Agenda – Executive Policy Committee – March 13, 2023

Report – Standing Policy Committee on Community Services – February 28, 2023

Item No. 3 Status Update on 'Places to Go' Framework (Public Restroom Strategy) and Temporary and Permanent Public Washrooms

STANDING COMMITTEE RECOMMENDATION:

On February 28, 2023, the Standing Policy Committee on Community Services concurred in the recommendation of the Winnipeg Public Service, as amended, and submitted the following to Council:

1. That this report be received as information.

Agenda – Executive Policy Committee – March 13, 2023

Report – Standing Policy Committee on Community Services – February 28, 2023

DECISION MAKING HISTORY:

STANDING COMMITTEE RECOMMENDATION:

On February 28, 2023, the Standing Policy Committee on Community Services concurred in Recommendation 1 of the Winnipeg Public Service, namely:

1. That this report be received as information.

and submitted the matter to the Executive Policy Committee and Council.

David Grant, submitted a communication with respect to the matter.

ADMINISTRATIVE REPORT

Title: Status Update on 'Places to Go' Framework (Public Restroom Strategy) and Temporary and Permanent Public Washrooms

Critical Path: Standing Policy Committee on Community Services – Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
T. Knowles Yarnell	C. Fernandes	N/A	M. Jack

EXECUTIVE SUMMARY

On July 23, 2020, Council concurred with the recommendation of the Standing Policy Committee on Protection, Community Services and Parks, directing the Public Service to implement the 'Places to Go' Framework (Public Restroom Strategy).

The 'Places to Go' Framework ('the Framework') consists of three separate tiers:

1. Advertiser-funded, portable public washrooms.
2. Public-Private Partnerships with local businesses and Business Improvement Zones to encourage private businesses to open their washrooms to the public.
3. Removing red tape for private businesses to install their own temporary public washroom facilities.

It is important to note that the evolution of public health measures during the COVID-19 pandemic expanded the City of Winnipeg's approach to the Framework. On July 23, 2020, Council concurred with Standing Policy Committee's recommendation to support the allocation of $670,000, gifted to the City of Winnipeg from the Community Response Fund for Vulnerable Populations, for the creation of one or more permanent public washrooms and the rental of temporary washrooms to support vulnerable populations impacted by facility closures due to the COVID-19 pandemic.

This report provides an update on the implementation of the 'Places to Go' Framework, as well as an update on the current state of both the temporary and permanent washroom projects. While not part of 'Places to Go', the two washroom projects have related objectives and are included in this report to provide a complete picture.

RECOMMENDATIONS

2. That this report be received as information.

3. That annual reporting on the 'Places to Go' Framework be concluded.

REASON FOR THE REPORT

On July 23, 2020, Council concurred with the recommendation of the Standing Policy Committee on Protection, Community Services and Parks that the Public Service report back annually with an update on progress made in the implementation of 'Places to Go' Framework.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receiving this report as information.

HISTORY/DISCUSSION

Overview of the 'Places to Go' Framework (Public Restroom Strategy)

The City of Winnipeg reviewed the possibility of providing public washrooms in the downtown area on several occasions since 2008. A history of research and programming efforts was included with the "Places to Go" – Downtown Public Restroom Strategy report (Council, July 23, 2020).

With a body of research that included a 2010 report drafted by Planning, Property and Development, a 2019 report on public washroom program options released by the Downtown Winnipeg Business Improvement Zone (BIZ), organized discussions with stakeholders, and a jurisdictional scan of funding models, the Public Service developed a three-tier Places to Go Framework that takes into consideration the various difficulties that previous programs have encountered. The Places to Go Framework, as it appears below, was approved by Council in July of 2020.

Tier 1: Advertiser-funded public washrooms

This first tier would entail a review of the practicality of installing temporary washroom facilities (e.g. port-a-potty units) within City-controlled spaces and/or rights-of-way. Based on strategies employed by a number of cities reviewed, an advertising company could own and/or operate one or more public washroom facilities in exchange for exclusive advertising opportunities on them. This approach is particularly relevant within the downtown area for a number of reasons:

- Locating these facilities within public spaces and/or rights-of-way would hopefully discourage loitering, vandalism, and misuse of the public washroom facilities; and,
- Advertising in the downtown area is limited by provisions within the Downtown Zoning By-law**,** with advertisers eager to gain exclusive rights to eye-level advertising real estate on prominent and highly-visible intersections and locations in the City.

