LOW BARRIER SHELTER REPORT

ANALYSIS OF DESIGN, OPERATIONS AND COSTS

Prepared for the City of South Bend,
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Anne Mannix, Housing Matters, LLC
Betsy Benito, High Ground Partners, LLC

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Section 1

LOW BARRIER BASICS

The community leaders of South Bend have consistently highlighted the need for a dedicated, low barrier shelter to offer year-round support to those who go unserved due to program requirements, lack of space, or who need repeated offers of assistance to come inside. In the absence of low barrier options, there are cohorts of people experiencing chronic and unsheltered homelessness who are disengaged from services and therefore limited access to long-term housing options. The addition of a low barrier option will align with Coordinated Entry priorities and Housing First Supportive Housing programs.

The national expectation is to have a low barrier response system to identify *everyone* experiencing homelessness, provide safe shelter, and connect people to services and stable, permanent housing as quickly as possible. Low barrier shelter means that programs[1]:

- Have minimal expectations or requirements of people seeking shelter
- Address disruptive behaviors with services, engagement, and other techniques rather than compliance with rules or case plans
- Welcome self-defined family and kinship groups to seek shelter together
- Pursue the resources to train and equip staff to support low-barrier policies, practices, and adapted service-delivery models
- Pursue the resources to provide extended, flexible, and/or 24/7 access to shelter
- Accommodate pets and belongings
- Align intake and housing navigation/advocacy with outreach services and coordinated entry
- Create flexible yet predictable access for people seeking shelter.

There are three pathways to development and operation of a low barrier shelter in South Bend. Each approach has its strengths and weaknesses.

[1] https://www.usich.gov/solutions/crisis-response/emergency-shelter/

Stand Alone Development	Combined Shelter/Supportive Housing Development	Reuse/Lease of Existing Structure
Pros: less complex development process; customizable; reduce initial maintenance; ADA compliance Cons: zoning approvals Development Cost: $3-6M Development Timeline: 2-4 years Development Sources: private donations; another public Operating Costs: $5,000-$8,000 per bed per year Operating Sources: Federal and State funding, public and private grants	Pros: leverage capital and operating for services and community space; improves shelter quality and access to housing focused environment; efficiencies in on-site maintenance and other programming/policies Cons: raises total development cost and timeline to develop a larger building with more competitive sources; zoning approvals Development Cost: Over $11- 15 million Development Timeline: 3-5 years Development Sources: HOME, LIHTC (housing units) Operating Costs: $5,000-$8,000 per bed per year Operating Sources: Federal and State funding, public and private grants, LIHTC.	Pros: shorter time to onboard programming, leasing strategy allow flexibility to move or expand to additional locations Cons: existing buildings may have design limitations; leasing partner may not accommodate provider needs; zoning issues Type of Structures: nursing home/group home, SRO units, small hotel, rectory or school Development Cost: none Development Timeline: none Development Sources: none Operating Costs: $5,000-$8,000 per bed per year Operating Sources: Federal and State funding, public and private grants

Section 2:

ANALYSIS OF NEED

This analysis is based on the Annual Housing Inventory Chart and Point in Time Homeless Count reports from Region 2a (South Bend/St. Joseph County) from 2017-2022.

Emergency Shelter Bed Gap	2017	2018	2019	2020	2021	2022	Average
ES/TH Beds	378	503	391	487	461	580	466
Point in Time Count	452	452	428	537	496	476	473

Unmet Shelter Need	-74	51	-37	-50	-35	104	-29

The conclusion - based on publicly reported, annually collected data - is there is a need to sustain the current shelter-bed levels, *which includes beds added during the pandemic*, and add between 30-40 low barrier beds. Homelessness may fluctuate throughout the year, and data will continue to improve and refine the need for shelter and permanent housing resources. This analysis leaves open the possibility of data reporting inconsistencies, and notes it is not disaggregated for household type or Veteran status. This reflects system capacity to meet a baseline need to reduce or eliminate unsheltered homelessness.

The assumption is that each year new people become homeless, a small number of people become homeless again, and others remain continuously homeless while waiting for supportive or rapid-rehousing interventions with accompanying services. These are drivers of sufficient shelter bed space, which is balanced with the need to increase permanent housing options for people to access.

Section 3:

PLANNING AND DESIGNING A LOW BARRIER SHELTER

Building Footprint

A campus design is not necessary to accommodate a new shelter facility. According to architect Greg Kil, the footprint of a newly constructed building to accommodate 30-40 beds, community room, kitchen, and services space could fit on 2 -2.5 acres of land. If the building has two stories and an elevator, the required site size can be reduced.   Operating decisions made for the shelter will influence the design of the project. Two example floor plans can be reviewed in Appendix I.3.A.

Building Costs

An estimate of probable construction costs from architect, Greg Kil, is attached (See Appendix I.3.B
The cost estimate is based on a shelter with 40 beds, 80 beds or 120 beds. Cost estimates are further broken down by the new construction, substantial rehab or moderate rehab, including acquisition costs.

Size of Building	New Construction	Substantial Rehabilitation	Moderate Rehabilitation
40 beds	$3,273,920	$2,870,920	$2,353,480
80 beds	$4,692,250	$4,082,120	$3,311,240
120 beds	$5,979,840	$5,166,600	$4,142,280

These estimates are limited because they are not based on a specific site or building. The costs shown do not include land acquisition or purchase of a building. These estimates do provide ballpark figures to determine the relative level of funding required.

Financing Considerations

Developing a new structure will have requirements typical of other types of development. There will be hard costs and soft costs (environmental, architectural, developer fees, etc.). A challenge with financing loans on a shelter is that the operating sources are funded on very thin margins, and do not have the benefit of a rental subsidy structure that finances the operating, maintenance, reserve costs or adjustments up due to neighborhood value

Identifying government owned land or donated land/space that removes the acquisition cost burden will help the overall budget and sustainability. Forgivable loans are also preferred to accessing bank loans for a shelter.

Design Considerations

The Shelter Design Guidelines by BC Housing published in September 2017 (See Appendix I.3.C). 3) handbook has recommendations for the configuration of beds in shelters. For new shelters, recommendations are for small individual rooms or rooms for two or four residents. Fewer residents per room reduces conflict and increases resident privacy and reduces stress. Existing shelters could use existing dormitory sleeping areas for a maximum of 8 people. Cost considerations typically drive design decisions in shelter facilities.

Accessible rooms/beds/bathrooms are vital to integrate into any low-barrier shelter or new shelter - some buildings may have these features and others will need improvements to offer at least 2-4 beds that meet accessibility needs.

Other critical decisions are based on operating policies. Here are comments regarding suggested equipment with associated best practices and questions to guide decision-making:

- Beds: preferably no bunk beds for mobility and to mitigate conflict that can arise over negotiating bed preferences. Homeless people often have medical issues like lack of balance, premature aging, and mobility constraints that make bunk beds unworkable.
- Storage: install lockers or similar concept to promote privacy and security

- Community Room: tables, chairs (easy to clean yet comfortable), TV, microwave. Designated community room hours and how to access by residents and staff.
- Kitchen: is there capacity for a fully functioning kitchen? Will people eat together at designated times, or will meals be more flexible with parameters? Can people make their own food and with what parameters exist for cooking and kitchen use?
- Pet crates: to be a pet friendly shelter appropriate support should be offered to keep a safe and healthy environment. Can pets stay in a room with their owners?
- Office: is there private space for staff and guests for support and private conversations? Is there a copier and computers? Are there locked file cabinets? Is there internet access for residents?
- Bed Bugs: Furniture needs to be bed bug proof but comfortable and attractive. A heat chamber to remove bed bugs is needed to remove bed bugs from resident belongings when they first enter the shelter.

Considerations in Building Adaptations for Low Barrier Shelter

Existing buildings particularly if they have been used for similar purposes in the past (i.e., nursing home, group living, etc.), small school, church rectory. These settings are opportunities for economical reuse with minor modifications. Design opportunities will be based on space configurations and what modifications can be made without triggering additional code updates.

An existing site owner may continue to own and lease the space to a shelter operator. The leasing entity may fundraise for building improvements or work the capital budget into the lease agreement.

Existing apartments or Single-Room Occupancy hotels are also a possibility. In this configuration, the policies, procedures and staffing structure are especially important. Experience has demonstrated that individualized spaces promote a sense of permanency, while services and shelter structure is to engage and provide housing-focused services for people to move into. Modifications can be made to doors/doorways and positioning of staff rooms available to and properly integrated with the shelter rooms. One example is the Medical Respite Center in a former hotel, where staff offices are in rooms on the same floors and positioned near the entryways into the dwelling space.

Section 4:

SHELTER OPERATIONS

Choosing an Operator

The Operator must be well versed in Housing First, outreach and engagement, harm reduction, trauma-informed care, and be skilled at cross-system coordination with clear housing-focused supports. The Operator may not need to own the site, but could rent, or be a part of a development team that could include more than one services partner, depending on if the project incorporated supportive housing or only shelter.

The Operator must have:

- Strong fiscal controls and internal capacity;
- An understanding of regulations of applicable funding sources, documentation and monitoring requirements;
- An understanding of public reporting systems;
- Commitment to Continuum of Care priorities, operating the shelter under a Housing First model, high performance, and continuous quality improvement; and,
- Capacity building plan for staff to embody housing first, harm reduction, trauma-informed care, and other engagement practices.
- Ability to develop and maintain trusting and mutually accountable relationships with the public, government officials, neighborhood residents and persons that are homeless.

The new Low-Barrier Shelter will be a critical tool in the flow of the system to:

- Address services/intervention gaps designed for unsheltered persons including those who are being cleared from encampments;
- Ensure that people are screened for Coordinated Entry as they fit priority referral populations for new housing; and,
- Model successful low barrier practices that can be replicated by other emergency and transitional housing programs.

Please see the attached Policy and Procedures Framework and Required Standards for a Low Barrier Shelter are shown in the Appendix II.4.A and II.4.B. Where possible, best practice language for low barrier activities is described. Other sections need to be developed by the operator.
A Sample Guest Agreement is shown in Appendix II.4.C.
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Shelter Staffing Considerations

As is a best practice, the low barrier shelter should be accessible to guests 24/7. This structure allows more continuous engagement opportunities and may prevent vulnerable groups from failing to return, thereby disrupting the engagement process. This means that staffing should be continuous on a shift schedule, and to consider overlapping shifts so that case managers can work with people who might have alternative schedules due to work or other appointments during the day.

Following is an outline of typical staffing for a 40-unit shelter. These proposed figures arise from analyzing other low barrier shelter programs in the region as noted in the following chart.

- Site manager (3 positions - may need multiple hires to ensure coverage 7 days per week): The three positions are deployed one at a time to insure 24-hour coverage. The site managers oversee operational aspects and the schedule of the building that could include deliveries, donations, building policies, in/out procedures, contacting maintenance/janitorial staff, food, meals, etc. They coordinate intake and referrals in coordination with case management.
- Case managers (1-2 positions to work 5 days/week): work directly with guests on an individual basis, enter client data into data systems, assess for housing, income and supports, coordinate with outreach, other shelters, and clinical care needs, coordinate intake and referrals in coordination with site manager, etc. An industry standard is one case manager to 20 residents. This 1/20 ratio is often exceeded in practice.
- Supervision: shared supervision with other agency programs, provide support to site managers and case managers, be on-call, oversee quality assurance, compliance with policies and procedures, consult on client interactions and grievances, ensure trained staff.
- Maintenance/Janitorial: shared across multiple sites if needed, daily cleaning, routine maintenance, track larger maintenance needs, receive maintenance requests, support equipment needs.

<u>Staffing Pattern of Example Programs</u>

	Lafayette Engagement Center (31 beds + Day Center).	**Sarah's Circle (50 beds)**	**Franciscan Outreach Pilsen Center (42 beds)**	**Faith Mission (75 shelter beds and 128 other beds on the campus.**
Staffing	2 case managers who are paid $34,000 per year. Front desk staff and supervisors on-site.	1 FTE Supervisor 5.5 FTE program staff providing direct services to residents	1 full-time case manager and 1 intern in the daytime. 1-2 Shelter Operators per shift. 2-3 maintenance persons for 380 beds in 3 buildings.	24-hour resident checkpoint. Advocacy team/case mangers – 6 staff people. They look for people that have a feel for people and know how to engage residents. They hire former residents for some positions. Tried to find staff with MSW and BSW degrees but they did not work well with clients.

Security	One safety monitor from 3:00 to 11:00 PM and on weekends. Security staff do not put their hands on residents – they are there to manage disputes.		No security monitors in the Pilsen Building. One security staff person in the 270 unit building to manage resident/neighborhood issues. One security staff person in the 70 unit building because of a lease requirement.	Security staffing – staff are monitors and call police if needed. They use de-escalation techniques and do not intervene directly. Police can come in 3 minutes.

Safety and Security Strategies

The use of security staff is a controversial issue that needs clear purpose and strategy. Many people experiencing homelessness have histories with public safety officers (police) and security officers in businesses are often used to move along people experiencing homelessness. If used incorrectly as enforcement, security staff can be a threatening presence and undermine the sense of safety and trust needed in a low-barrier shelter environment.

The organizations interviewed for this report either did not use security staff or had security in a role that did not interact with guests/clients. This was a very important component of prioritizing the trauma-informed nature of low-barrier shelter and priority populations.

Measures of security that don't involve security staff can include:

- Front doors that buzz people in
- Front desk clerk to greet, basic COVID screen, check people in/out
- Clearly posted expectations using plain language
- Staff present with training in de-escalation techniques and conflict resolution
- Clear protocol on when to call 911 and request support from supervisory staff
- External and/or internal cameras at designated locations
- Designated outdoor space for smoking or socializing.

Building Operating Costs

The three different pathways discussed in more detail above will have their own unique cost centers, timetables, and design constraints. Common across all three pathways are the following aspects:

- Operating costs
- Building operations (maintenance, security, equipment, etc.)

Operating costs are for standard items which include management personnel, insurance, financial management and an annual audit, building maintenance staffing and materials, vehicles and transportation expenses, utilities, food, client assistance and office expenses. The total operating budgets for several projects are outlined below. A draft budget for a South Bend low barrier shelter and budgets from other projects are attached. This budget depends on the configuration of the shelter and the staffing level chosen and the availability of shared staff from a nearby building. Costs for case managers are included. Other specialized services including therapists, medical treatment and psychiatrists will be handled by referrals to outside sources with their own funding sources.

Operating costs of Example Programs

Program Name	Number of Beds	Total Operating Costs	Total Costs Per Bed	Staff Costs Per Bed
South Bend - Projected	40	$ 500,993	$ 12,525	$ 7,911
Lafayette Engagement Center	31	$ 657,269	$ 21,202	$ 9,202
Franciscan Outreach, Chicago	280	$ 1,530,842	$ 5,467	$ 4,171

The total costs per bed are lower for larger shelters. The South Bend costs could be lower if the shelter shared a site and front desk staff with another facility. An estimated budget for a shelter site is in Appendix II.4.D. Special considerations in the operating budgets for shelters are considered below.

Building maintenance practices should be standard. The Operator will have a maintenance plan that addresses day-to-day health and safety of the residents and staff. The Operator will have staff positions that cover maintenance with the following factors to consider:

- Is the building rented or owned by the operator?
- If rented, what is the process of requesting and responding to repairs or incidents to the building?
- If owned, what is the maintenance schedule and how is that managed?
- Can maintenance and janitorial staff be shared across sites within the organization?

Operating and replacement reserves are standard practices for affordable housing and permanent supportive housing. The initial operating reserve is generally set to be equal to six months of operating expenses. The replacement reserve requirement is set at the level of $250 to $420 per unit per year. Shelters do not always establish these reserves. In any event, it is reasonable for an organization that owns a shelter to have capital reserves of at least three months of operating expenses to replace major building components and to help the organization through times of funding shortfalls.

Section 5:

FUNDING OPTIONS

Development

Development of shelters for persons that are homeless are generally funded with a combination of government grants, philanthropic grants, large donor donations, corporate donations and smaller individual donations.

- A list of selected local foundations that may be interested in issues surrounding homelessness is attached. (See Appendix III.5.A).
- In addition to the local foundations, the United Way has expressed an interest in issues surrounding homelessness and a Housing First approach. Once more detail about the shelter operator is known, they should be approached to determine their interest in development and or operating funding.
- The Federal Home Loan Bank of Indianapolis has provided funding to several developments and programs in South Bend including the YWCA of North Central Indiana and the Hope Ministries Building. The current funding criteria do not have preference points for shelters but do have scoring points for permanent supportive housing. These applications are submitted through a member bank, which is a member of the Federal Home Loan Bank of Indianapolis. This is a competitive funding source. Last year about 1 in 4 applications were funded. Information about this program can be found at: https://www.fhlbi.com/products-services/community-investment-and-housing/affordable-housing-program. Applications for these grants are be submitted annually, usually in July with funding decisions made in November each year.

Unless there are major government contributions that cover all the costs, the shelter owner and operator will need to undertake a Capital Campaign. This is a lengthy process and demands conviction and follow-through. It is critical that the shelter operator have a sincere commitment to developing a Housing First Shelter. Contributors and local officials respond to those with a sense of purpose and conviction. It is also critical that the shelter operators have adequate experience in shelter operations or have documented access to those with experience, so the funds are spent in an effective manner. The contract should be for at least one year.

Funding Sources of Example Programs

	Lafayette Engagement Center	**Sarah's Circle**	**Franciscan Outreach Pilsen Center**	**Faith Mission**
Development Sources	A single $4 million grant from the North Central	Tax Increment Financing &	A mix of CDBG, Civil City and corporate funds.	Federal Home Loan Bank Funds.

	Health Services, a hospital-based corporation.	A contribution from SC Capital Private donations		CDBG & COVID Relief funds. Community foundation. Other grants & individual contributions.

