well, but there may be a future need to ensure the work being done, or needs being identified, become more formalized within and among the partnering institutions.

APPENDIX A: The highlighted portions of the map are areas where Fire and Police anticipate regular coordinated security visits. This is in addition to the response to calls that come from additional areas in the neighbourhood.

(INSERT MAP once site selected)