Advertising contracts for other City structures, such as bus shelters and advertising on buses, are up for renewal between in 2023 and 2025. Opportunities could be extended for advertisers to fund installation and maintenance of public washroom facilities at various designated locations for the exclusive right to advertise on public washroom facilities in a similar manner for an initial pilot period of one or two years, with a rotation of sites. Usage of the public washrooms would be monitored to determine optimal locations, and to determine if they have any positive impact on public urination and defecation in general. This data could then be used to inform the

installation of either long-term temporary facilities at certain locations, or the installation of permanent facilities.

Tier 2: Public-Private Partnerships with local businesses and BIZs

The second tier builds off of the earlier work of a Places to Go advisory committee and the Downtown Winnipeg BIZ to develop a pilot partnership program with local businesses through their respective BIZ to encourage private businesses to open their washrooms to the public at large. Funding of a program would be through incremental advertising revenue on the program proposed in Tier 1.

Tier 3: Removing red tape for private businesses to install their own temporary public washroom facilities.

The third tier responds to calls from external stakeholders, including the Downtown Winnipeg BIZ, to remove red-tape on private entities wanting to place a public washroom facility on or near their properties, through a review and possible amendment of the various applicable by-laws on encroachments, street signage, etc. Public washrooms located in the public right-of-way may not face the same barriers as they could be considered a utility.

Implementation Status of the Places to Go Framework

In consideration of barriers outlined in the Framework, Council directed the Public Service to work with external stakeholders to conduct a public washroom facility analysis and determine existing gaps and high-needs areas, as well as best locations for new washroom installations. A corresponding program and criteria were to be created, encouraging private and public building owners to provide public washroom access.

The COVID-19 pandemic's social and economic impact has been particularly severe for the residents and businesses of Winnipeg's inner-city. Many pre-pandemic conditions that informed the three-tier framework of 'Places to Go' have diminished and are only beginning to reemerge after two unexpected years of lockdown, illness and physical distancing. Areas of high need have shifted, and locations that had been previously identified as well suited to the introduction of new washrooms, are in some cases no longer suitable. As a result, progress on Tier 1 and Tier 2 has been minimal.

While the pandemic and delivery of the portable and permanent public washroom projects temporarily eclipsed the intended next steps for the 'Places to Go' Framework, the experience gained in the process has been invaluable. Placement of temporary washrooms provided opportunity to consult with organizational partners, business owners and people with lived experience, to better understand why some locations work and others fail. Similarly, in the first six months of operations at Amoowigamig (the adopted Ojibwe word for Public Washroom), the new permanent washroom facility at 715 Main Street, which opened June 3, 2022, had been visited over 20,000 times, an unexpectedly high usage rate that provides evidence of the strength of this model of service delivery. A full history and status update of the ongoing washroom projects can be found below.

Regarding Tier 3 of the Places to Go Framework, the Planning, Property and Development Department has undertaken a preliminary review of barriers within City By-laws, processes or procedures that may inhibit the establishment of new public washroom facilities and implementation of the Places to Go Framework (attached to this report). Further analysis and

corresponding recommendations will be included in the March 13, 2023, report to Executive Policy Committee on the Status of Downtown Public Washroom Initiatives.

Background on the Temporary and Permanent Public Washroom Projects

On June 1, 2020, the City's interim Chief Administrative Officer was contacted by the Federation of Canadian Municipalities (FCM) on behalf of the Canadian Medical Association Foundation (CMAF) to award the City of Winnipeg $670,000 in one-time funding to provide COVID19 related support to vulnerable populations. On July 23, 2020, Council concurred with the recommendation of the Standing Policy Committee on Protection, Community Services and Parks to allocate this funding to support vulnerable populations impacted by the COVID19 pandemic by increasing access to public washroom facilities. Specifically, the motion identified that:

- Of the $670,000 gifted to the City up to $620,000 would be allocated to the creation of one or more permanent public washrooms and hand washing stations.
- The operational costs associated with the permanent public washrooms would be determined and any amounts that could not be defrayed through funding or revenue from other sources would be referred to the 2021 operating budget process.
- The remainder of the $670,000 would be allocated for the immediate rental of temporary portable washrooms in areas of the city which will best serve the needs of individuals experiencing homelessness, with locations to be identified through consultation with End Homelessness Winnipeg (EHW).