Operating costs

Operating costs are more challenging because they need to be funding annually for the long-term foreseeable future. A combination of funding sources seems like the most likely scenario.

Operating Sources of Example Programs

	Lafayette Engagement Center	Sarah's Circle	Franciscan Outreach All Shelters	Faith Mission
Current Operating Sources	• COVID ESG Funds 26.4% (see note below) • Homes for Keeps • Contributors Club – 15.5% • Contributions – 14.3% • Grants – 10% • Bingo Proceeds – 7.1% • ESG – 7% • CDBG from Lafayette and • West Lafayette – 6.8% • Jeff Bezos Foundation 6.1% • iFEMA (for food) – 3.6% • Other – 2.6%	• CDBG, City Corporate • Private contributions	• Community Development Block Grant (CDBG) – 46% • Corporate Gifts – 48% • Homeless Aviation Funds – 6%	• CDBG & COVID Relief funds. • Community foundation. • Other grants & individual contributions. • Fundraising events. Annual Turkey Trot. • Donated Food and Labor

The COVID ESG funds shown in the Lafayette budget will not be available on an annual basis since they are special funding related to the COVID pandemic.

In addition to American Rescue Plan funds, the Emergency Solutions Grant (ESG) can be used for funding for shelter operations. The City of South Bend receives an annual allocation of these funds, which are now allocated to other high barrier shelters and Rapid Re Housing (RRH). The Indiana Housing & Community Development Authority (IHCDA) also receives an annual allocation of these ESG funds and gives a total of about $2.2 million to shelters. The IHCDA funding is distributed on a pro-rata basis. The applications are due in April and awards are made in July. The average contribution to a shelter is $25,000 in the first year and $50,000 to $60,000 a year after that. The average grant is $52,000. These funds require a 100% non-federal match. The Request for Proposals can be found in the Public Notices Section of the IHCDA website. https://www.in.gov/ihcda/newsroom/public-notices/

Other options for covering operating costs include private contributions and corporate contributions.

The Lafayette example shows diversified funding sources for operations with government, corporate contributions, and foundation grants. Two of the more unique funding sources are proceeds from BINGO games, and a membership club called Homes for Keeps where members make monthly contributions to covert the shelter operating costs.

Another source for funding operating costs is establishing a Housing Trust Fund in St. Joseph County or in the city of South Bend. Indiana law allows for an additional $10 recording fee to be charged on all recorded documents for funding for affordable housing. The establishment of a trust fund must be approved by the governing body of a city or county. Forty percent of the funds Collected are sent to the state Housing Trust Fund, which managed by the Indiana Housing & Community Development Authority (IHCDA). In the past, IHCDA has been willing to return these funds to local housing trust funds under certain conditions. A copy of the legislation and an information sheet are attached. In St. Joseph County, 47,641 documents were recorded in 2020. Based on this number of documents recorded, a housing trust fund would produce total income of about $476,000 per year for affordable housing developments, including the funds that would need to be sent to IHCDA. Establishing a housing trust fund would involve at least six months of planning and negotiating, and there is some risk in the process of getting the fund established. The result could go a long way towards funding operations of a low barrier shelter on a consistent basis. For a further explanation of Housing Trust Funds see the state legislation and an information sheet in Appendix III.5.B.

Section 6:

TIMETABLE OF DEVELOPMENT OPTIONS

The timeline for the development of the project will vary depending on the funding and the construction and building approach selected. If local grant funds cover most of the costs, the timeline for fundraising time will be minimal. If the provider needs to raise funds from a variety of sources, this could take a year or longer. The funding commitments should be in place before the construction starts, which then adds another 12-18 months depending on the model.

Preparing detailed construction drawings for a new structure could take three to six months. Then construction could take about an additional year, longer if there are signification supply chain issues. If a modular approach was used for construction, this could take as little as 3 months, depending on the timetable of the modular construction company. Timing is also an issue in construction projects, winter weather can hold up projects or at least require the use of special additives to the concrete which increase the cost of the project.

Construction of several separate buildings would take about the same length of time as new construction. If modular structures are used, this could shorten the construction time.

If an existing building is available, rehabilitation drawings could take three to six months, depending on the amount of work needed. The rehabilitation work could take an additional three months to a year, depending on the level of rehabilitation needed.

Section 7:

ORGANIZATION EXAMPLES

The information contained in the preceding sections was informed by research of national and international standards and practices, emergency shelter technical assistance resources, review of contract and policies and procedures documents for low barrier shelter in other communities, and interviews with operators of low barrier shelter in Indiana and Chicago, Illinois. This research was used to relevant considerations on design and space, staffing, costs, and funding sources for low barrier shelter. Two of the programs developed new shelter space within a supportive housing development, and the third is a lease-based arrangement of an existing building. More information is provided below:

LTHC Homeless Services, Lafayette, IN

- LTHC also operates three other shelter sites, in addition to the Engagement Center.
- The Engagement Center was developed in 2017 that includes a “day shelter,” service offices and a dining space and kitchen on the first floor along with 31 shelter beds. The two upper floors have a total of 40 units of permanent supportive housing.

Sarah’s Circle, Chicago, IL

- Sarah’s Circle began as a daytime drop-in center for women experiencing homelessness. They have two supportive housing developments (10 units, 38 units), scattered-site supportive housing, and the low barrier shelter
- The organization transitioned its 50-bed shelter program to the new development in 2020. Prior to a dedicated space, they had rented space in churches and floors of a social services building in the same neighborhood.
- The development was primarily financed by a generous anonymous donation, and then leveraged other public financing, including permanent supportive housing rental subsidies.

Franciscan Outreach Association, Chicago, IL

- Franciscan is a faith-based organization and long-standing shelter and soup kitchen provider. The organization manages a small scattered-site supportive housing program focused on unsheltered, long-term homeless individuals.
- Franciscan’s primary shelter program houses 240 people in an old mop-factory, which they are planning to redevelop as a co-mingled shelter/supportive housing development
- The 40-bed Pilsen Low Barrier Shelter is located near long-term encampments under the viaduct at I55 South and I94 East. The City of Chicago funded Franciscan to operate the shelter that currently receives exclusive referrals from street outreach and serve a population that are assessed by Coordinated Entry as chronic and long-term homeless with high vulnerabilities. Referrals into this program are targeted to support the goals of street outreach and addressing encampments with services and housing.

Faith Mission, Elkhart, Indiana

Faith Mission is an example of a rescue mission shelter that made significant changes from a high barrier model (including required participation in religious programming) to a low barrier shelter with a separate wing for people who want to participate in programs. Located in downtown Elkhart, the organization moved its shelter operations to support its growth and repurposed a closed museum and adjacent funeral home. The museum building was donated, and the funeral home was purchased. Faith Mission operates and provides the on-site services for a total of 214 beds across several different programs:

- A low barrier emergency shelter with a capacity of up to 75 men and women with an average occupancy of 46 individuals.
- There is an adjacent building (the former funeral home) that provides low barrier emergency housing for families with 8 apartments and 32 beds.
- The programs wing has 60 total beds where guests are working towards goals, they set for themselves.

- 12 additional beds are reserved for residents who want to work on spiritual development as a component of their recovery.
- A 11-unit apartment building away from the main site is being renovated for families who can live more independently.
- Volunteers have built 12 tiny homes for those with special needs who have difficulty living in a congregate setting, including people with PTSD, autism or pet owners. Each home has a toilet and a sink, and access to a common building for showers and laundry facilities. Occupancy is delayed because of supply chain issues with the smoke detectors. A Faith Mission staff person will have contact with these residents at least daily. These beds have a maximum occupancy of 60 days. The tiny houses cost about $30,000 each. The cost is low because they were built with volunteer labor. Twelve more tiny houses on the Faith Mission campus are under construction for transitional housing.
- Faith Mission provides meals to community residents and to those living in the housing. The shelter residents have meals in a space with the community residents and the program residents have a separate meal area.

The Faith Mission staff stated that "Offering low barrier options was the best thing they ever did." Offering the low barrier option allows people to engage in a level of service that is desired while providing consistent access to basic needs. Residents can feel like they have control of their lives and can make choices about the level of service they receive.

<u>Design Features of Low Barrier Shelter Programs</u>

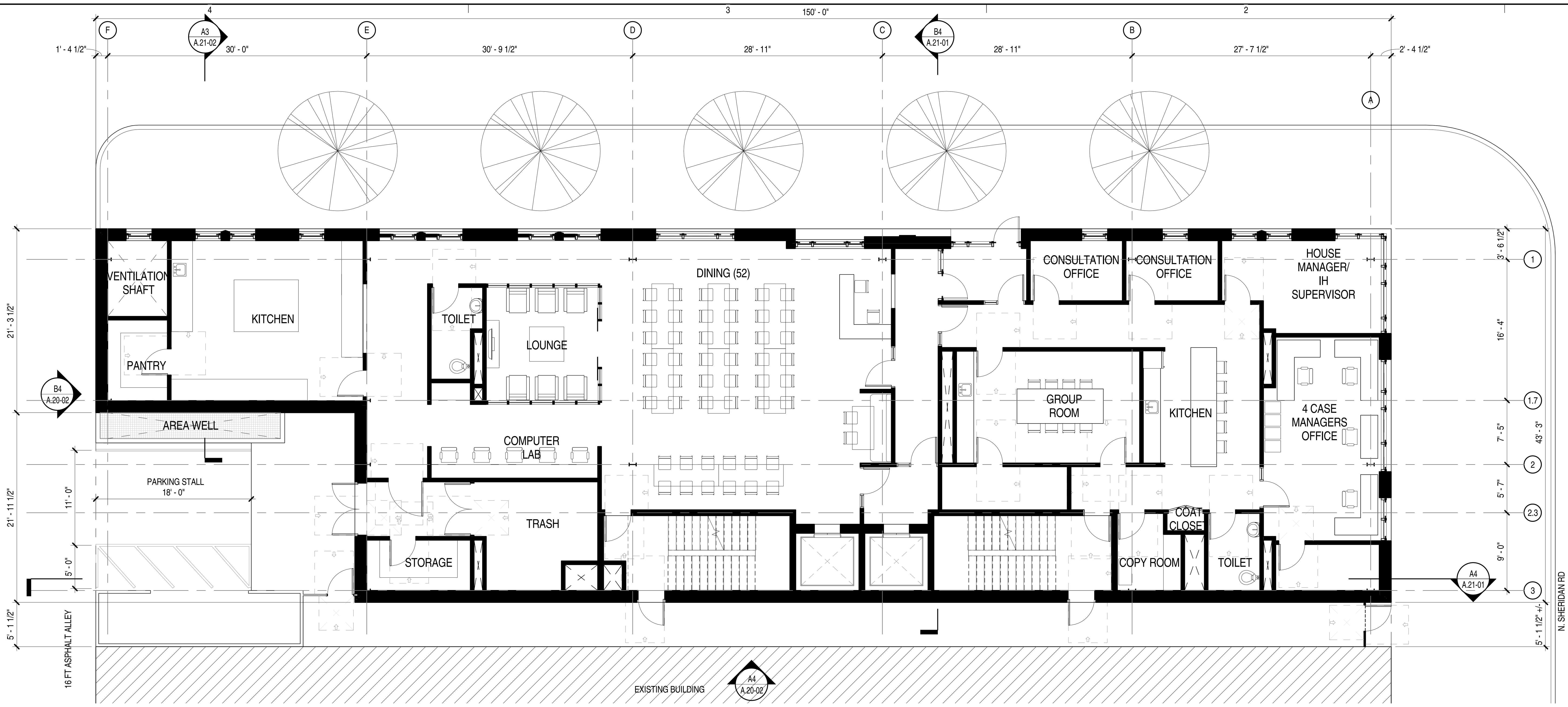
	Lafayette Engagement Center	**Sarah's Circle**	**Franciscan Outreach Pilsen Center**	**Faith Mission**
Function	31 shelter beds, a walk-in day center plus 40 units of permanent supportive housing	50 overnight beds 38 Single Room Occupancy (SRO) Units 100% ADA compliant	40 shelter beds + 2 ADA beds	75 shelter beds + 72 program beds. 32 beds for families in a separate building. Another permanent supportive housing building for families with 11 apartments. 24 tiny houses for special needs and transitional housing.
Bed Configuration	Crisis housing – 5 beds each in two rooms for a total of 10 crisis beds. 17 beds of interim housing for people who have a commitment for housing in the near future. These are individual pods with walls	Overnight – 50 total beds - two rooms with 25 per room. No bunk beds 38 Permanent Supportive Housing units of 275 to 359	Two rooms with 10 bunk beds for a total of 20 beds per room. ADA room accommodating 2-4 guests on first floor. Accessible shower	Shelter has two separate rooms for men and women with 36 beds each.

	that don't go up to the ceiling and no doors. 4 medical respite beds with 4 beds in one room. 40 permanent supportive housing units on a separate floor with a separate entrance.	sq. ft. each (CoC PSH and Housing Authority Rental Assistance) Elevator to all floors	and bathroom on first floor. Ramp to main entrance.	
Bathrooms	Six individual restrooms each with a shower, sink and toilet. These are shared with the day center.	One bathroom for shelter beds with 4 toilets, 5 sinks and 3 showers.	Two bathrooms with two toilets, sinks and showers each.	The shelter has two showers and two bathrooms, and the day room has an additional shower and bathroom.
Pet Policy	Service animals allowed – they stay in crates in their owner's rooms. Companion animals not allowed. They work with other groups to find temporary housing for these pets.	Unknown.	Pets always allowed. The shelter provides crates. Typically, 1-2 pets at a time.	Those with pets can live in the tiny houses when they are completed. No pets allowed at the current time.

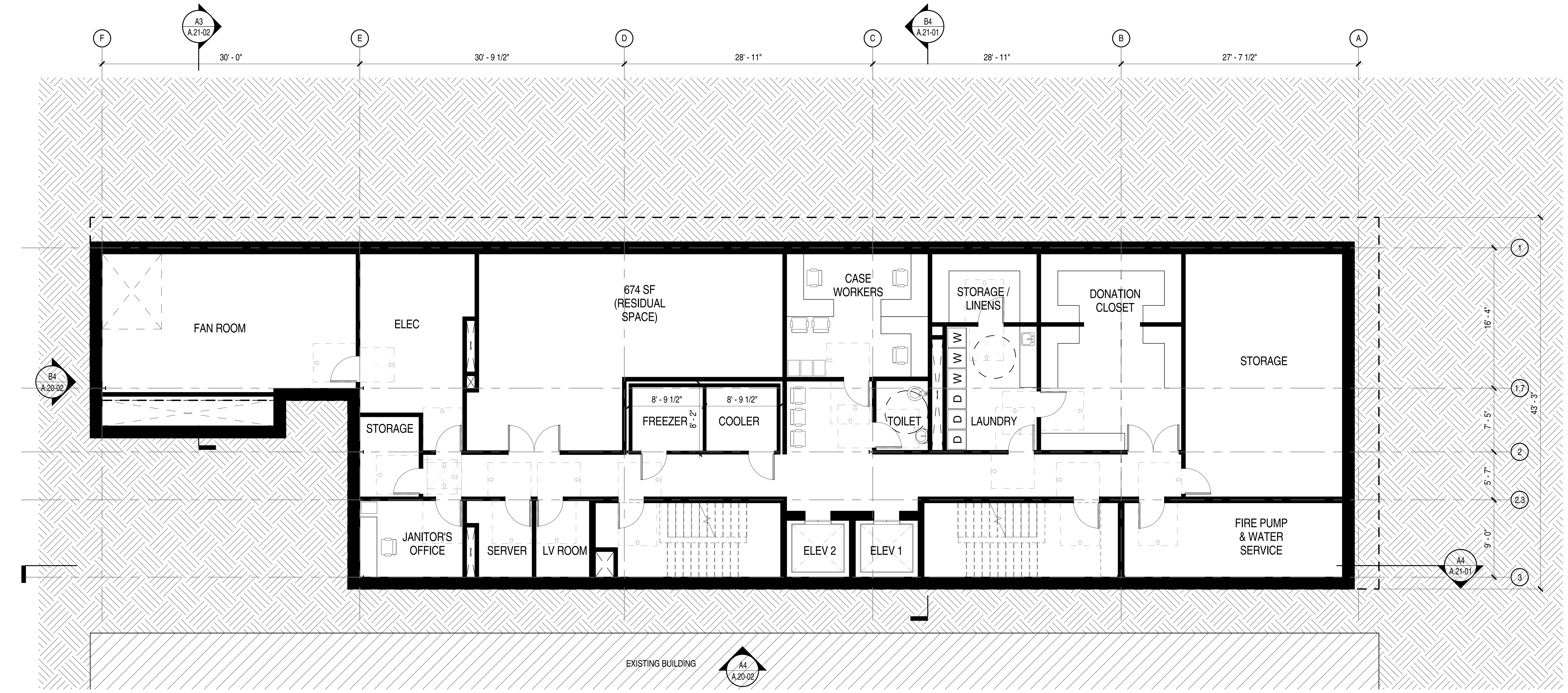
APPENDIX I

Section 3: Planning & Designing a Low Barrier Shelter

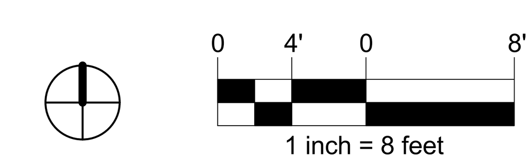
A: Example Floor Plans



B4 FLOOR PLAN - LEVEL 1
1/8" = 1'-0"



A4 FLOOR PLAN - BASEMENT
1/8" = 1'-0"



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ISSUE CHART

MARK	ISSUE	DATE
	Issued for Schematic Design Rev.	12/14/2017
	Issued for Schematic Design	06/16/2017

