

One-Time — Shelter Expansion / Encampment Response Initiative Funding under the Homelessness Prevention Program (2024-2025)

Business Case Template for Service Manager (SMs)

Submission Deadline: January 3, 2025, 5 p.m

Introduction

To be considered for one-time funding under the Encampment Response Initiative, Service Managers (SMs) are invited to submit business cases for proposals aimed at providing temporary shelter expansion and site restoration of former encampments. Proposals must demonstrate readiness to rapidly implement.

The intent funding is to support the creation of temporary structures (e.g., tiny modular units, temporary sprung structures, etc.) and expand shelter capacity to provide urgent accessible accommodations for individuals living in encampments. Funding may also be used for operations of the temporary shelters and encampment site restoration up to March 31, 2025.

See Appendix A for a high-level list of eligible expenses.

See Appendix B for reporting requirements.

Note: Following review of the submitted business cases, Ministry of Municipal Affairs and Housing (MMAH) will notify successful Service Managers that they have been selected for Encampment Response Initiative funding and communicate next steps. To ensure alignment with eligible expenditures and other requirements, MMAH reserves the right to request a Service Manager to revise and resubmit its business case. Any use of Encampment Response Initiative funding must be in accordance with a Service Manager's business case, as approved by MMAH. The approved business case may be appended to the Service Manager's agreement with MMAH.

Business Case Questions

1. Project Overview
a. What is the name of your proposal?
b. What is the full address of the proposed site? i. Do you have access to the land (Yes/No). If no, please specify date by when you will have access.
c. What is the address of the existing encampment site that this project aims to help transition individuals to other housing options? How many individuals are residing at this encampment?? If the project is focused on multiple encampment sites, please provide details for each site.
d. What type of temporary structure(s) are proposed for the project? (e.g., tiny modular units, sprung structures, factory-built units, etc.)
e. How many temporary shelter spaces will be created? (Specify total capacity, type, and features designed for individuals to support them to transition from encampments.)
f. How will barriers faced by individuals in encampments access shelter be address (e.g., couples; families; pets; accessibility, etc.)

2. Alignment with Objectives
a. How does the proposal align with the goal of expanding shelter capacity?
b. How does the proposal address the needs of individuals currently living in encampments?
c. Does the proposal include plans for encampment site restoration? If yes, provide details (e.g., location of encampment; activities to be undertaken, costs, etc.).

d. What specific local or regional challenges does this proposal aim to address?

3. Implementation Plan
a. What is the proposed timeline for the proposal? If there are operating costs included in the proposal, please note that this will only available be available operational costs incurred prior to March 31, 2025).
b. How long do you anticipate these temporary shelters will be operational for? Is there a plan to transition these shelters for long-term use?
c. Do you plan to partner with local organizations or agencies? If yes, specify the organizations and their roles.
d. What is the strategy for moving individuals from encampments to these newly created shelter units?
e. What are the risks associated with the implementation of this proposal? Describe them and the mitigation strategies.

4. Milestones			
Item	N/A	Complete	(Estimated) Completion Date
Council/Board Approval	<input type="checkbox"/>	<input type="checkbox"/>	
Site Plan Approval	<input type="checkbox"/>	<input type="checkbox"/>	
Site Access	<input type="checkbox"/>	<input type="checkbox"/>	
First available Building Permit (i.e. staged permits: excavation, foundation etc.)	<input type="checkbox"/>	<input type="checkbox"/>	
Site Activity Start	<input type="checkbox"/>	<input type="checkbox"/>	
Confirmation of Occupancy	<input type="checkbox"/>	<input type="checkbox"/>	

5. Financial	
Item	Value (\$)
Cost of the Proposal	
Land Acquisition Costs	
Hard Costs (labour, construction materials, structure, site preparation etc.)	
Soft Costs (legal, insurance, taxes, fees, etc.)	
Restoration costs of encampment site	
Operating cost to March 31, 2025	
Other Cost – Specify	
Total Cost of the Proposal	\$
Financing for the Proposal	
Funding from the Shelter Expansion / Encampment Response Initiative	
Other Funding Sources (Specify Source and if Funding is Secured): (Add additional rows, as needed)	
[Specify Source and if Funding is Secured]	\$
Total Financing for the Proposal	\$

Note – Total Project Financing must equal Total Project Cost

6. Operational Sustainability
a. What are the estimated annual operating costs for the proposal? Please note: funding for this initiative will only cover operating-based costs up to March 31, 2025.
b. Are these costs planned for the long-term, if so, how will these costs be funded?
c. Will support services be provided to occupants? If yes, specify the services and funding sources.

7. Additional Context
a. Provide additional information (if any) to support your application.
b. Are there unique aspects of your proposal? If yes, please provide details.

Appendix A: Eligible Costs

Eligible costs include:

- Conversion of an existing property and/or expansion of an existing facility to create additional emergency shelter spaces.
- Temporary modular units, sprung structures, or similar structures to increase emergency shelter capacity:
 - Site preparation, operation and maintenance costs may be included up to March 31, 2025.
- A portion of project costs may include site restoration costs for encampment sites once individuals are relocated to the new expanded shelter capacity.

Ineligible Costs Include:

- Beds provided in hotels/motels and vouchers for hotels/motels
- Operational costs incurred beyond March 31, 2025

Appendix B: Reporting Requirements

Performance Reporting Requirements

If funding is approved, Service Managers will be required to report on the outcomes of their project(s) using the following indicators. This will allow the ministry to track progress towards the goals of reducing homelessness and providing housing to unsheltered individuals.

Outcomes	Performance Indicators	Frequency and Source of Data Collection
Additional capacity is created to shelter people in encampments	Number of spaces/beds created in shelter facilities	Annual; TBC
People in encampments are moved to other accommodations (shelter and housing)	Number of individuals in encampments moved to shelter facilities	Monthly; TBC
	Number of individuals in encampments moved to housing	Monthly; TBC
Proportion of people who stay in encampments is reduced among Service Managers participating in Homelessness Prevention Program (HPP) program	Number of individuals who are staying in encampments across Ontario	Monthly; Ministry of Municipal Affairs and Housing Monthly Emergency Shelter Survey
Number of unique encampments is reduced among Service Managers participating in HPP program	Number of unique encampment sites across Ontario	Monthly; Ministry of Municipal Affairs and Housing Monthly Emergency Shelter Survey

Financial Reporting Requirements

- Monthly financial reporting (February 2025 and March 2025) will be required. The ministry will provide successful funding recipients with a reporting template.