Over the past two years, several City departments including Community Services, Assets and Project Management, Legal Services, Corporate Finance – Risk and Insurance, Planning, Property and Development, and the Chief Administrative Officer have led and supported the delivery of two distinct projects related to the above Council direction. This includes one project focused on the rental, placement, and management of temporary washrooms, and a second project focused on the development, construction, and operation of permanent washrooms.

Led by the Community Development Division in the Community Services Department, staff began planning for the temporary washrooms by first engaging with EHW to identify locations where units could be placed across the City. Based on lessons learned from previous public washroom pilot projects in 2018 and 2019, City staff worked to identify sponsor agencies who would be willing to help monitor each site, and possibly locate a temporary washroom on or near their property.

It is important to note that the success of this project would not have been possible without the in-kind support of each of the sponsor agencies.

To date, temporary washroom units have been located at the following sites (not concurrently), and monitored by corresponding sponsor agencies:

Location	**Sponsor Agency**	**Total Washroom Units**
345 Portage Avenue	Downtown Biz	1 unit
26 Osborne Street	Osborne Biz	1 unit
75 Martha Street	Main Street Project	3 units
222 Furby Street	Crossways in Common	1 unit
473 Selkirk Avenue	Bear Clan	1 unit
St John's Park	City of Winnipeg	1 unit
44 Higgins Avenue	Ma Mawi Wi Chi Itata	1 unit

185 Young Street	Broadway Neighbourhood Centre	1 unit
685 Maryland Street	Spence Neighbourhood Assn	1 unit
Main at Higgins NE corner	City of Winnipeg	1 unit

Over the past two years the temporary washroom project has evolved in response to frequently changing conditions and the realities of each site. Washroom units have been removed frequently from incompatible sites, often in response to limited usage or due to challenges with the units themselves. Throughout the course of the implementation of this project the temporary washrooms were subject to vandalism, structural damage, fire, and the theft of internal components including, but not limited to, toilet paper holders, the urinals, and exhaust piping. In three separate instances units were set on fire with one requiring major repairs, and the others burning entirely.

Additionally, frequent complaints were received, including vandalism to sponsor agency buildings, complaints from neighbouring businesses and private residents, and in some cases verbal threats from individuals using or located near the washrooms. City staff worked with the vendor and sponsor agencies to identify ways to address some of these challenges. This included regular monthly meetings with the vendor to address ongoing issues, the removal of one unit to offset the cost of more frequent cleaning of the other six units, and the relocation of units to alternative spaces when site issues outweigh benefits.

Efforts were also made to assess the daily usage of each unit. In late 2020, a point-in-time count was undertaken, illustrating usage ranging from three visits per day in some locations to over 25 in others. The count was completed at this time to align with the reporting timelines of the FCM but has not been repeated in subsequent years due to concerns over inaccuracy.

Current Status and Ongoing Costs of Temporary Washrooms:

Through 2021 and 2022, evaluation of each unit was based both on the extent of the vendor's cleaning efforts and on corresponding sponsor agency's assessment of usage and overall impact. If a unit was underutilized, it was relocated. At the time of writing this report, there are units at four sites, as listed in the chart below. The two remaining units were removed from previous sites and efforts are underway to locate sponsor agencies at two proposed sites.

Location	**Sponsor Agency**	**Total Washroom Units**
222 Furby Street	Crossways in Common	1 unit
685 Maryland St.	Spence Neighbourhood Assn	1 unit
185 Young St.	Broadway Neighbourhood Centre	1 unit
473 Selkirk Ave.	North End Community Renewal Corp	1 unit

There have been mixed results with the portable washrooms, originally introduced to provide washroom facilities for those experiencing homelessness during the COVID-19 pandemic. Sponsor agencies have noted the benefits of providing a dignified option for Winnipeggers to use the restroom but negative outcomes listed above as well as the additional administrative cost for the City (associated with fielding complaints, sourcing new locations that include sponsor agencies, and executing legal contracts for those placed on private lands) also weigh against positive outcomes, particularly at sites with modest usage.

Background on Permanent Public Washroom (Amoowigamig, 715 Main Street):

Led by the Municipal Accommodations Division, in the Assets and Project Management Department, work on the permanent public washroom began in July 2020. A Site Selection Evaluation Committee was formed to begin the process of establishing criteria and selecting a site. A site selection geographical assessment was completed that included a property inventory consultation and analysis, leading to site short-listing, and tours of possible locations. Following this, the sites were scored and evaluated and a Procurement Strategy Assessment was developed.