Job Number	023858.000
Drawn	Author
Checked	Checker
Approved	Approver

TITLE

BASEMENT AND LEVEL 1 PLANS

SHEET NUMBER

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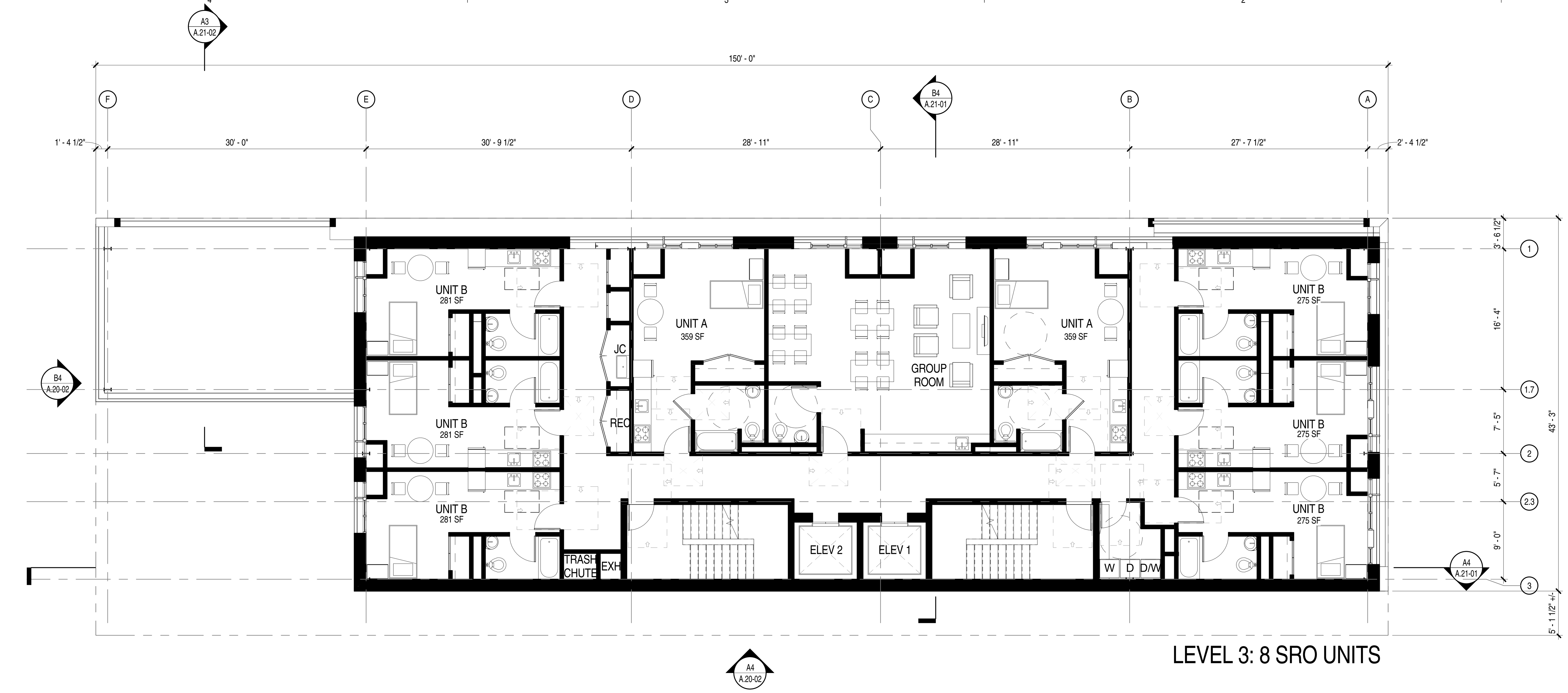
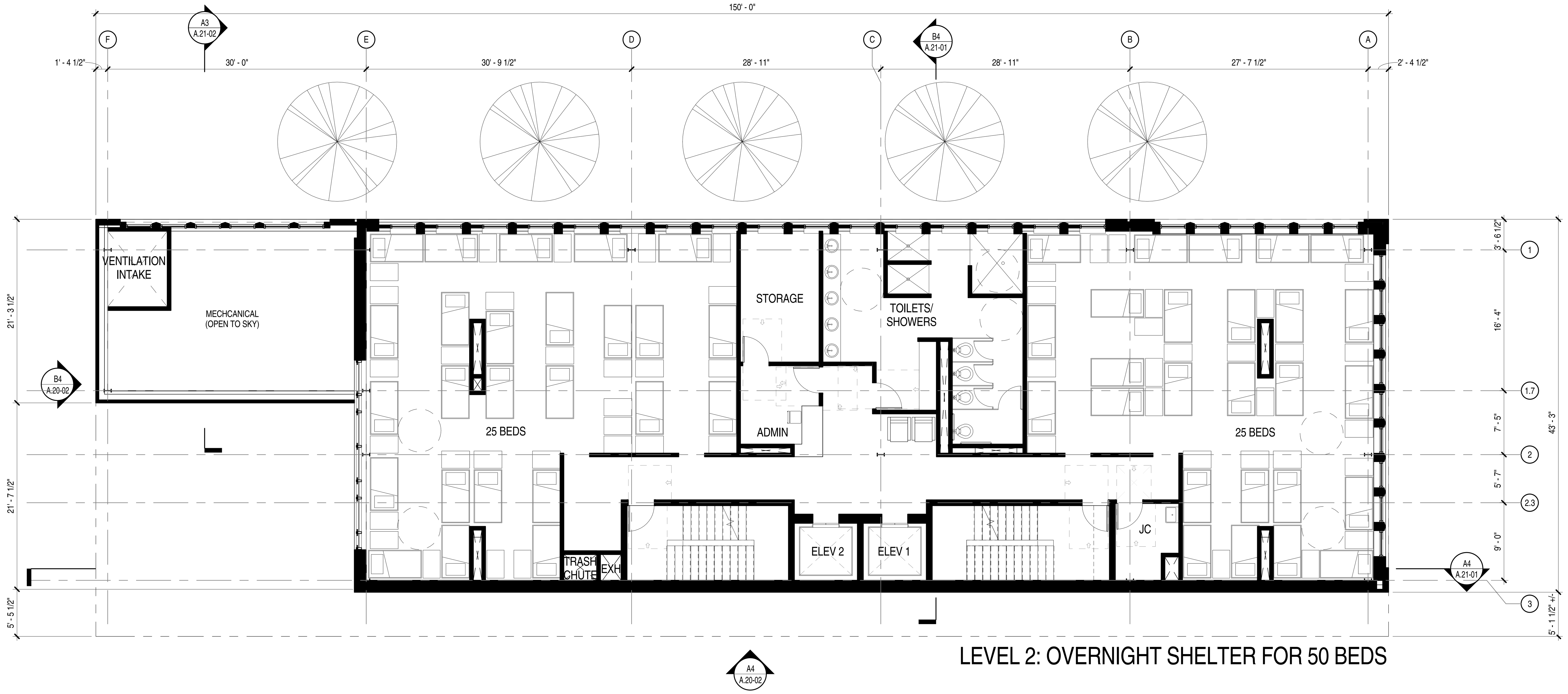


B4 FLOOR PLAN - LEVEL 3
1/8" = 1'-0"

NOTE: UNIT AREA INCLUDES BATHROOMS AND CLOSETS



A4 FLOOR PLAN - LEVEL 2
1/8" = 1'-0"

0 4' 0 8'
1 inch = 8 feet

SCHEMATIC DESIGN REV. DEC 14, 2017

PERKINS +WILL

The Wrigley Building
410 North Michigan Ave.
Suite 1600
Chicago, IL 60611
t 312.755.0770
f 312.755.0775
www.perkinswill.com

CONSULTANTS

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NEW BUILDING
4654 N. SHERIDAN RD.
CHICAGO, IL 60640

OWNER

Sarah's Circle
Helping Women Rebuild Their Lives

Sarah's Circle
4838 N SHERIDAN RD.
CHICAGO, IL 60640

ISSUE CHART

MARK	ISSUE	DATE
	Issued for Schematic Design Rev.	12/14/2017
	Issued for Schematic Design	06/16/2017

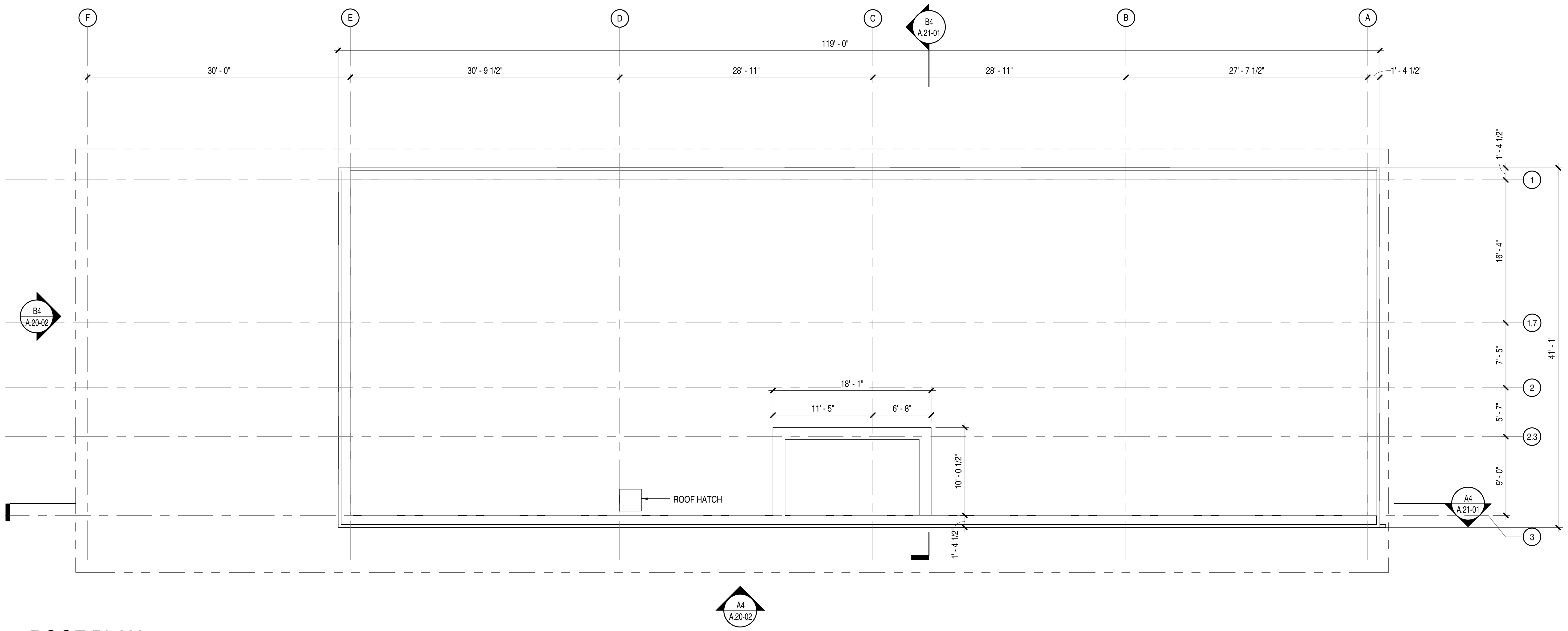
Job Number	023858.000
Drawn	Author
Checked	Checker
Approved	Approver

TITLE

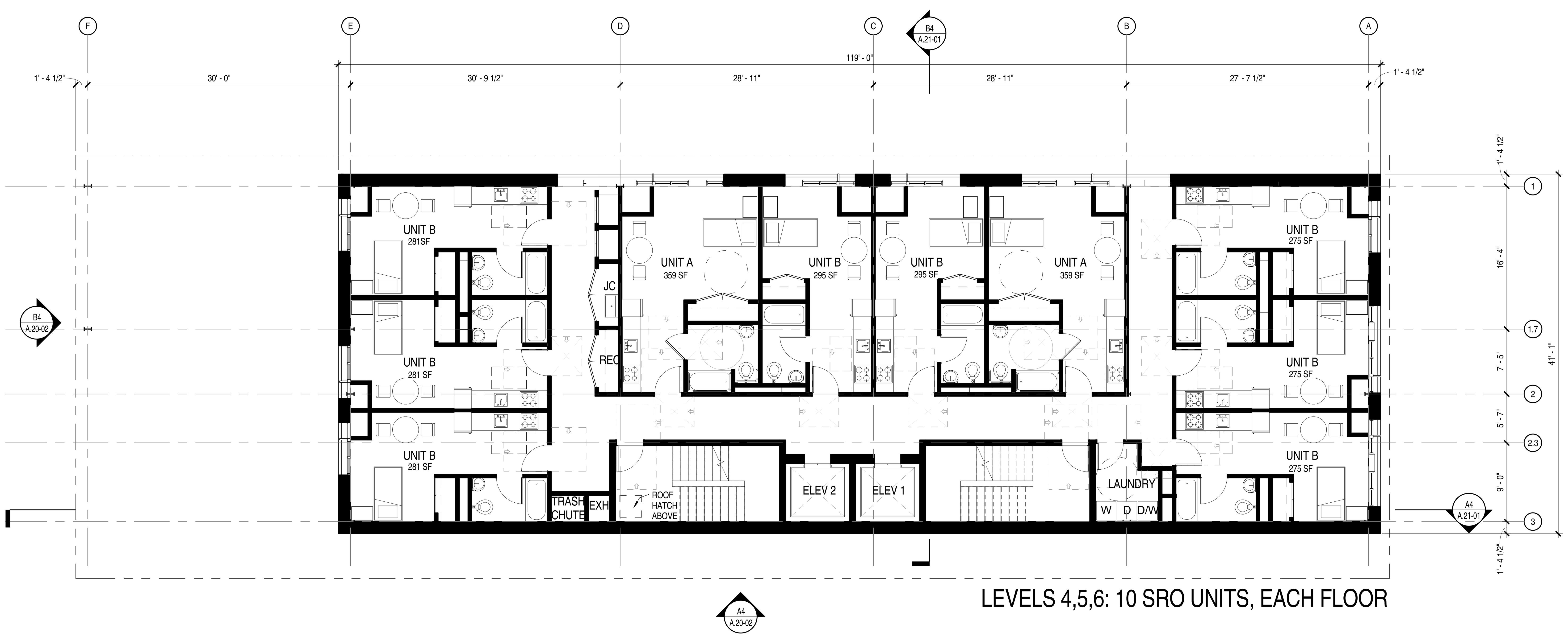
LEVEL 2 AND 3 PLANS

SHEET NUMBER

A.11-02



B4 ROOF PLAN
1/8" = 1'-0"



A4 LEVEL 04-06 FLOOR PLAN
1/8" = 1'-0"

NOTE: UNIT AREA INCLUDES BATHROOMS AND CLOSETS

0 4' 0 8'
1 inch = 8 feet

SCHEMATIC DESIGN REV. DEC 14, 2017

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410 North Michigan Ave.
Suite 1600
Chicago, IL 60611
t 312.755.0770
f 312.755.0775
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Job Number	023858.000
Drawn	Author
Checked	Checker
Approved	Approver

TITLE

LEVEL 4, 5, 6 AND ROOF PLANS

SHEET NUMBER

A.11-03

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UNIT MIX & AREA TABLE											
	UNIT COUNT			AREA PER UNIT		UNITS PER BUILDING					
	UNIT DESCRIPTION	UNIT TYPE	TOTAL UNITS USED IN PROJ.	USEABLE SQUARE FOOT	GROSS SQUARE FOOT	TYPE 1					
						1ST	2ND	3RD			
STANDARD UNIT	1 BR / 1 BATH	UNIT 1	34	586 S.F.	631 S.F.	0	17	17			
TYPE A ADAPTABLE UNIT	1 BR / 1 BATH	UNIT 1A	6	657 S.F.	700 S.F.	0	3	3			
	TOTAL		40	23,866 S.F.	25,654 S.F.	40					

1 A105 FIRST FLOOR PLAN
SCALE: 3/32"=1'-0"

KJG Architecture, Inc.
527 Sagamore Parkway W., Suite 101
West Lafayette, Indiana 47906
Office: 765.497.4598 Fax: 765.497.4599
www.kjgarchitecture.com

PROJECT TITLE:
LAFAYETTE TRANSITIONAL HOUSING ENGAGEMENT CENTER

PROFESSIONAL SEAL:
PRELIMINARY DESIGN DOCUMENT

PROJECT DATE: 07-17-2017

No.	DESCRIPTION:	DRAWN BY:	DATE ISSUED:

PROJECT NUMBER: C2016.114
DRAWN BY:

DRAWING TITLE: FLOOR PLANS

SHEET NUMBER: A105

Appendix I.3B: Probable Construction Costs

KIL ARCHITECTURE PLANNING
1126 LINCOLNWAY EAST, SOUTH BEND, IN 46601
574.288.3664 www.kilarchitecture.com

Probable Construction Cost Estimate for Low Barrier Intake Shelter 1.31.2022
Moderate and Substantial Rehabilitation

Number of Beds	**120**	**Beds**	**80**	**Beds**	**40**	**Beds**	Remarks
Total Square footage of Apartments @ 120 SF/bed	14,400	SF	9,600	SF	4,800	SF	
Support Space	5,000	SF	5,000	SF	5,000	SF	
Sub-total Square footage	19,400	SF	14,600	SF	9,800	SF	
SF Contingency @ 20%	3,880	SF	2,920	SF	1,960	SF	The square footage of an existing building will probably be less efficient than a floor plan layout for a new building.
Total Estimated SF	23,280	SF	17,520	SF	11,760	SF	
Probable Costs for Moderate Rehab							
Cost Per Square Foot moderate Rehab	$ 160	/SF	$ 170	/SF	$ 180	/SF	
Subtotal Moderate Rehab Cost	$ 3,724,800		$ 2,978,400		$ 2,116,800		
Estimated Site Cost*	$ 450,000		$ 350,000		$ 250,000		* Note that Site Costs are assumed to be 50% less than a new building in that some site development usually is likely in place for a Rehab Project, but will need some work required to meet the program needs.
Additional Construction Contingency @ 10%	$ 417,480		$ 332,840		$ 236,680		
Total Estimated Construction Cost, Moderate Rehab	**$ 4,142,280**		**$ 3,311,240**		**$ 2,353,480**		
Probable Costs for Substantial Rehab							
Cost Per Square Foot Substantial Rehab	$ 200	/SF	$ 210	/SF	$ 220	/SF	
Subtotal Substantial Rehab Cost	$ 4,656,000		$ 3,679,200		$ 2,587,200		
Estimated Site Cost*	$ 450,000		$ 350,000		$ 250,000		* Note that Site Costs are assumed to be 50% less than a new building in that some site development usually is likely in place for a Rehab Project, but will need some work required to meet the program needs.
Additional Construction Contingency @ 10%	$ 510,600		$ 402,920		$ 283,720		
Total Estimated Construction Cost, Substantial Rehab	**$ 5,166,600**		**$ 4,082,120**		**$ 2,870,920**		

CLARIFICATIONS & QUALIFICATIONS:

1 This estimate is based on no actual design drawing and/or detailed specification narrative to date

2 The estimate is predicated on typical market conditions for a public funded rehabilitation of an existing building and site (presently not identified) located in north central Indiana and assumes the receipt of four or more competitive bids from qualified general contractors.