Consultations with community stakeholders, including the Centre for Aboriginal Human Resource Development Inc., Aboriginal Council of Winnipeg, Thunderbird House, EHW, and Astum Api Niikinaahk identifying a preferred location at Henry Street and Main Street were also completed. Through this process, 715 Main Street was selected as the recommended site for the permanent public washroom. A draft Lease Agreement was then completed and reviewed by Legal Services in conjunction with the Aboriginal Council of Winnipeg for the use of the land at 715 Henry Street.

In December 2020, Bridgman Collaborative Architecture was approved as the Consultant to design the new permanent public washroom facility. On March 24, 2021, the tender closed with seven bids received. The lowest responsive bid in the amount of $634,778 was submitted by U Build Inc. On March 31, 2021, the Public Service reviewed the project scope of work with U Build Inc. and determined U Build Inc. had the resources and expertise to complete the requirement of the tender.

On May 11, 2021, the Standing Policy Committee on Property and Development, Heritage and Downtown Development approved an increase of the project budget from $633,087 to $818,087 through the realignment of existing, Council-approved capital program budgets. The Chief Administrative Officer was authorized to enter into, execute, deliver and award a contract to U Build Inc. for the construction of the new public washroom at 715 Main Street. On June 1, 2021, the City awarded the contract in the amount of $634,778 to U Build Inc.

On September 29, 2021, Council approved the acceptance of a grant from the Circle of Life Thunderbird House Whaka Pimadiziiwii Pinaysiiwigamic Inc. in the amount of $241,202 funded by the Community Foundations of Canada, on behalf of the Government of Canada, for the purpose of the City completing the public washroom facilities. With the acceptance of the grant the total capital project cost was revised to $874,489. This grant allowed the City to complete the project as planned. It is important to note that the scope of the project would need to have been amended to meet the public budget without this generous grant from Thunderbird House and the Community Foundations of Canada.

Construction began at the site in the summer of 2021 and was completed in April of 2022. Ma Mawi Wi Chi Itata Centre was contracted to provide on-site peer support programming, and the facility opened to the public on June 3, 2022. Upon opening, the facility was given the name Amoowigamig, which is the Ojibwe word for ‘public washroom’, by leadership at Ma Mawi Wi Chi Itata Centre.

Overview of Peer Supports at Amoowigamig:

Based on lessons learned from previous public washroom pilot projects in 2018 and 2019, as well as the first 16 months of the temporary washroom project, the Public Service identified that

it is critical to have staffing personnel, or some type of supervisory and peacekeeping capacity, at the washroom facility.

In the fall of 2021, the Community Development Division of Community Services, initiated a series of engagements with a group of stakeholders to discuss the program operations of the washroom facility. During the engagement, the City met with representation from Main Street Project, Salvation Army, the Downtown Biz, Bridgman Collaborative, Siloam Mission, Thunderbird House, End Homelessness Winnipeg, Winnipeg Regional Health Authority, Street Connections, Ma Mawi Wi Chi Itata Centre, and the Downtown Community Safety Partnership. The engagement included two meetings and a questionnaire to solicit specifics about program planning.

Based on feedback and concerns raised through the engagement process, on-site staffing was recognized as critical to the project's success and the overall safety of facility users and the building itself. An unsupervised site would pose safety concerns for community members, and particularly women, girls, transgender and non-binary individuals, and greatly increase the risk of damage and vandalism to the facility and infrastructure.

At the December 16, 2021, meeting of Council, the Chief Administrative Officer was granted authority to enter into a sole source grant agreement with an agency or agencies selected by the Public Service, to provide peer support services at the planned permanent washroom. As facility construction moved toward completion, the Public Service elected to forgo engaging in a lengthy competitive bidding process, relying instead on the ongoing consultation process mentioned above to identify a qualified and appropriate community agency for this work.

Recognizing that the majority of area residents and those projected to visit the washroom facility would be Indigenous, noting proximity to Thunderbird House (a community and cultural hub for Indigenous people) the Public Service sought partnership with an Indigenous organization, one with capacity to undertake this work, to hire staff and launch peer supports in short order, and to bring meaningful cultural presence to operations at the new facility.

In April of 2022, the City of Winnipeg entered into a contract with Ma Mawi Wi Chi Itata Centre, to provide Peer Support services at Amoowigamig. Ma Mawi Wi Chi Itata Centre's capacity and professional reputation, its existing office space at Thunderbird House and its ongoing commitment to the development of Astum Api Niikinaahk (transitional housing units being built next to Thunderbird House) brought significant weight to this selection.

Current Status and Ongoing Costs – Permanent Public Washroom:

The total operating cost for the permanent public washrooms can be broken down into two components: facility operating expenses, and those associated with on-site peer support programming. Operating costs include all operational expenses such as water and energy use, as well as maintenance, and cleaning. On-site programming costs include expenses associated with the staffing requirements noted in the previous section.

Facility Operations

The preliminary estimated annual cost for facility operations was $54,280. This cost aligned with the proposed 24-hour, seven-day per week, operational programming model. With the facility running only 10 hours per day, seven days per week but with higher volumes of usage than anticipated, actual cost for facility completion and operations in 2022 was $74,044. As with any

new facility, adjustments were made over the first few months of usage, including: improvements to air circulation, adding on-site communications infrastructure (Wi-Fi, fax-line), increasing frequency of solid waste pick-up, purchase of office supplies (cork board, pamphlet holders), and installation of industrial-quality air fresheners. Municipal Accommodations reports that roughly $29,000 in technical expenses that were incurred in 2022 are associated with problem solving and completion of the new facility and unlikely to repeat moving forward. An annual budget of $50,000 for facility maintenance has been included in the City of Winnipeg's Multi-Year Budget moving forward and it is anticipated that this amount, adjusted in future for inflation, is a realistic and accurate projection of this cost for 2023 and beyond.

Peer Support Services

Accounting for challenges anticipated at Amoowigamig, Ma Mawi Wi Chi Itata Centre budgeted for a greater on-site staffing presence, training, and project management requirements than initially projected by the Public Service. Ma Mawi Wi Chi Itata Centre projects that the cost to provide on-site peer support programming 24 hours per day, seven day per week is $650,000 annually, indexed to the rate of inflation for subsequent years. This amount is much higher than the annual baseline initially identified by the Public Service, which did not account sufficiently for a full complement of support staff, administration, and additional costs associated with staff turnover in a high-trauma work environment.

The Public Service, with partners Ma Mawi Wi Chi Itata Centre and Thunderbird House, have explored the potential of accessing external grants to support onsite services but this has not been fruitful to date. With a Council-approved budget of $200,000 annually for both 2022 and 2023, Ma Mawi Wi Chi Itata Centre has been operating Amoowigamig for 10 hours per day, seven days per week since June 3, 2022. As a result of City funds not covering the full cost of current operations, facility hours will be reduced on May 16, 2023, from 10 hours per day to 8 hours per day. This scheduling was mutually agreed upon and forms part of the current grant agreement, which ends on December 31, 2023.

By all accounts, delivery of washroom services with on-site peer supports has been a tremendous success at Amoowigamig. Ma Mawi Wi Chi Itata Centre has reported monthly visitor counts that range between just over 3,000 in the first month of operations to as high as 5,000 in the summer months, falling only slightly through November and December as colder temperatures set in. The following chart provides a one-month snapshot of weekly facility use in August, 2022:

	DATES	**# Individuals Using Toilets or Urinals**	**# Individuals Accessing Harm Reduction Supplies**	**# Peer Support Services Accessed**	**# Individuals Accessing Water**
Week 1	July 31-Aug 6	847	91	360	322
Week 2	Aug 7-13	880	79	366	434
Week 3	Aug 14-20	599	84	367	327
Week 4	Aug 21-27	1,180	119	542	601
Week 5	Aug 28-Sept 3	923	78	511	575

In addition to water and toilet access, Ma Mawi Wi Chi Itata Centre reports that a significant quantity of harm reduction supplies has been exchanged on-site. Thousands of clean needles, pipes, feminine products, and condoms have been distributed by peer support staff, and Narcan has been successfully administered six times to reverse the effects of opioid poisoning and prevent death The site has also been fitted with sharps receptacles, and peer support staff report that many individuals have begun to utilize Amoowigamig as a drop zone for a steady volume of used needles.