3 The estimate is predicated upon the receipt of unified, all trade bids from contractors with appropriate levels of competition at the subcontract and materials vendor levels. Single or limited source selection of prime or major sub contractors, materials, equipment or systems packages will adversely impact the estimate.

4 The estimate is predicated on all work being performed during first shift/standard work hours.

5 After a maximum of four months, the estimate should be updated to reflect current market conditions.

6 The cost estimate should be updated as the design evolves and is completed.

7 The cost estimate represents our opinion of probable construction cost for this project.

8 We have exercised due professional diligence in the preparation of the estimate; and, since we have no control over final design decisions, contractor and vendor bidding strategies and market conditions, no guarantee is given or should be implied with the estimate.

9 The Estimate Excludes:

a. Professional fees, testing, financing and other Owner's soft costs are not included in the estimate table above.

b. Furnishings and equipment other than those shown in the body of the estimate,

c. Utilities companies connection/service charges

d. Building Permits

e. Builder's Risk Insurance.

10 Architect and Engineer fees would range from 5% - 8% of the hard construction cost of the project designed and specified. The smaller the project, the higher the fee, the larger the project the fee could range toward the lower percentage. A project with a challenging site design, custom building elements and complicated geometry might expect to fall toward the higher percentage range or even exceed 8%.

11 It would be possible to develop a project with small individual buildings (tiny homes, individual dwellings, or duplexes) but the cost of construction would be expected to be higher by as much as 10% to 25% over a single larger building as the design would require the construction of individual buildings with less shared walls and more extensive site utilities.

12 Acreage: Acreage for a new construction, 10,000-12,000 SF facility (up to 40 beds) would be expected to require 2 - 2.5 acres assuming all units on one level. This acreage can be reduced if the buildings were multi-level. Acreage for a new construction, 22,000-25,000 SF facility up to 120 beds) would be expected to require 2.75 - 3.5 acres assuming all units on one level. This acreage can be reduced if the buildings were multi-level. Exact layout and site constraints, local ordinance requirements, and site utility availability to service the new facility will impact actual acreage required.

K I L ARCHITECTURE PLANNING
1136 LINCOLNWAY EAST SOUTH BEND, IN 46601
574.288.3658 www.kilarchitecture.com

Probable Construction Cost Estimate for Low Barrier Intake Shelter 1.31.2022
New Construction

Number of Beds	120 Beds	80 Beds	40 Beds
Total Square footage of Apartments @ 120 SF/bed	14,400 SF	9,600 SF	4,800 SF
Support Space	5,000 SF	5,000 SF	5,000 SF
Sub-total Square footage	19,400 SF	14,600 SF	9,800 SF
SF Contingency @ 15%	2,910 SF	2,190 SF	1,470 SF
Total Estimated SF	22,310 SF	16,790 SF	11,270 SF
Cost Per Square Foot	$ 240 /SF	$ 250 /SF	$ 260 /SF
Subtotal Building Construction Cost	$ 5,354,400	$ 4,197,500	$ 2,930,200
Estimated Site Cost	$ 900,000	$ 750,000	$ 500,000
Additional Construction Contingency @ 10%	$ 625,440	$ 494,750	$ 343,020
Total Estimated Construction Cost, New Construction	**$ 5,979,840**	**$ 4,692,250**	**$ 3,273,220**

CLARIFICATIONS & QUALIFICATIONS:

1 This estimate is based on no actual design drawing and/or detailed specification narrative to date

2 The estimate is predicated on typical market conditions for a public funded new development project located in north central Indiana and assumes the receipt of four or more competitive bids from qualified general contractors.

3 The estimate is predicated upon the receipt of unified, all trade bids from contractors with appropriate levels of competition at the subcontract and materials vendor levels. Single or limited source selection of prime or major sub contractors, materials, equipment or systems packages will adversely impact the estimate.

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11 It would be possible to develop a project with small individual buildings (tiny homes, individual dwellings, or duplexes) but the cost of construction would be expected to be higher by as much as 10% to 25% over a single larger building as the design would require the construction of individual buildings with less shared walls and more extensive site utilities.

12 Acreage: Acreage for a new construction, 10,000-12,000 SF facility (up to 40 beds) would be expected to require 2 - 2.5 acres assuming all units on one level. This acreage can be reduced if the buildings were multi-level. Acreage for a new construction, 22,000-25,000 SF facility up to 120 beds) would be expected to require 2.75 - 3.5 acres assuming all units on one level. This acreage can be reduced if the buildings were multi-level. Exact layout and site constraints, local ordinance requirements, and site utility availability to service the new facility will impact actual acreage required.

SHELTER DESIGN GUIDELINES

September 2017

BC HOUSING

TABLE OF CONTENTS

Facility images and plans provided by:

3030 Gordon (Coquitlam)
Raincity Housing & Support Society, dys architecture

Our Place (Victoria), *Our Place Society*

Powell Place Women's Emergency Shelter (Vancouver), *The Bloom Group, NSDA Architects (covers), Kinetic Construction (Bob Matheson, Photographer)*

Rock Bay Landing Shelter (Victoria)
Victoria Cool Aid Society, Jensen Group Architects

Yukon Shelter (Vancouver)
Lookout Emergency Aid Society

Overview

BC Housing has prepared this guide to assist non-profit societies and development teams with the planning, design, and development processes for upgrading existing shelters, or constructing new emergency shelters. In BC, shelters vary significantly by size, building type, layout, and types of spaces they include – many are created through the conversion of existing buildings. Although these guidelines represent best practices, each new or upgraded shelter may involve some design compromises, reflecting the availability of an appropriate building and/or location.

These guidelines focus on space requirements and layout. Societies and development teams should also use BC Housing's most current version of *Design Guidelines & Construction Standards*, which provides more detailed building specifications, and is available at the BC Housing website. In considering the design of new or upgraded emergency shelters, integration with sound, comprehensive operating policies and procedures, and appropriate staff training is essential.

In BC, emergency shelters operate under the *Emergency Shelter Program*, which is administered by BC Housing. Emergency shelters and outreach workers are part of a housing continuum that helps people move from homelessness to permanent accommodation and, provide with supports as necessary. In considering the development of a new shelter, or upgrades to an existing one, reference should be made to the most current version of BC Housing's *Emergency Shelter Program Framework*, which also provides definitions for terms used in the planning and operations of shelters.

Figure 1: Powell Place, Vancouver. This 52-bed shelter involved a major renovation of an existing shelter.

Gateways to permanent housing, shelters provide supports, and must include the following:

- Emergency accommodation – a safe, secure place to sleep;
- Facilities for hygiene;
- The provision of nutritious food;
- Office and meeting spaces to enable case planning and programming for clients; and
- Where possible, space for primary health provision.

Where a new or upgraded shelter will be the only one in a community, the facility should be designed and operated as a minimal barrier shelter, which accommodates those who:

- Are dealing with addictions and/or mental health issues;
- Require harm reduction supplies, including clean needles, access to safe disposal (sharps containers), condoms, etc.;
- Require access to primary health care;
- Cannot be refused service unless extenuating health/safety issues present;
- Require physical accessibility;
- Require appropriate sized and secure storage facility for their belongings, including a cart, bike, etc; and
- Have a pet.

2

Understanding Current & Future Needs

2.1 NEEDS ANALYSIS

To support the proposition of a new or renovated shelter, an analysis should be undertaken to determine the client group(s) to be served, and ensure their needs are fully understood. Where possible, the analysis should identify current and future needs, the required scale of the project, and the best location to provide these services.

Projecting shelter bed need is an inexact process. Conducting an analysis does not need to be a large and complex activity, but should draw on core housing need within the community and age group, population trends, existing shelter use information, homeless counts, and discussions with local agencies, including the health authority and municipality. Analyzing the number of subsidized housing units in the community or within the regional district, average rents and rental vacancies should be considered for understanding market conditions. The role outreach workers play within shelters shelters and community, as well as that of any existing or proposed shelters in the community (if applicable), should be taken into account. BC Housing is also a useful source of information for a needs analysis. Refer to *BC Housing Need and Demand Study*.

Where a new or upgraded shelter will be the only one in a community serving all or a single gender client group, the facility should be designed and operated as a minimal barrier shelter.

2.2 FUNCTIONAL PROGRAM

Following the completion of a needs analysis, an architect should be contracted to develop a preliminary functional program that responds to the identified needs, and how the shelter will be operated. Shelters may not always be needed permanently, and so should be designed with flexibility to allow conversion into permanent housing or to meet needs of changing population groups within the shelter, where possible. The functional program will determine site needs, building layout, design order of magnitude capital and operating budgets, funding requirements, and efficiency of the building design. Operating policies and budgets for the shelter must also be taken into account. In understanding a functional program, the design team should consider the efficiency of common and circulation areas to the shelter sleeping areas based on operational needs.

2.3 CONSULTATION WITH STAKEHOLDERS

BC Housing is the primary funder for both the capital and operating costs of most shelters in the province. If anticipating funding from BC Housing, sponsoring groups should review BC Housing's *Emergency Shelter Program Framework*, and *Design Guidelines & Construction Standards*, as well as this document and other related requirements. Completed needs analysis, functional programs, and consultation with the local agencies should be done prior to finalizing any plans. The design team should also consult with operations staff in the early design phase to ensure decisions consider the operator's capacity and staffing levels to efficiently run the facility.

Design Principles

3.1 SHELTER USERS ARE DIVERSE

Those who are homeless often have diverse and complex needs. In particular, clients experiencing mental illness and addiction issues provide significant challenges for shelters and their staff. The complex, and often multiple, needs of homeless individuals require design details and operating policies that respond appropriately. Homeless populations include:

- Women, and women fleeing violence;
- Seniors experiencing age-related conditions, such as diabetes, Alzheimer's, and dementia, as well as older adults with mobility impairments;
- Families, such as single mothers with children, single fathers, and couple-led families;
- Youth who are homeless or at risk of homelessness, such as those aging out of provincial care;
- Aboriginal populations, the share of Aboriginal shelter users varies considerably from one region to another;
- Individuals of all ages who are substance users;
- LGBTQ2S individuals, a primary concern in serving this group is the availability of appropriate spaces, such as gender neutral washrooms, etc.;
- Individuals with mental health conditions;
- Couple;
- Working poor;
- Transient populations and new immigrants, such as transient workers from other provinces in Canada, new immigrants to Canada, etc.
- People with varying levels of physical abilities, such as those with physical disabilities, mobility issues, or developmental disabilities.

Some locations may also be influenced by the proximity of situations that generate particular needs, such as communities adjacent to institutions (e.g., jails), or rural areas with seasonal employment.

3.2 SAFETY & THE CLIENT MIX

Safety is important for all shelter users, staff, and visitors. Because there are so many varying needs, sponsors should carefully consider the proposed mix of client groups to be contained within one building. Women with children, women fleeing violence, those who are active in survival sex work, and unattached youth (up to the age of 19) are particularly at risk, and should not be accommodated in the same shelters as single men. For shelters and emergency housing intended for women with children, it is recommended that consideration be given to the development of programs which solely target this population in order to avoid safety issues associated with client mix.

When men, women, and transgendered individuals are to be accommodated in the same shelter, design features should be incorporated to ensure safety throughout the building, including secure and separate sleeping quarters, as well as separate lounge and washroom facilities.

In addition to safety protocols for harm reduction, shelter design needs to provide some separation for people with challenging behaviours, easy access to harm reduction supplies, and safe disposal of sharps/bio hazard containers. These shelters often require appropriate staffing, clear staff sightlines, or video monitoring.

3.3 INCORPORATING SHELTERS WITH TRANSITIONAL OR OTHER HOUSING

It is a common strategy to incorporate shelters into other housing forms builds capacity and options for flow, usually transitional housing. This integration can often make the best use of a site, provide economies of construction and staffing, and offer opportunities for sharing certain facilities and services. This approach also enables residents to build on existing relationships with support staff when they transition from the shelter into transitional housing. The residents get a consistent approach to support services, and the staff get to know the residents better, and are able provide more effective supports.

However, proximity of a shelter can be challenging for some transitional housing residents as they are attempting to move away from the street, and towards permanent housing and independence. Transitional housing that accommodates children should not share entrances or elevators, or other facilities, with a shelter.

3.4 CONVERSION, RENOVATION, OR NEW CONSTRUCTION

The need for a new shelter, or additional capacity for an existing shelter, can often arise quickly, requiring a timely response. Finding a site or building suitable to the scale of need, that is appropriately located, and that will secure community and municipal support for rezoning and other approvals, is often a major challenge. In site planning, opportunities for outdoor space to accommodate bikes, buggies, carts, smoking areas, and delivery access for food are important. Depending on circumstances, appropriate responses may include modifications to an existing shelter, converting a building from an entirely different use, modular housing, or new construction. Modular or pre-fabricated buildings can provide an especially quick response to community need for a shelter. However, for new buildings, especially for those using modular units, it is important to determine site servicing ability.

3.5 CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

Site planning and building design should consider CPTED strategies, e.g., territoriality, natural surveillance activity support, and access control, as well as other recognized CPTED principles. For more information, see BC Housing's *Design Guidelines & Construction Standards 2014: Section 4 Crime Prevention Through Environmental Design*.

4

Design Objectives

Certain objectives should guide building layout and choice of materials when designing or upgrading a shelter. The objectives listed below are key when considering a building's functional quality, long-term operational efficiency, and outcomes related to user satisfaction. Refer to the most current version of BC Housing's *Design Guidelines & Construction Standards* for more detailed building specifications.

4.1 MEETING PROGRAM NEEDS

New shelters must provide spaces that align with BC Housing's *Emergency Shelter Program*, specifically including:

- Emergency accommodation – a safe, secure place to sleep;
- Facilities for hygiene;
- The provision of nutritious food;
- Office and meeting spaces to enable case planning and programming for clients;
- Where possible, space for primary health provision; and
- Provision of accommodation with as few barriers as possible to allow more people access to services.

If the proposed shelter is the only shelter in the community, design and operations must meet minimal shelter barrier requirements, as per the *Emergency Shelter Program*.

4.2 DURABILITY, OPERATIONAL NEEDS & OPERATING COSTS

Design decisions should consider cost effective building operations, which can be impacted by the number of beds per floor, ease of supervision, and sightlines for common spaces. Consideration of required staffing levels is also important.

Operational costs are also impacted by the durability of materials used in the building's construction, and their ease of maintenance, as well as the various fixtures, fittings, and furniture. Durable design should consider:

Figure 2: Examples of durable flooring & door hardware, Rock Bay Landing

- Flooring materials that are durable and easy to maintain;
- Wall surfaces that accommodate impacts in critical locations;
- Door and closet hardware that are easily operable by persons with limited strength and dexterity;
- Plumbing and electrical fixtures and accessories that are durable and easily replaceable;
- Bathroom fixtures that are to be easily replaceable and floor drains to avoid flooding;
- Infestation control to maintain the health and hygiene of the clients;
- Furniture selection that is vandal and abuse resistant and bed-bug proof;
- Access for shelter users is to be designed with consolidation of maintenance and ease of operation. For example card readers, electric strikes, or suitable locksets where required, with consideration of maintenance and ease of operation.
- Elevator controls and buttons are to be heavy duty for durability to withstand abuse.

4.3 EFFICIENCY IN DESIGN & AREA LAYOUT

Design and layout should provide a building that is spatially efficient, with amenity and support service spaces that maximize efficiency of circulation for both shelter users and staff. It is recommended that program spaces be centrally located close to staff sightlines, and grouped for efficiency.

4.4 DESIGN FOR ACCESSIBILITY

All emergency shelters must be accessible to those with mobility impairments. This accessibility may not always involve wheelchair use, but an increasing number of individuals are using walking aids, e.g., walkers. Storage space, additional grab bars, roll-in showers, and resilient, non-slip floors are a few examples of building details that will assist this group. Accessibility requirements should be designed in accordance with the BC Building Code, and reference shall also be made to BC Housing's *Design Guidelines & Construction Standards.*

Design should consider the following, but is not limited to:

- All exterior and interior common areas intended for shelter users (including landscaped open space, outdoor recreation areas, walkways and program spaces) should be universally accessible to persons of all ages and degrees of ability.
- Stairs and ramps must be easily usable by people with reduced mobility and impaired vision.
- The design should consider rough-in wiring in the building entry/lobby for future automatic door opener.
- Accessible washrooms must have resilient, non-slip floors, knee clearance under the sink, ADA-compliant toilets with seats at 430 mm – 480 mm (1'-4" to 1'-7") from the floor, solidly backed grab bars, and clear door openings as specified in BC Building Code.
- Roll-in showers should be provided for wheelchair accessible showering.
- All doors, faucets, and showerheads should have lever handles rather than knobs.
- Light switches, thermostats, other controls, and storage should be mounted at a height accessible for a person in a wheelchair.
- Outdoor seating area is to be durable, low maintenance, and universally designed.