Beyond what is remarkable facility use and harm reduction exchange numbers, the impact of the social and cultural service component that Ma Mawi Wi Chi Itata Centre is providing has been immediate and pronounced. Amoowigamig has quickly become a destination and a community hub for the residents and visitors of this neighbourhood, the majority of whom are Indigenous, and many unsheltered. The level of social, economic and health struggle, and personal trauma among this population is significant, and it is difficult to overstate the value of Amoowigamig as a source of support, referrals, and cultural connection. This element of service provision is responsible for hundreds of the reported monthly visits since facility opening in June of 2022.

There are many examples of impressive outcomes that were not anticipated at the outset of this project, including peer support staff personally securing housing for eight previously unsheltered individuals in the months of November and December alone. On a weekly basis, dozens of community members are visiting Amoowigamig to access identification, health care services, prescribed medications, employment information, and cultural connection.

Amoowigamig staff bring many years of lived experience and specialized training, they are often known and respected by visitors. This level of trust and community connection has translated to several additional outcomes:

- There has been only one incident of vandalism at the site, occurring within the facility's first month of operation. Peer Support management attributes this to community members recognizing the facility as their own and self-policing disrespectful or harmful behavior;
- Staff report several interactions with community members who have provided critical information about the existence and whereabouts of firearms. These interactions have led to illicit weapons being apprehended by the Winnipeg Police Service;
- Numerous community members, who for personal or systemic reasons, will not report criminal activity to police, have approached Amoowigamig staff for support and service referrals. Several of these interactions have led to positive and meaningful interactions with WPS members.

The partnership between Ma Mawi Wi Chi Itata Centre and the City of Winnipeg at Amoowigamig has been an opportunity to explore a service model that is unique to Winnipeg and has potential to be studied and replicated in jurisdictions across Canada and elsewhere. Amoowigamig will be the subject of a photography installation at the Winnipeg Art Gallery later in 2023, and Amoowigamig's peer supports coordinator has been invited to present at an international conference for Peer Advocates taking place in Montreal this March. Sincere collaboration with Indigenous community members, particularly those with lived and living experience, has gifted this project a relevance, effectiveness and legitimacy, particularly within a community that has been historically excluded while often being impacted most directly by policies and programming of this kind.

A detailed overview of recommended next steps for Amoowigamig and the temporary washroom project will be included in a March 13, 2023, report to Executive Policy Committee on the Status of Downtown Public Washroom Initiatives.

FINANCIAL IMPACT

Financial Impact Statement Date: February 9, 2023

Project Name:

Status Update on 'Places to Go' Framework (Public Restroom Strategy) and Temporary and Permanent Public Washrooms

COMMENTS:

There are no financial implications associated with this report.

Ozzy Garrett CPA, CGA - Feb 9, 2023

Ozzy Garrett CPA, CGA
Acting Manager of Finance
Community Services Department

CONSULTATION

This Report has been prepared in consultation with:

- Planning, Property and Development
- Assets and Project Management Department
- Ma Mawi Wi Chi Itata Centre

OURWINNIPEG POLICY ALIGNMENT

Leadership and Good Governance

Objective 3: Achieve community-responsive service delivery through an aligned, integrated, collaborative and results-oriented organizational culture.

Good Health and Well-being

Objective 1: Enable access to basic needs for good physical and mental health.
Objective 2: Support positive health outcomes through the built and natural environments.
Objective 3: Proactively identify and address threats to community safety and well-being.

Social Equity

Objective 1: Uphold human rights so that no one is left behind.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

N/A

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

The information and recommendations presented in this report align with and advance the Winnipeg Poverty Reduction Strategy (2021 – 2031) as follows:

They embody the following **Guiding Principles**:

- We will Uphold Human Rights
- We will Honour Relationships and Reconciliation with Indigenous Peoples
- We will Address Systemic Oppression, Trauma and Social Inequity
- We will Promote and Maintain the Welfare of All Residents
- We will Develop Trust and Meaningful Partnerships to find solutions and drive change.

They align with the following **Goals and Objectives**:

Goal 4: Community Well-Being Supports for those in Greatest Need are Increased

Related 10-year Objectives:

A. The immediate needs of residents experiencing homelessness or at risk of homelessness are met through collaboration with community partners and other levels of government.

SUBMITTED BY

Department: Community Services Department
Division: Community Development
Prepared by: Greg MacPherson
Date: February 9, 2023
File No: CMS-2023-10

Attachments:

1. Summary of Regulatory Barriers to New Public Washrooms and Possible Solutions for Further Review