Figure 3: Example of accessible washroom, 3030 Gordon

Figure 4: Example of roll-in shower, 3030 Gordon

- Install low resistance, delayed action closers for all doors on accessible routes, including suite entrance doors in accessible sleeping area.

4.5 SAFETY & SECURITY FOR CLIENTS, STAFF & COMMUNITY

Safety and security are extremely important design factors for shelter staff, visitors, and users. These factors must also be matched by, and integrated with, operational policies. When designing a building to accommodate men, women, couples and transgendered individuals, it is a requirement that women-only sleeping accommodation and washroom facilities are securely separated from the men's accommodation areas. A women-only lounge/meeting room should also be provided.

Some key considerations for safety and security include, but are not limited to:

- Good exterior lighting for entrances and outside spaces;
- Adequate interior lighting for hallways, elevator and staircases;
- Reception area at the main entrance;
- Security mechanisms for staff, including alarms;
- Avoidance of entrapment spaces, and incorporation of surveillance alarms;
- Adequate circulation/gathering areas to avoid spaces that could aggravate tensions;
- For staff supervision, ensure good sightlines for all building spaces that involve outdoor areas, entrance(s), circulation, gathering, or programs;
- Resilient, non-slip floors in critical areas, such as entrances, washrooms, and kitchens;
- Surveillance cameras in selected locations such as hallway, staircase, elevator, entrance and common areas;
- Secure storage and/or lockers for client belongings; and
- Maximum glazing common area doors to improve security where appropriate.

Figure 5: Examples of shelter entrances, left: Powell Place & right: Rock Bay Landing, The latter also provides oversight to the exterior courtyard

4.6 FLEXIBILITY FOR SHORT & LONG-TERM USE

Flexibility is important in emergency shelter design to ensure changing needs (both short and long term) are met to avoid functional inadequacy, and to minimize the costs of change. Designing with flexibility in mind is not an easy task, but is possible:

- Layouts, plumbing, and electrical components should be designed to permit amalgamation of two shelter sleeping rooms into one small apartment; and
- Flexible support spaces should be designed to convert/change to different functions over time, as required.

4.7 NEIGHBOURHOOD INTEGRATION

No matter where they are located, or proposed to be located, shelters are usually controversial. When designing new buildings, or upgrading existing ones, sponsors should anticipate concerns from the neighbourhood, and local authorities having jurisdiction as they go through the rezoning process. While it will be important to demonstrate that the proposed shelter will be designed to be a good neighbour, it will be equally important to commit to operational protocols that will help meet this objective, such as communications protocols, regular meetings with neighbours, and monitoring and maintenance of the public areas immediately adjacent to the shelter.

The following design features should be considered for neighbourhood integration:

- Adequate interior spaces, and operating procedures to avoid sidewalk line-ups for access;
- Adequate on-site parking/storage for buggies/trolleys, and bikes;
- Windows and surveillance cameras that provide staff with sightlines onto the street;
- Off-street areas for smoking, sitting, and pets;

Figure 6: Example off-street area, 3030 Gordon Project

- Exterior design that integrates into the neighbourhood by using residential materials and colours to avoid an institutional appearance; and
- Adequate, but non-intrusive, exterior lighting.

4.8 WARM, WELCOMING SPACES

Shelters are meant for short-term emergency accommodation. However, consideration should still be given to creating a warm, welcoming and safe environment. This concept is important for clients, but also valuable for staff members who work in these spaces on a longer-term basis. Design considerations will vary according to the clients served in the shelter, but may include:

- Colour choices for floors, walls, and furniture for people with visual impairments;
- First Nations art for shelters serving Aboriginal individuals;
- Choices of outdoor and indoor common area furniture types to accommodate accessibility;
- Activity space facilities for training, art work, etc.;
- Women-only programming spaces in mixed-gender shelters to allow privacy;
- For shelters that accommodate women and children, a play/toy area, and space that accommodates strollers for small children;
- Inclusivity for LGBTQ2S through universal bathroom signage and art; and
- Bulletin board for the notices, shelter facility policies, job postings, and to display art work.

Figure 7: Example of gender neutral washroom signage, 3030 Gordon

4.9 DESIGNING FOR MINIMAL BARRIER SHELTERS

Minimal barrier shelters are designed to accommodate all homeless people, including those with challenging behaviours that may be disruptive or difficult for other shelter users and staff. Such shelter users are not expected to abstain from alcohol/drugs. Addictions are viewed as health conditions, and the shelter will have harm reduction practices and procedures in place, including provision of information, safe injection and smoking supplies, and safe options for syringe disposal.

Minimal barrier shelters will have the design features identified in this guide, and those of particular importance include:

- Secure and accessible storage space for harm reduction supplies;
- Opportunities for accommodating individuals with disruptive behaviours, e.g., through a proportion of single rooms, and sitting areas outside of sleeping rooms;
- Secure outdoor storage for buggies, and bikes;
- Adequate indoor storage space for shelter users belongings, such as designated bins or lockers for valuables;
- A medical room for visiting medical professionals to serve shelter clients; and
- Opportunities for accommodating individuals have pets.

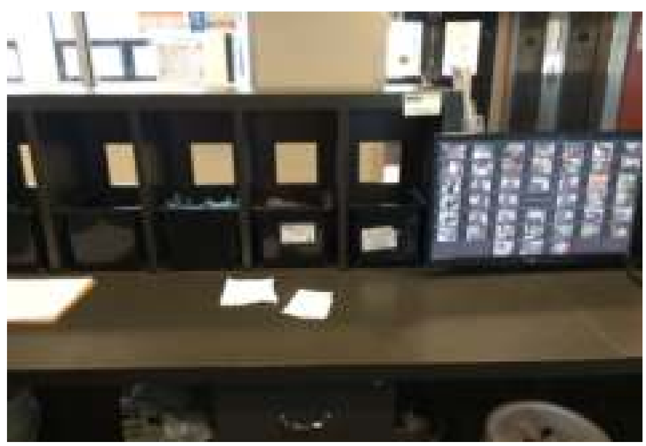

Figure 8: 3030 Gordon examples, left: outdoor storage, and right: harm reduction supply storage.

5

Program Area Design Features

Provision for program area spaces will depend on design principles and objectives outlined earlier in these Guidelines, the level of support services to be provided for the shelter residents, project size, location, and budget parameters. For renovation or conversion projects, it is recognized that existing conditions, or user considerations may override the recommendations contained in these Guidelines. If such is the case, approval from BC Housing should be obtained at the schematic or preliminary design stage of the project.

5.1 RECEPTION/ENTRY

- The lobby reception area should be sufficiently scaled to the size of the shelter and the flow of people. There should be adequate space for client intake, including those with mobility impairments, to avoid crowding and lining up on the street. This space should provide seating areas and a drinking water fountain;
- The entrance should have a vestibule, and surveillance cameras monitored 24 /7 by staff. The staff shall the ability to control opening/closing of both sets of entry doors from the front office for the visitors. The design should consider rough-in wiring at the entrance for a future automatic door opener;
- The reception office should be a secure space, with good staff sightlines to the street, the entrance/vestibule, circulation, gathering and program spaces, and elevators, if provided; and
- Where a shelter is combined with transitional housing, consider access control, client flow, and security in the design process. Transitional housing that accommodates children should not share the same entrances with the shelter.

Figure 9: Example of reception area, Rock Bay Landing

5.2 GATHERING PLACE/DAY ACTIVITY ROOM

The gathering place/day activity room allows clients to remain in the shelter during the day. This space may be co-located with the dining room, where there are space restraints, and should not seat less than 50% of the building's bed capacity.

This area may include a TV or recreational games. Furniture should be comfortable, durable, and easily maintained. Manoeuvring space for mobility-impaired individuals should also be a consideration when determining furniture layout.

Figure 10: Example of gathering place, Yukon Shelter

5.3 HEALTH & MEDICAL SUPPORT

A ground floor space for visiting medical professionals should be a minimum of 14 m^2 (150 sf), and be equipped with an examination bed, lockable cabinet, small desk, washbasin, countertop, and paper towel dispenser. A second access is required to allow unimpeded exit from this room. For minimum barrier shelters, provide spaces for shelter users to access harm reduction supplies.

Figure 11: Example of medical room, 3030 Gordon

Figure 12: Example of medical supply storage, 3030 Gordon

5.4 COUNSELLING & SUPPORT SERVICE

Counselling services are an important part of a shelter's services. The number of counselling or case worker offices, together with administration office spaces, will vary according to the size of the shelter, and its associated programs. Access to a counselling office should not be through an administration office.

Figure 13: Example of case worker office, Powell Place

COUNSELLING ROOM/CASE WORKER OFFICES

This space should anticipate the increasing age and potential mobility impairment of clients, and at least one space should be sized to handle wheelchairs, scooters, and walkers. Design, via furniture configuration or a second access, should allow staff to exit the room unimpeded. Partition walls between offices, corridors or adjacent spaces should be insulated for sound reduction, and have a sound rating of STC 55. Glazed (tempered or safety glass) doors should be provided to improve security.

ADMINISTRATIVE SUPPORT SPACES

Office support areas will vary with shelter size. These spaces should be a minimum 10.5 m^2 (113 sf) and secure, and have adequate space for desks, lockers, cabinets, staff seating area, files, and office equipment. A telephone, cable, and data outlets should also be provided. The staff washroom should be convenient to the office location.

5.5 FOOD SERVICES

COMMERCIAL KITCHEN

A commercial kitchen may be necessary, depending on shelter size. A commercial kitchen, when provided, shall have appropriate receiving/loading area and serve one full hot meal a day per resident. Other options include a servery for food prepared elsewhere, or a small kitchen. To determine the correct option, size, design, and required equipment for a kitchen relative to the planned size of the shelter and operating budget, a commercial kitchen designer should be engaged early in the process. Kitchens should include a small office/nook, as well as dry goods and cold storage. For easy service and loading dock access, kitchens should ideally be located on the ground floor.

For family shelters, it is also recommended to have a shared space for shelter users to cook their own meals, or participate in life-skills training activities.

COMMON DINING AREA

Shelters should contain seating opportunities with two, four, and six-seat tables, and could include some high tops. Dining room seating should be sized to accommodate the capacity of the shelter in one sitting, but larger shelters may need to have multiple sittings. Provisions should be made for a small countertop area, and a microwave for shelter users to heat up food.

Figure 14: Example of commercial kitchen, Powell Place

Figure 15: Example of dining room, Rock Bay Landing

Figure 16: Example of dining room and kitchen area for shelter users, Powell Place

5.6 HYGIENE

WASHROOM/BATHROOM FACILITIES

Washroom/bathroom design should consider safety, inclusion, and flow of users. Washroom facilities are required to be divided into three types: 1) for clients newly arrived at shelter, 2) for existing shelter residents, and 3) for staff.

Common Washrooms for Newly Arrived Clients

Ground floor washrooms and showers are required for use by clients newly arrived at a shelter, and should be located near staff sightlines and close to the reception area for ease of monitoring. At least two (2) individual washrooms should be gender neutral, and one of these should also be wheelchair accessible and include a shower. The accessible washroom should be designed to the requirements of the BC Building Code, and be equipped with grab bars to facilitate transfers.

Common Washrooms for Shelter Residents

For the washrooms for clients already living in the shelter, there are three main configuration options: 1) private (within a single-bed room), 2) semi-private (within rooms as per the three-bed configuration shown in Figure 24), or 3) shared washrooms. The advantage of private or semi-private washrooms should be weighed against operations and maintenance costs, as well as possible security problems that may arise.

The minimum standards for shared washrooms are:

- One washbasin per four beds;
- One shower stall per four beds. Shower stalls should each have a door;
- One toilet stall per four beds; and
- For women's shelter spaces, include sinks in bedrooms where possible. For shared washrooms, consider providing one or more bathtubs, depending on shelter size.

Figure 17: Example of individual washroom, 3030 Gordon

Figure 18: Example of a shower stall, 3030 Gordon

Figure 19: Example of toilet stalls, 3030 Gordon

Washroom(s) for Staff

Provision should be made for a separate ground floor staff washroom(s), including a shower close to reception or administrative support spaces. The staff washroom should be designed with non-slip flooring, a floor drain, toilet, sink, vanity, shower, and common washroom accessories, such as a toilet paper holder, soap dispenser, and towel dispenser.

Overall Washroom Design

Designing washrooms for existing shelter residents (Type 2) depends on the specific need and intended function of the shelter. Facilities can be designed as either multi-stall common washrooms, gender-neutral individual washrooms, or a combination of both. Designation of individual gender-neutral washrooms may increase flexibility, and reduce waiting time and flow of users through the facilities. Provision of shower rooms separate from toilet rooms could also be considered.

Washroom design for newly arrived clients and existing shelter residents (Type 1 and 2) should follow the requirements below, and be adjusted as appropriate for those receiving services within a facility:

- Washrooms need to have inclusive signage for transgender and gender diverse individuals that include function-based icons instead of gender figures;
- To allow for privacy, stall doors should have minimal gaps on the sides. Toilet doors need to have a space between the bottom of the door and the floor to allow staff to see if a user is in distress;
- It is recommended that the main door to a multi-stall washroom be provided with glazing to provide staff sightline in case of emergency. It is also recommended that locks be avoided in these doors to ensure access at all times. Design that allow for door-less entrance while providing privacy should be considered where possible.
- Stall door in common washroom or door in individual washroom locks should be secure, and have a safety mechanism that allows staff or emergency responders to open from the outside. If approved by the municipalities and authority having jurisdiction, washroom stall doors should open outward to allow easy access for emergency responders. Also, allow for an emergency panic button where necessary;
- Ceiling and wall tiles or panelling, as well as ventilation covers, should be securely affixed to eliminate spaces for concealing or discarding syringes, or other items;
- Washrooms should include resilient, non-slip sheet flooring with flash cove and floor drains;

- Provide general washroom accessories, including paper towels, soap, toilet tissue and dispensers, clothes hooks, safety mirrors, towel grab bars, high velocity electric handdryers and, in women's washrooms, feminine napkin disposal bins. Sharps containers need to be securely affixed to walls;
- Sufficient mechanical ventilation and exhaust should be provided for odour control;
- Provide tamper proof toilet tanks (tanks with bolt down lids) or tankless toilet to eliminate spaces for discarding syringes;
- Where possible, shutoff valves should be located outside of the bathrooms or in accessible location; and
- Floor drains should be installed in all washrooms.

LAUNDRY FACILITIES

Shelters should typically provide two laundry rooms – a commercial laundry to wash bed linens, towels, and donated clothing items for shelter provider, and a smaller laundry for shelter users' personal use. Both laundries should be located on the ground floor, well ventilated to avoid moisture problems, and close to exterior walls to minimize the length of dryer duct runs. Other provisions to include are non-slip flooring with cove base, floor drains, glazed (safety or tempered glass) access doors to avoid entrapment, and disabled access.

Shelter Provider Laundry

Washers and dryers should be commercial grade, Energy Star rated, and front-loading on raised platforms. A stainless steel laundry sink, shelves, and significant countertop space (minimum 2.4 m or 7.8 ft) should be provided for folding clean laundry. One commercial washer and dryer for up to 15 beds is recommended, and two of each for 16 to 40 beds.

Shelter Users Laundry

A wheelchair accessible common laundry room should be provided at a ground floor location, preferably close to a gathering space, with clear staff sightlines. The space should include a small commercial grade washer and dryer, a counter for folding clean laundry, a small seating area, and an accessible height sink with open knee space underneath. Doorways, millwork heights,

Figure 20: Example of shelter provider laundry, Rock Bay Landing

location of outlets and type of laundry equipment must be suitable for use those with mobility or visual impairments. The shelter provider can determine if the laundry equipment should be coin operated, card access, etc.

5.7 INDOOR STORAGE

Types of shelter storage should mainly consist of the following:

CLIENT STORAGE

Many individuals who are chronically homeless, or who are "coming indoors" for the first time in a long time may well have many belongings. Adequate and secure storage space in the ground floor area is a requirement for a minimal barrier service provision, including space for carts, buggies, pet carriers, and bikes. The availability of this space can mean a better chance of engaging individuals to come indoors, and work towards accessing appropriate housing. This space may be created within the building, but may also be provided in outdoor areas.

A separate pet kennel is not usually recommended due to the risk of spreading of infections among pets, and because of limited operational services. Consultation with local authorities is required for having any outside storage areas for pets.

STAFF STORAGE

Provide a conveniently located area for staff to store furniture, mattresses, maintenance materials, equipment, and other miscellaneous items.

CLOTHING STORAGE & DISTRIBUTION

Many operators provide clean, donated clothing for shelter clients, and space for storage and distribution is best provided on the ground floor. Fittings should include clothing hangers, and shelving for folded goods. A countertop and small change room, as well as a separate space for receiving and sorting clothing (preferably with vehicle parking access) are desirable. In larger shelters, this space can be provided within a basement, and may be associated with underground parking.

Figure 21: Example of donated clothing storage space, Rock Bay Landing

5.8 ACTIVITY SPACE/TEMPORARY BED

SPACES

Where space permits, the following rooms should be included in the shelter design, and sized appropriately:

COMPUTER AREA/LIBRARY ROOM

This space would allow shelter users to charge personal electronic devices, and/or use a shared computer for employment searches and training purposes.

MULTI-PURPOSE ROOM

The facility may provide for a multi-purpose room, which can be used for meetings, training classroom, social services programs, activities/art space, or temporary bed spaces in extreme weather. This area may also be used as a family meeting space for parents and children in a mixed gender shelter, or as a quiet area for people to relieve stress caused by the noise and crowded conditions associated with shelter operations – this is particularly important for elderly persons, people with mental health illnesses, and parents with young children.

Design, via furniture configuration or a second access, should allow staff to exit the room unimpeded.

6

Shelter Sleeping Accommodation

Sleeping accommodation is the central service of a shelter. Many of the shelters proposed for upgrading currently accommodate clients through bunk beds in multiple rooms. This has, in part, arisen out of necessity, as shelters have sought to increase accommodation to meet demand within existing buildings. However, large rooms containing bunk beds are not recommended for new shelters. Sleeping accommodations should be provided through multiple rooms with single, rather than bunk, beds. This strategy provides the following advantages:

- Mobility-impaired individuals have easier access to beds, and in between beds;
- Potential for conflict is reduced by the provision of more space;
- Accommodation is more dignified because it recognizes the value of the individuals, and avoids the perception of warehousing.

Figure 22: Example of women's 3-bed room with sink & lockers, Rock Bay Landing

6.1 MULTI-BED CONFIGURATIONS

The preferred format for sleeping accommodations in new shelters is single beds in small rooms. Large shelters, with multiple single bedrooms, will require extensive corridor space, necessitating the need to consider multi-bed sleeping accommodation where available space is limited. The number of beds per room will, in part, be determined by shelter size, community need, and the diversity of the clients in the shelter. To accommodate clients, such as families or couples, single rooms should be provided.

The recommended maximum number of beds per room is four, efficiently accommodating individuals without overcrowding (see Figure 25).

The four-bed format can also be reconfigured as a three-bed layout that includes a shower and toilet, with a separate sink in the location of the fourth bed. The three and four-bed configurations offer the design opportunity for two rooms to be combined into a small apartment in the future. Shelters may also include one and two-bed configurations – one-bed spaces can accommodate individuals with couples, single parents with children, individuals with disruptive sleeping patterns, or other behavioral issues. The minimum required floor area for each bed space is 4.6 m^2 (50 sf).

Figure 23: Example of women's 2-bed room with sink & lockers, Powell Place

Minimum recommended floor areas are:

- Single bed – Minimum 3.0 m x 3.9 m (9.8 ft x 12.8 ft), with or without washroom
- Single bed – Minimum 3.9 m x 4.0 m (12.8 ft x 13 ft), with disabled access, with or without washroom
- Two-bed – Minimum 2.8 m x 4.3 m (9.2 ft x 14.1 ft), without washroom
- Three-bed – Minimum 3.5 m x 5.3 m (11.5 ft x 17.4 ft), with washroom
- Four-bed – Minimum 3.5 m x 5.3 m (11.5 ft x 17.4 ft), with no washroom

Other recommended features to include:

- A locker and small side table, as well as a durable wall mounted light fixture, should be provided for each bed in multi-room configurations;
- Wall, floor, and ceiling assemblies between bedrooms should target an STC rating of 50;
- Provide awning or casement type opening windows;
- For storage in the rooms, provide additional closet area or shelves if required.

6.2 DORMITORY ROOM CONFIGURATIONS

In upgraded shelters, where space is limited and a dormitory configuration is selected, the recommendation is a maximum of eight single beds per room, with a minimum of 4.6 m² (50 sf) per bed.

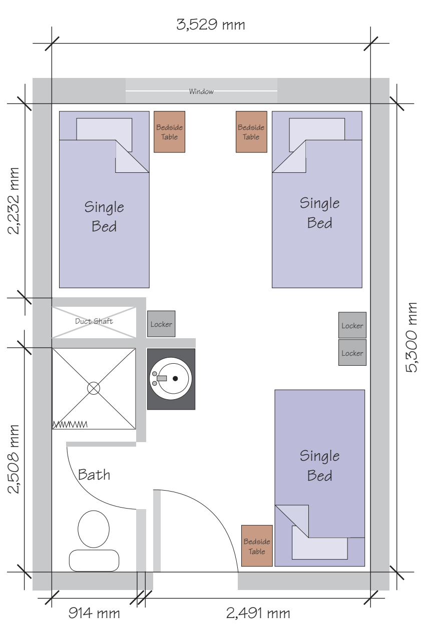

Figure 24: Typical 3-bed women's sleeping space (18.7 m²), Rock Bay Landing (based on original drawings from Jensen Group Architects)

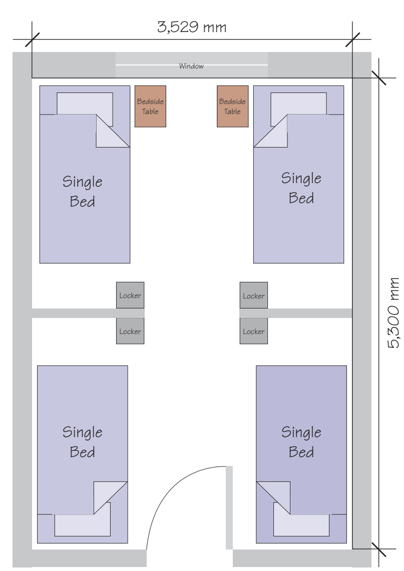

Figure 25: Typical 4-bed men's sleeping space (18.7 m²), Rock Bay Landing (based on original drawings from Jensen Group Architects)

6.3 CONFIGURATIONS FOR GENDER

When a shelter provides accommodation for a mix of genders, the proportion of beds for each can be difficult, given that numbers can vary significantly. Sleeping areas must be separate and secure. Designing sleeping accommodations to be flexible and easily varied for different gender proportions can be done, but is difficult. To create this opportunity, issues of security, fire exiting, and washroom access must be considered.

6.4 FLEXIBLE TEMPORARY BED SPACES

Where possible, shelters should consider providing flexible space for extreme weather conditions, and the provision of an overflow area for sleeping mats. The square footage of the space will depend on shelter size, but the space should include storage cupboards for sleeping mats. A multi-purpose room, the main dining room, or a women-only meeting room may offer opportunities for this type of temporary space.

7

Ancillary & Utility Services

7.1 JANITORIAL ROOMS

A janitorial room should be provided on the ground floor, and include a precast, slip-resistant floor, floor-mounted mop sink, and wall-mounted faucet, with provision for a hose end. In larger shelters with multiple floors, additional janitorial rooms should be provided on the upper floors (e.g., one every third floor), as required for efficient access, and should be located close to elevators.

In addition to a floor drain, each room should have appropriate fixtures and fittings for cleaning equipment storage, including commercial grade shelving. Sufficient mechanical ventilation is required in these areas.

7.2 MECHANICAL/ELECTRICAL ROOMS

Mechanical and electrical rooms should be located as close as possible to the entry point for utilities to allow for efficient distribution, including space and access for servicing. Where these service rooms are located adjacent to shelter sleeping areas, additional noise and vibration measures must be incorporated to ensure these systems do not disrupt residents. Refer to BC Housing's *Design and Construction Standards*.

7.3 RECEIVING/LOADING DOCK

Easy access for transporting food supplies from the street to the kitchen should be provided. The size of the receiving/loading area should be relative to a shelter's overall size.

7.4 GARBAGE & RECYCLING

A contained, easily accessible exterior area is needed for regular garbage and recycling pick-up. Ideally, constructed with a high impact concrete floor and walls, and a floor drain, this space should have adequate room to house a garbage skip, recycling bins, hose bib, and a hose with a hand sprayer. If required, mechanical ventilation could be included for odour control.

7.5 HEAT TREATMENT ROOM

The provision of a heat treatment room will be project specific. Shelters will need to provide a heat treatment (or bed bug treatment) room within their facilities, or in an outside area to prevent and manage bed bug infestations for shelter users' belongings or furnishings. See BC Housing's *Design Guidelines and Construction Standards, Section 5* for further specifications for this type of space.

Figure 26: Example of "bed bug" room, 3030 Gordon

Outdoor Spaces

Outdoor shelter space provides the opportunity for a range of important functions, and avoids impacting public sidewalks. Interior courtyards, or areas screened by the building or wall/fencing, should be considered. Outdoor spaces can include:

8.1 SMOKING AREAS

Smoking remains common among shelter users, so a smoking area is important. This area must comply with provincial legislation, or local authorities having jurisdiction, that prohibits smoking within three metres (9.8 ft) of windows and doorways. Where there is a conflict, the more stringent legislation will apply.

Figure 27: Example of outdoor courtyard, Our Place

8.2 STORAGE

Many shelter users require a secure outdoor space for parking of shopping carts and bikes.

Figure 28: Example of outdoor space, 3030 Gordon

8.3 AMENITY SPACE

Consider a weather-protected area – an awning, gazebo, or similar – for outdoor seating, and a sorting space. Within staff sightlines, this area should be universally accessible from the main building, and provide seating that is universally designed.

Where required by the operator, a common garden area can be provided for shelter residents to have the experience of planting and producing food, as well as for therapeutic effects.

Figure 29: Example of outdoor garden area, 3030 Gordon

8.4 ADEQUATE PARKING FOR STAFF & VISITORS

Municipalities usually recognize parking needs for shelters will be limited, depending on the building's location and staffing levels. In accordance with municipal requirements, parking for staff and visitors will need to be provided. The area should be secure, well lit, and subject to security camera surveillance.

9

Finishes, Materials & Building Systems

9.1 MATERIALS & FINISHINGS

Material selection and finishes should reflect client type, durability, ease of maintenance, and local availability. Material choices reduce the opportunity for vandalism or abuse. Refer to BC Housing's *Design Guidelines and Construction Standards, Section 5* for detailed requirements of interior and exterior finishes. A few highlights include:

- **Flooring.** Use resilient sheet flooring with flash cove base throughout. For bathrooms, laundry, and common kitchen areas, slip-resistant sheet flooring with flash cove base is recommended. Low maintenance, no-wax, and non-glare finishes are required.
- **Doors.** For renovation and conversion projects, the configuration of existing doors, and opener sizes, should be reviewed to ensure they meet current Building Code requirements. All exterior doors and interior common area doors should have clear openings of 900 mm (3'-0") with level or roll-over thresholds for accessibility, and lever handles for ease of operation.
- **Glazing.** Maximize glazing (using safety glass) for doors into public areas, laundry rooms, fire separations, and exit stairs, as permitted by the Building Code, to enhance security.
- **Windows.** Utilize awning or casement windows, and consider security when determining size, location, and style. For renovation projects, review the configuration of existing windows, opener sizes, and sill heights to ensure they meet current Building Code requirements. When design permits, provide windows in stairways and corridors to introduce natural lighting.
- **Hardware.** For all doors, windows and millwork, hardware should be easily operable by those with limited strength and dexterity. The design team should consult with the operator and maintenance personnel before choosing these products.

- **Drywall & Paint.** Abuse-resistant drywall should be considered for areas of potentially high damage. Walls and ceilings in common and sleeping areas should be finished with painted gypsum board. Suspended ceiling tiles should be avoided.
- **Infestation Control.** To prevent insects and bed bugs from getting behind baseboards and walls, provide a continuous bead of sealant along:
    - The joint between the finished floor and the bottom of the wall sheathing; and
    - The top edge and underside of the baseboard.

  For existing buildings, diatometious earth can also be used as a natural pesticide behind baseboards and walls.
- **Millwork.** It is recommended that commercial kitchen, bathroom, and common laundry cabinetry be located on legs so wet floors do not degrade the product.
- **Furniture.** Common area furniture, shelter beds, and furniture in sleeping areas should be made from durable, bed-bug proof, vandal-resistant materials, and secured by sturdy anchor points, if required.

9.2 BUILDING SYSTEMS

SECURITY SYSTEM

Building security system design should correspond with operational capacity and staffing levels. Security measures may include access control, camera surveillance systems, security alarms, emergency call buttons, etc., and be based on a risk assessment of a facility, and an operator's requirements. When planning these systems, it is advisable to engage security experts to assess the types of technology available, and possible locations for installation in consultation with operational staff.

A few things to consider are:

- In general, avoid entrapment spaces (e.g., in elevators, stairwells, and long hallways);
- Elevators, stairwells, and hallways should be well lit and subject to camera surveillance;
- At a minimum provide cameras at main entry points into the building, including all exit and entry doors, all common hallways, staircase, elevator, exterior parking area, common rooms, and any exterior storage areas (but not in the sleeping areas or washrooms);
- Provide delayed egress/alarmed fire exit doors;
- Shelter users should only have access to their own floors, rooms, and designated common areas that include tamper-proof electric strikes, card readers, or suitable

locksets where required (e.g., in co-ed shelters, women-only areas are accessible only by women);

- In order to respond to emergencies, installation of intercoms or emergency call buttons in sleeping rooms, medical rooms, and washrooms can be considered.

MECHANICAL & ELECTRICAL SYSTEMS

- In addition to considering a building's energy requirements, mechanical and electrical system design should optimize reductions in greenhouse gas emissions, and the total life-cycle costs of the building and consider passive design strategies as outlined in Section 3 - Energy and Environmental Design, BC Housing Design Guidelines and Construction Standards;

- A central boiler and storage tank system is the preferred option for multi-unit projects due to maintenance accessibility and serviceability;

- Hot water temperature must not exceed 49°C (120°F) at points of use by residents. Hot water storage tank shall not be below 60°C (140°F) to control the propagation of Legionella bacteria. Provide hot water distribution to common kitchen areas and for janitor sinks at 60°C (140°F);

- All showers shall be provided with thermostatic mixing valves and all other faucets shall be provided with temperature limit stops. The shower valves and faucets shall be set to maximum hot water temperature of 49°C (120°F);

- Indoor air quality is especially important for shelters, and must be considered when designing mechanical and ventilation systems;

- Adjustable lighting levels will enhance efficiency. Light fixtures in multi-bed configurations should be adjustable, and controlled by shelter users;

- A sprinkler protection system is required for all shelters. For renovation and conversion projects, installation of a sprinkler system can impact other fire detection and alarm systems, so a system review should be completed prior to undertaking any sprinkler installation;

- A fire detection, alarm system, and fire plan should be prepared, as required by the BC Building Code and local authorities having jurisdiction. Fire alarms, with flashing strobe lights for residents with hearing impairments, are also required;

- Choice of plumbing fixtures, shower heads, water closets, light fixtures, and sprinkler heads should consider ease of maintenance, supplier availability, and consistency of the application within the facility.

- In areas susceptible to damage, all equipment and wiring devices (including light fixtures, pull stations, exit lights, etc.) should be protected by wire guards or polycarbonate boxes. These locations include storage, janitorial, mechanical, electrical, and similar places.
- Depending on the type of clients and the size of the facility, new shelter design may consider incorporating an emergency back-up generator.

BC Housing and
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Policy and Procedure Framework – Best Practices and Promising Practices

Inspired by the National Alliance to End Homelessness Emergency Shelter Learning Series, Interview with Franciscan Outreach Association (Chicago), Lafayette Transitional Housing and Engagement Center Policies and Procedures (Lafayette), and Housing Forward Wright Inn Policies and Procedures (Oak Park, Illinois).

Policies and Procedures should cover the entirety of a program and site operations and tie into the overall organizational policies. Intake procedures, daily schedules, and guest "rules" are not policies and procedures but will be referenced in the overall guidelines and be included as attachments. The rules, schedules, and procedures will change more frequently than the policy and procedure. The clearer the standards the reduced confusion or front-line interpretation of the program itself.

Below is a combination of draft narrative and suggested components that would be flushed out by an organization operating the low barrier shelter. Where there are specific low barrier shelter implementation standards, there is additional suggested detail.

1. Description of program and services

The Engagement Shelter of South Bend is a low-barrier shelter that fills unmet needs for people who are living outside, in encampments that the city has vacated due to health and safety, and who have higher service needs that need a smaller setting to promote engagement.

The Engagement Shelter is accessible 24/7 for guests, and they do not need to leave during the daytime hours. This structure is in place to promote safety, trust building, and more continuous engagement in services, the housing process, and documentation of disability and chronic homelessness if applicable.

This shelter removes pre-conditions to accessing shelter and will use a progressive discipline process to ensure that safety and security of the building and other guests. Staff will be well trained in best practices and service modalities that are essential in delivering high-quality low barrier shelter in a Housing First context. Staff are the primary contact with guests and outside security will not be used to enforce program rules, standards or other laws.

The Engagement Shelter will serve primarily adults experiencing chronic homelessness who have high housing barriers and that may be priority populations for Coordinated Entry housing referrals.

2. Organizational Chart

Please describe the proximity of the agency's executive staff to the site staffing structure; indicate supervisory relationships, direct client relationships, and relationship between director and site manager of all shelter and housing programs.

Please describe in narrative the staff meeting's structure to discuss site management, client/guest relations, and program outcomes (HUD performance outcomes).

Indicate how many of each staff there are in each role, and if any positions are vacant. The organizational chart will be updated as frequently as needed to reflect current staffing.

3. Roles

Please list all staff positions/titles and describe the activities carried out by each.

4. Emergency Protocols
   a. General
      i. Fire - 911
      ii. Physical altercations resulting in a medical emergency – 911
         1. **Call 911** prior to notifying any supervising staff members.
         2. Staff should NOT intervene in the situation.
         3. Supervising Staff should be on site when police arrive and ensure that proper information is taken for the incident report.
      iii. Plumbing, Power Outage - follow chain of command flow determined by agency
      iv. Arguments, Non-physical fights – staff will deescalate, call the on-call supervisor if needed, assess situation
   b. Medical – Call 911
      i. Overdose (work with the Department of Public Health to write down best practice procedures. Organization may consider training in overdose prevention and have medications on-site.)
      ii. Illness/Cardiac - recommend that the site have an AED defibrillator with necessary training
   c. Severe Weather - Agency will develop severe weather protocol for staffing/staff travel, safety plan in the building, etc.
   d. Unauthorized Entry
      i. If staff encounter an unauthorized or unidentified person, they should check with the Entrance Desk to confirm if the person(s) entering the premises are unauthorized, unidentified, or unregistered with the program.
      ii. If person(s) are not a confirmed guest of the Engagement Shelter, staff should report to the supervisor on site or on-call.
      iii. Staff Supervisors should attempt to ask the individual to leave. If person(s) refuse to leave and is NOT aggressive then call the **non-emergency police number**; otherwise, call **911**.
5. Site Information
   a. Accessing the building - detail any specific instructions or details about the building
      i. Staff entrance
      ii. Guest entrance
   b. Parking - where do staff, public park; are there any special restrictions or considerations with the surrounding neighbors
   c. Community Considerations - list any/all details on collaborating with the community; is it a residential area, business area, are there respectful agreements or requests made by the local community to ensure positive operations and relationship
   d. Room access for guests: in some configurations there may be individual rooms that lock, where a person may store belongings and sleep with the door shut. Some parameters may be established as to access to the sleeping rooms that are congregate
      i. Keys - is there a need for keys/key cards?
      ii. How to access rooms

e. Building Management
    i. Who are building managers
    ii. How to contact, who can make contact
f. Equipment and Supplies
    i. Who manages equipment, detail any specific equipment
    ii. Who accesses supplies – cleaning, office, emergency food, minor medical, etc.
g. Entry and COVID Screening - describe the health screening process, if any, upon entry to the building (i.e. some locations do a daily health screener and only once at initial entry/exit for the day). There also are other entry/sign in procedures.
h. Requests for access/services for non-guests: are there any supports provided to people who are not overnight residents of the shelter? what is the process when someone comes to the location and there is no space, describe the referral and connection process.
i. Community Rooms
    i. Describe location
    ii. How to access/monitor - are they open during daytime hours until quiet hours?
j. Smoking
    i. Where is this allowed - dedicate space outside with seating, preferably off-street. Have the ability for staff to see the smoking area if sessions are not supervised.
    ii. When is smoking allowed? I.e. hourly smoke breaks that are done in a group or is there open access for smoking breaks. Are smoke breaks allowed after quiet hours/overnight? This area may connect with the community surroundings/relationships.
k. Special Guest Rooms
    i. ADA/Mobility Impairments - create dedicated beds/sleeping areas and bathrooms for people with mobility impairments
    ii. Pets are allowed and a crate will be provided.
        1. Staff may work with guests on finding a temporary foster if that would be of interest or helpful to the guest.
        2. Staff will work creatively to manage location of pet crates if there are scared or aggressive pets
        3. Guests will sign out to take care of pet
        4. Agency will create pro bono veterinarian partnership to provide supplies and wellness checks of the pets.
        5. other as needed
l. Laundry
    i. Describe Location
    ii. Detail who can access laundry, i.e. individuals will do their own personal laundry and will receive help from staff as needed. Training is provided on how to work the laundry.
    iii. Schedule of laundry and how to sign up for the laundry.
m. Receiving donations -
    i. outline when donations are received for food or other supplies

        ii. Describe staff that are contacted to facilitate the donation
    n. Guest move-out
        i. are there times of day that are better for move-out
        ii. Is there a check-list of personal items
        iii. What is the staff support
    o. Deliveries
        i. can deliveries go directly to the shelter or to primary agency site
        ii. can outside food be delivered to the shelter (i.e. Ubereats, grubhub)
    p. Room/bed Turnover
        i. Cleaning - describe cleaning protocol and staff assigned
        ii. Maintenance/notification and tracking - who makes maintenance requests and how are they tracked; is there a standard of when to complete the request
6. Client/Guest Relations
    a. Referrals
        i. Who makes referrals/priorities to fill beds
            1. Street Outreach
            2. Encampment relocations
            3. Active MH/SA unable to take at other shelter
        ii. Target population
    b. Guest On-Boarding/Intake to Site
        i. Expectations, Policies - see attached document "Guest Agreements"
        ii. HMIS entry - staff will enroll within the data standard set by the CoC
        iii. Bed assignment and storage - describe how beds are assigned and where people keep personal belongings. If there is a locked storage is there a master key or what happens if a key or code is lost.
    c. Policy Infractions – Progressive Discipline
        i. Intervention 1– warning, conflict resolution: Discussed by the case manager
        ii. Intervention 2 – warning, conflict resolution, mitigations: Discussed by case manager and supervisor
        iii. Intervention 3 – discuss ability to stay safely: Discussed by program supervisor
        iv. If violations are not resulting in threats to others, self-continue to deescalate and modify
    d. Termination: Describe the conditions where the agency will terminate a guest stay, if referrals to other programs are coordinated or if anyone is notified; develop policy on how many days a person would need to be gone before returning to the shelter;
    e. Grievance: The agency will have a process for guests to file a grievance if they did not agree with an outcome or action of the agency, or for other reasons. There will be a process for the grievance to be taken, heard by a supervisor, and to issue a determination. This will be a fair and transparent process that is resolved within 2 weeks of filing.
7. Staffing Structure, Staff Training and Supervision
    a. Staffing Structure
        i. # people per shift - will depend on size of shelter
        ii. Shift hours - describe the hours that shift staff work to show coverage

- b. Housing First - describe how the low barrier shelter addresses housing first, training resource materials for staff
- c. De-escalation - define de-escalation taken from training materials. Describe the expectation of the low barrier shelter is to diffuse conflict and remedy for safety and retention in the services
- d. Mental Health First Aid - define, describe how to access training, who could/should be trained if this is a desire by the agency
- e. Motivational Interviewing - define, describe how to access training
- f. HMIS and Coordinated Entry - describe the standards and where to find more information - who completes assessments, who does data entry
- g. Care Coordination - define and where to go for more information/training
- h. Harm Reduction

8. Program Administration
    - a. Data entry - describe staff that oversees data entry and quality assurance
    - b. Public Reporting - describe who is involved in preparing reports to board, foundations, public entities
    - c. other administrative aspects to describe
9. Public Safety
    - a. Police
        - i. Calls from site
        - ii. Warrants
            1. Search Warrants are limited to places and things, not people. If law enforcement officials have reason to believe that evidence is in a particular location, they may obtain a warrant to search that specific location. Be sure to check that it is for the proper address
            2. Law enforcement officials are entitled to enter a place they have reason to believe the person named in the warrant is present to execute the warrant (make an arrest). They may enter wherever the person is. The arrest warrant allows the official to search the person named in the arrest warrant and any possessions of the person.
            3. Officials may search only things that they need to see in order to protect themselves in connection with the arrest. For example, if the person being arrested says, “I need to take my bag because if I don’t, it won’t be here when I return,” or if the person is wearing clothing that may conceal a weapon, the officials may search the bag or clothing. An arrest warrant may also be used to search the immediate area under the control of the person being arrested.
    - b. Immigration and Customs Enforcement
        - i. In compliance with federal law the organization will not restrict access to information, or communication with federal officials seeking undocumented immigrants. However, Housing Forward will not actively take part in immigration enforcement.

          NOTE: U.S. Immigration and Customs Enforcement (ICE) has a “sensitive locations” policy.

ii. The ICE sensitive location policy prevents immigration enforcement actions like arrests, interviews, searches and immigration-only surveillance at specific locations. These specific locations include schools, places of worship, hospitals, public religious ceremonies, and public demonstrations. Enforcement actions at these locations are not permitted without prior approval which requires that there be circumstances that create more urgency.

iii. If a shelter or housing program is visited by immigration agents or ICE the following procedure should be followed:

1. **If ICE officers, identified by a badge or uniform, are at the agency door:**
    a. Go to the entrance, but keep the door closed and ask if they are Immigration agents, or from ICE. When a government agent wants to come into the On-Site Location it can be intimidating but just say "No".
    b. Ask the agents what they are there for.
        i. Opening the door does not give the agents permission to come inside. It is safer to speak to ICE through the door.
        ii. If the agents don't speak your language, ask for an interpreter.
    c. Inform them that you need to seek out a supervisor. Call supervisor.
2. **Program Manager/Director Responsibility:**
    a. If an ICE agent wants to enter, ask them if they have a warrant signed by a judge. Do not open your door unless ICE shows you a judicial search or arrest warrant *naming a person and/or area to be searched at your address*.
    b. If ICE agents **DO NOT** have a warrant signed by a Judge, you may refuse to open the door or let them in. *An administrative warrant of removal from immigration authorities is not enough*. Explain that you are not allowed to let them in the agency, the shelter, etc.
    c. If they say they **DO** have a warrant, ask them to either:
        i. slip it under the door if possible; or
        ii. show you the warrant through the glass window of the door:
            1. Look at the top and at the signature line to see if it was issued by a court and signed by a judge. **Only a court/judge warrant is sufficient enough for the ICE agent to enter the premises.**
            2. Warrants issued by the Department of Homeland Security (DHS) or ICE and signed by a DHS or ICE employee **is not sufficient enough to allow the agent(s) to enter the premises.**

d. If agents force their way in anyway, do not resist. Everyone in the office should exercise their right to remain silent.
e. If ICE gets into the office, encourage clients to cooperate. Do not interfere but, if you can, get their names and badge numbers.

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Appendix II 4B: Required Standards for a Low Barrier Shelter

Proposed Low Barrier Shelter Standards
Based on South Bend Emergency Solutions Grant Standards with Consultant Revisions

The goal of a low barrier shelter is to provide immediate and easy access to safe and decent shelter to anyone that needs it and aims to re-house people as quickly as possible. The highest priority use for the shelter should be to provide housing for the unsheltered individuals and families who are at greatest risk for severe health and safety consequences if not sheltered. The City of South Bend has adopted these guidelines to insure that low barrier shelters implement the Housing First Model and meet health and safety standards.

I: Fair and Effective Administration:

A) Organization

1. The shelter shall not discriminate on the basis of race, religion, or national origin, color, sex, familial status, gender orientation[1], citizenship status[2], and disability. Shelters serving families shall also not discriminate on the basis of the sex or age of the children or the size of the family, except where limited by the facility.
2. The shelter's board of directors shall consist of voluntary (unpaid) members, with the possible exception of the agency's CEO or Director.[1]
3. The shelter's board of directors shall meet at least on a quarterly basis and set overall policy for the shelter.
4. The shelter shall have a secure storage space for confidential documents relating to residents and personnel.
5. The shelter shall develop and implement procedures to ensure the confidentiality of records pertaining to any individuals provided family violence prevention or treatment services.
6. The shelter shall have a policy manual which includes the shelter's purpose, population, served, program description, non-discrimination policy and confidentiality statement.[2]
7. The shelter shall provide for an evaluation of the effectiveness of the services offered, at least annually. This evaluation should include client input that could take the form of a client exit survey or house meetings. It may also include board evaluation of programs/services, staff evaluation of programs/services, or an assessment completed by other shelter providers (*e.g.,* coalition of providers).

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[1] Shelters and the Definition of "Dwelling" Under the Fair Housing Act, Housing Law Bulletin Volume 43, pages 230-233.
Housing Discrimination Under the Fair Housing Act, US Department of Housing And Urban Development https://www.hud.gov/program_offices/fair_housing_equal_opp/fair_housing_act_overview
[2] Immigration: Noncitizen Eligibility for Needs-Based Housing Programs. McCarty, Maggie and Siskin, Alison, Congressional Research Service, December 8, 2015.

B) Personnel Requirements:

1. The shelter shall have a table of organization of all paid staff working in the shelter. There shall be written position descriptions for each position type, which includes job responsibilities and qualifications.
2. The shelter shall have written policies for the selection of all paid personnel in conformance with the EEO (Equal Employment Opportunity) guidelines.
3. The shelter shall have adequate, trained, on-site staff coverage during all hours the shelter is open to residents, unless individual secured units are provided. "Trained, on-site staff" is defined as persons having training in the areas listed below as **items 4 and 5 in the Personnel Requirements section** and **items 3 and 4 in the Health Requirements section**.
4. All shelter staff (including*,* direct service, finance, maintenance, volunteers, etc.) shall receive training in at least the following:
   a. emergency evacuation procedures;
   b. agency operation procedures.
5. All relevant direct service staff [3] shall receive additional training in at least the following:
   a. non-violent crisis intervention techniques;
   b. referral procedures to relevant community resources; and
   c. first aid procedures.
   d. cultural competency, defined as a set of congruent behaviors, attitudes, and policies that come together in a system or agency or amongst professionals and enable the system, agency, or those professionals to work effectively in cross-cultural situations.
   e. Housing First and harm reduction

6. All direct service staff should have updated training in non- violent crisis intervention techniques and first aid procedures every *two years*. A specific number of training hours is not required. The adequacy of the "training" will be evaluated by review of direct service staff resumes, records that document continuing education in the areas listed in item 5, and performance appraisals for these areas.

C: Transparent Financial Management)

1. There shall be an accounting system that is maintained in accordance with Generally Accepted Accounting Principles (GAAP).
2. The shelter shall have a record of accountability for client's funds or valuables the shelter is holding.
3. The shelter shall receive and annual independent audit or audit review.
4. The shelter shall have internal fiscal control procedures which are reviewed and approved by the Board of Trustees.

II. Safe and Functional Facility

1. The shelter shall comply with applicable local fire, environmental, health, and safety standards and regulations.
2. People with disabilities shall be offered clear opportunities to request reasonable accommodations within applications and screening processes and during tenancy, and shelters should include special physical features that accommodate disabilities wherever possible.
3. The shelter shall be clean and in good repair.
4. Each room or space within the shelter must have a natural or mechanical means of ventilation. The interior must be free of pollutants at a level that might threaten or harm the health of residents.
5. The shelter shall have reasonable access to transportation services (this could consist of being within walking distance to public transportation or coordinating transportation with another agency). But the shelter is not required to provide residents with transportation services.
6. The shelter shall provide a bed or crib for each guest except in extenuating "overflow" conditions. The shelter shall make provision for clean linens for each client. There shall be procedures to provide for the sanitizing of all linens and sleeping surfaces.
7. The shelter shall provide sufficient showers/baths, wash basins, and toilets, which are in proper condition for personal hygiene. These should be adequate for the number of people served.
8. The shelter shall provide private space to meet with residents. Private space is any space relatively free from regular interruptions and noise and provides residents with the assurance that the conversation will not be overheard by others in the shelter.
9. The shelter shall have laundry facilities available to residents or a system available for like services.
10. The Shelter shall have a fire safety plan that includes at least the following:
    a. An evacuation plan.
    b. fire drills that are conducted at least quarterly;
    c. fire detection systems that conform to local building and fire codes;
    d. adequate fire exits; and
    e. adequate emergency lighting.
11. The shelter shall have adequate provision of the following services:
    a. pest control services;
    b. removal of garbage;
    c. proper ventilation;
    d. proper ventilation and heating/cooling systems; and
    e. removal of garbage and other debris, ice, snow, and other hazards to keep clear all entrances, exits, steps, and walkways.
12. The shelter shall provide adequate natural or artificial illumination to permit normal indoor activities and to support the health and safety of occupants. Sufficient electrical sources shall be provided to permit the use of essential electrical appliances while assuring safety from fire.
13. The shelter shall provide accommodations for shelter residents to store personal belongings. This can be defined as any place (a client's room, a closet, a locker, etc.) that provides

reasonable security from theft or damage. “Personal belongings” include items such as clothing, personal hygiene products, radio, clock that can be consolidated into limited storage space. (moved from a different section).

14. The shelter shall provide a locked space for the storage of medication. If a client can secure their prescription medication in her/his locked room that another client does not have access to and shelter policies allow for this, then this standard is void. If a client cannot secure their prescription medication, then the shelter should provide a means to secure the medication via a locked office, cabinet, etc.

III. Person-Centered Operations

1. In addition to sleeping arrangements, the shelter shall provide the following basic needs:
    a. humane care which preserves individual dignity;
    b. a clean environment;
    c. reasonable security; and referrals to other agencies.

2. The shelter shall have written policies or the intake of residents and criteria for admitting people to the shelter. Access to the shelter or programs is not contingent on sobriety, minimum income requirements, lack of a criminal record, completion of treatment, credit record, lack of a rental history, participation in services, or other unnecessary conditions. The shelter shall not require residents to participate in religious services or other forms of religious expression.

3. Provision shall be made for providing space for residents with pets.

4. Accommodations should be made for providing shared rooms for family groups, regardless of marital status.

5. Programs or projects that cannot serve someone should work through the coordinated entry process to ensure that those individuals or families have access to housing and services elsewhere.

6. Housing and service goals and plans are highly resident-driven. Supportive services should emphasize engagement and problem-solving over therapeutic goals. Participation in services or compliance with service plans are not conditions of tenancy, but are reviewed with tenants and regularly offered as a resource to tenants.

7. The first goal of service provision should be to help the resident access permanent housing.

8. Services are informed by a harm-reduction philosophy that recognizes that drug and alcohol use and addiction are a part of some tenants’ lives. Tenants are engaged in non-judgmental communication regarding drug and alcohol use and are offered education regarding how to avoid risky behaviors and engage in safer practices.

9. Requiring residents to leave the facility should only be used as a last resort for reasons of safety, illegal activities in the shelter, and/or threat to others. If possible, residents should be referred to other housing. Residents should be allowed to return for a second chance after a reasonable period of time.

10. Shelters shall work cooperatively with other members of the Continuum of Care including:
    a. Participating in the local coordinated entry/access system.
    b. Participating in the Homeless Management Information System (HMIS).
    c. Practicing real-time data entry to ensure that complete client records are entered.

11. The shelter shall maintain a resident roster which includes, at least, the name ~~and~~ ~~sex~~ of each person residing in the shelter.

12. The shelter shall post and read, or otherwise make known, the rules, regulations, and procedures of the shelter. Shelters must have clear policies prohibiting weapons in the shelter.

13. The shelter shall post and read, or otherwise make known, the rights and responsibilities of shelter residents that shall include a grievance procedure for addressing potential violations of their rights.

14. The shelter shall report child abuse and endangerment as required by law.

15. Residents shall not be required to leave the shelter during the day, they will have access to their living space and the common spaces at the shelter at all times.

16. The shelter shall provide access to a public or private telephone for use by shelter residents to make and receive calls. This should include one of the following:
    a. access to a phone in staff areas;
    b. installation of private or pay phone for client use (with funds to use if the client lacks necessary income); or
    c. coordinated services with another agency.

17. The shelter shall maintain records to document services provided to each client.

18. The shelter shall provide a safe, secure environment and have policies to regulate access.

19. The shelter shall have a policy regarding the control of weapons.

20. The shelter shall encourage the involvement of residents in the decision-making processes of the shelter. This can be accomplished in a variety of ways, including: having resident advisory councils to give input into the operations of the shelter, having homeless or formerly homeless people on the board, or having homeless or formerly homeless people trained and hired as staff, etc.

21. The shelter shall allow current residents to use the shelter as a legal residence for the purpose of voter registration and the receipt of public benefits.
22. The shelter shall maintain a daily log to record at a minimum all unusual or significant incidents.
23. The shelter shall have written policies for consensual and nonconsensual searches.

a) Health Requirements:

1. At all times, the shelter shall have available first aid equipment and supplies in case of a medical emergency.
2. All staff on duty shall have access to a telephone. Emergency telephone numbers shall be posted conspicuously near the telephone.
3. The shelter shall assure that at least one staff person on duty is trained in emergency first aid procedures.
4. The shelter shall have a procedure for making referrals to appropriate medical providers.
5. The shelter shall have a written policy regarding the possession and use of controlled substances as well as prescription and over the counter medication.
6. The shelter shall have a written policy regarding the control of infectious diseases, such as HIV, tuberculosis, etc.

b) Food Services Requirements:

1. Shelters providing food services shall make adequate provisions for the sanitary storage and preparation of foods.
2. Shelters providing food for infants, young children, and pregnant mothers shall make provisions to meet their nutritional needs.
3. Shelters shall provide, or arrange, food services to residents or make known nearby available services.

Appendix II 4C: Sample Guest Agreement

PARTICIPANT EXPECTATIONS, AGREEMENTS AND NOTICES – LOW BARRIER SHELTER

This is a samples of a document written in plain language for guests of shelter, to provide information that is clear and instructive on what to do instead of what not to do. This is adapted from a Program Agreement created by Cook County Health for the Medical Respite Center and COVID-19 Isolation Shelter both operating as Low-Barrier and targeting people experiencing homelessness with complex medical needs.

1. Participant Agreement

The Shelter is a low-barrier shelter option that offers case management, care coordination, and housing assessment and referral. There is no fee or rent for staying at the Shelter.

To ensure your safety and the safety of others - we ask that you agree to the Rights and Responsibilities. Please review and sign to agree to these values and that you have also received information as a part of your Welcome Packet.

You have the right to:

- Receive services free from abuse, neglect or harassment
- Be informed and included in the decisions made about you
- Make a complaint and receive an answer that makes sense to you
- Have your personal information used with the strict confidentiality
- You will not be denied, suspended or terminated from for exercising any of your rights

You have the responsibility:

- Remain at the Shelter until you are able to secure long-term housing or find a more suitable program
- To respect the facility and rights of others to feel safe
- To respect the cultural backgrounds and privacy of others
- To follow program schedules
- To not consume alcohol, non-prescription drugs or marijuana on shelter property
- To not bring weapons or sharp items into the facility
- To be kind by not using threatening language or symbols

2. Building Policies

MAIL AND DELIVERIES

1. Please have all mail and package deliveries sent to your name c/o *Organization and address*
2. Mail and packages will then be brought to you at the Shelter

3. This excludes food delivery services

BUILDING ENTRANCE AND KEYS

1. You will be given a key for your storage locker by a staff person after completing the intake.
2. Make sure to always lock your items in your storage locker
3. If you lose the key, please ask the case management staff for help. Please keep your key in a safe place.
4. The entrance is XXX – do not enter on XXX street.
5. All outside doors are kept locked at all times.
6. The staff will maintain a lock box for medications and valuables for your convenience.

ACCESS TO THE BUILDING

1. Once per day, when you enter the building, you will fill out a COVID screening
2. The Entrance Desk staff will sign you out and into the building. You will be asked for your name and room number. Please be courteous.
3. There is a building curfew of 8:30 p.m. After that time it is quiet hours and you will only have access to your floor.
4. There are cameras outside that will be checked.
5. Visitors are not allowed in the sleeping rooms, only outside or in a common room during designated times. If you need something delivered to you and cannot meet outside, the items can be given to staff and brought to you.

CLEANING AND MAINTENANCE

1. You have a right to a room that is maintained in good condition. If there is a problem, please report that to staff so that we can make sure it is taken care of and that you can stay in a clean, safe environment.
2. The Engagement Shelter is a non-smoking facility. Smoking is not permitted in the rooms or on the property other than where designated. Please do not tamper with smoke detectors to avoid any incidents and ensure the safety of others.
3. You are responsible for keeping your room clean including the kitchen area and bathroom, and can ask for help. You can get cleaning supplies in the Case Management Office.
4. Please put your trash ___________ (place, and when/how often).

5. Please stay with your laundry and do not leave things in the community laundry area.

OTHER POLICIES

1. Only use the kitchen appliances provided and do not bring in anything from the outside.
2. Full clothing (shirt, shorts/pants) and shoes are to be worn at all times in the common area.
3. Menu of Services
   - Help with food/clothes
   - Get an ID
   - Information and referral for recovery/rehab programs
   - Transportation support
   - Apply for benefits like health insurance, LINK card
   - Link to mental health services
   - Explore housing options and apply to the Coordinated Entry Systems
   - Coordinate your leaving the MRC
   - Conduct daily health screening
   - Support you taking your medications
   - Help with over the counter medications
   - Respond to medical emergencies
   - Check in on your progress
   - Coordinate with your doctors at other hospitals/clinics
4. Grievance
   - Our staff is committed to the goal of helping you get the support you need to access long-term housing, services, and stable income.
   - On occasion, a participant and staff may experience a problem in their interaction, which despite his/her best efforts, the problem cannot be resolved.
   - To resolve any issues, conflicts, or grievances the following steps should be followed:
     - Attempt to resolve the problem with the staff person directly.
     - If not resolved, the problem is brought to the attention of the staff person's supervisor, who will decide what action to take to resolve the concern.
     - If still not resolved, participants can file a written grievance.
   - Participants are provided a prompt and written final decision. Most grievances will be attempted to be resolved within 3 business days. This may not always be possible due to contacting witnesses or retrieving documentation.
   - If the participant is not satisfied with the supervisor's decision, the grievance will be reviewed by the Program Director and Executive Director. The decision regarding the grievance is final. The participant will receive a formal written response regarding the decision.
5. Other Policies
   a. Pet

Pets are allowed as both services and companion animals. Due to the sensitive nature of access to disability determination and medical approvals, it is assumed that companion pets provide a therapeutic connection to the guests.

The Shelter will provide crates for dogs and cats. The guest will maintain their animal and work with staff on a feeding schedule and time to take the pet out or use a litter box.

Staff may also work with guests as needed to identify temporary fosters if there are issues with the animal.

b. Entry/Exit

Individuals will return to the shelter each day by 8:30 p.m. when quiet hours begin. Dinner will be served at 6:30. Guests who miss dinner will have a small sack dinner to eat in the common room. No food will be brought to the sleeping rooms.

Individuals who arrive after 8:30 may be unable to access the building (need to adjust how to manage this). Individuals who are gone from their bed/miss curfew three times will lose access to their bed when someone else is in need of the bed.

When people leave during the day they will indicate where they are going through a sign out. Upon return they will sign back in. There will be a separate sign in/out for smoke breaks on the property.

APPENDIX II.4.D: Estimated Shelter Operating Budget

40 Bed Low Barrier Shelter
Estimated Operating Budget
South Bend Low Barrier Shelter - 40 beds

I. Personnel						
Position	*#*	*Hourly Rate*		*Total Cost*		*Cost per Bed*
Social Workers - FTE	1	20	$	41,600.00		
Shelter Managers - 24 hour Coverage	3	17	$	148,512.00		
Maintenance Staff	0.66	18	$	24,710.40		
Cook	0.5	17	$	17,680.00		
Director/ Supervisor	0.5	30	$	31,200.00		
Total Salaries			$	263,702.40	$	6,593
Fringe Benefits - 20%			$	52,740.48	$	1,319
Total Personnel			*$*	*316,442.88*	$	7,911
II. Administrative/Office						
Property Insurance			$	10,500.00	$	263
Audit & Accounting			$	7,500.00	$	188
Printing & Toner			$	2,500.00	$	63
Office Supplies			$	2,400.00	$	60
Postage			$	850.00	$	21
Equipment			$	1,500.00	$	38
Low Barrier Consulting & Staff Training			$	9,500.00	$	238
Total Administrative/Office			*$*	*34,750.00*	*$*	*868.75*
III. Utilities						
Gas Heat & Cooking			$	6,000.00		
Electric			$	11,500.00		
Telephone			$	2,400.00		
Internet			$	2,400.00		
Water & Sewer			$	6,000.00		
Trash			$	2,500.00		
Total Utilities			*$*	*30,800.00*	$	770
IV. Maintenance						
Supplies			$	7,000.00		
Contracts			$	8,000.00		
Grounds & Snow Plowing			$	3,500.00		
Elevator			$	2,000.00		
Extermination			$	2,400.00		
Total Maintenance			*$*	*22,900.00*	$	573
V. Direct Resident Assistance						
Food - 40 clients x $2/meal x 365 days x 3 meals/day			$	87,600.00	$	2,190
Direct Client Assistance (medical, utilities, security deposits)			$	8,500.00	$	213
Total Resident Assistance			*$*	*96,100.00*	$	2,403
Total Operating Budget			**$**	**500,993**	**$**	**12,525**

NOTE: This is a budget based on assumptions from experiences of other shelters. The specific budget for any shelter will depend on the number of beds, the staffing plan, the organization and the potential for sharing staff with nearby facilities.

APPENDIX III:

Section 5: Funding Options

A: List of Selected Local Foundations

Potential Funders for Low Barrier Shelter

1. **Community Foundation of St. Joseph County Special Project (apply March 1)**
    - https://cfsjc.org/grants/special-project-challenge-grants/
    - (challenge grant up to $50k)

2. **Wells Fargo administered trusts (apply June 1):**
    - https://www.wellsfargo.com/private-foundations/carroll-charitable-trust ($50K)
    - https://www.wellsfargo.com/private-foundations/clark-memorial-community-trust ($20K)
    - https://www.wellsfargo.com/private-foundations/fields-memorial-trust-foundation ($15K)
    - https://www.wellsfargo.com/private-foundations/klockow-foundation ($10K)
    - https://www.wellsfargo.com/private-foundations/muessel-ellison-memorial-trust-foundation ($15K)
    - Tom F. Bunge Charitable Trust – specifically funds homeless projects ($15K) https://www.wellsfargo.com/private-foundations/bunge-charitable-trust

3. **Judd Leighton Foundation (apply May, November)**
    - https://juddleightonfoundation.org/guidelines-application/
    - Up to $50K

4. **Schurz Communications Foundation, Inc. (apply July 1)**
    - https://www.schurz.com/grant-guidelines/
    - Up to $35K

5. **1st Source Foundation (apply around April 24)**
    - https://www.1stsource.com/data/uploads/1stsourcefoundation.pdf
    - Up to $50K

Appendix.III.5.B: Housing Trust Fund Legislation and Information Sheet

Ind. Code § 36-2-7-10

See pages 3, 5 and 6.

Current through P.L. 221-2021

Section 36-2-7-10 - "Copy"; "mortgage"; "multiple transaction document"; "record"; county recorder's fees; cross references

(a) The following definitions apply to this section:

(1) "Copy" means:

(A) transcribing or duplicating a document by handwriting, photocopy, xerography, or duplicating machine;

(B) duplicating electronically stored data onto a disk, tape, drum, or any other means of electronic data storage; or

(C) reproducing a document by any other means.

(2) "Mortgage" means a transfer of rights to real property, in a form substantially similar to that set forth in IC 32-29-1-5, with or without warranty from the grantor. The term does not include:

(A) a mortgage modification;

(B) a mortgage assignment; or

(**4**) "Record" or "recording" means the act of placing a document into the official records of the county recorder and includes the functions of filing and filing for record.

(**b**) The county recorder shall charge and collect the fees prescribed by this section for recording, filing, copying, and other services the recorder renders, and shall pay them into the county treasury at the end of each calendar month. The fees prescribed and collected under this section supersede all other recording fees required by law to be charged for services rendered by the county recorder.

(**c**) The county recorder shall charge the following:

(**1**) Twenty-five dollars ($25) for recording any deed or other instrument, other than a mortgage.

(**2**) Fifty-five dollars ($55) for recording any mortgage.

(**3**) For pages larger than eight and one-half (8 1/2) inches by fourteen (14) inches twenty-five dollars ($25) for the first page and five dollars ($5) for each additional page of any document the recorder records, if the pages are larger than eight and one-half (8 1/2) inches by fourteen (14) inches.

(**4**) If the county recorder has elected to attest to the release, partial release, or assignment of any mortgage, judgment, lien, or oil and gas lease contained on a multiple transaction document, the fee for each transaction after the first is seven dollars ($7) plus the amount provided in subdivision (1).

(**5**) For furnishing copies of records, the fee for each copy is:

(**A**) one dollar ($1) per page that is not larger than eleven (11) inches by seventeen (17) inches; and

(**B**) five dollars ($5) per page that is larger than eleven (11) inches by seventeen (17) inches.

(**6**) Five dollars ($5) for acknowledging or certifying to a document.

(**8**) Twenty-five dollars ($25) per parcel for recording the release of a lien or liens of a political subdivision for a property sold or transferred under IC 6-1.1-24-6.1 or IC 36-1-11, regardless of the number of liens held by the political subdivision. This fee applies to each political subdivision with a lien or liens on a parcel. In addition to the fee under this subdivision, if a county fiscal body adopts a fee under section 10.7 of this chapter, the county recorder may charge the fee under section 10.7 of this chapter for each document recorded by a political subdivision under this subdivision.

(**9**) This subdivision applies in a county only if at least one (1) unit in the county has established an affordable housing fund under IC 5-20-5-15.5 and the county fiscal body adopts an ordinance authorizing the fee described in this subdivision. An ordinance adopted under this subdivision may authorize the county recorder to charge a fee of ten dollars ($10) for each document the recorder records.

(**10**) This subdivision applies in a county containing a consolidated city that has established a housing trust fund under IC 36-7-15.1-35.5(e). This subdivision does not apply if the county fiscal body adopts a fee under section 10.7 of this chapter. The county fiscal body may adopt an ordinance authorizing the fee described in this subdivision. An ordinance adopted under this subdivision may authorize the county recorder to charge a fee of:

(**A**) two dollars and fifty cents ($2.50) for the first page; and

(**B**) one dollar ($1) for each additional page;

of each document the recorder records.

(**d**) This subsection does not apply in a county containing a consolidated city. Section 10.5 of this chapter applies to the deposit of fees collected under subsection (c)(1) and (c)(8) in a county containing a consolidated city. The county recorder shall deposit the fees collected under subsection (c)(1) and (c)(8) as follows:

(**1**) Eight dollars ($8) in the county general fund.

subsection (f).

(4) One dollar ($1) in the county identification security protection fund established under IC 36-2-7.5-11.

(5) One dollar ($1) in the county elected officials training fund under IC 36-2-7-19.

(e) This subsection does not apply in a county containing a consolidated city. Section 10.5 of this chapter applies to the deposit of fees collected under subsection (c)(2) in a county containing a consolidated city. The county recorder shall deposit the fees collected under subsection (c)(2) as follows:

(1) Thirty-four dollars ($34) in the county general fund.

(2) Five dollars ($5) in the county surveyor's corner perpetuation fund for use as provided under IC 21-47-3-3 or IC 36-2-12-11(e).

(3) Eleven dollars and fifty cents ($11.50) in the county recorder's records perpetuation fund established under subsection (f).

(4) Two dollars and fifty cents ($2.50) with the county treasurer to be distributed in accordance with IC 24-9-9-3 and IC 24-9-9-4.

(5) One dollar ($1) in the county identification security protection fund established under IC 36-2-7.5-11.

(6) One dollar ($1) in the county elected officials training fund under IC 36-2-7-19.

(f) The county treasurer shall establish a county recorder's records perpetuation fund. The fund consists of all fees collected under this section for deposit in the fund and amounts transferred to the fund from the county identification security protection fund under IC 36-2-7.5-11. Except as provided in section 10.2 of this chapter, the county recorder may use any money in this fund without appropriation for:

(1) the preservation of records; and

(2) the improvement of record keeping systems and equipment;

(**g**) The county recorder shall post the fees set forth in subsection (c) in a prominent place within the county recorder's office where the fee schedule will be readily accessible to the public.

(**h**) The county recorder may not charge or collect any fee for:

(**1**) recording an official bond of a public officer, a deputy, an appointee, or an employee; or

(**2**) performing any service under any of the following:

(**A**) IC 6-1.1-22-2(c).

(**B**) IC 8-23-7.

(**C**) IC 8-23-23.

(**D**) IC 10-17-2-3.

(**E**) IC 10-17-3-2.

(**F**) IC 12-14-13.

(**G**) IC 12-14-16.

(**i**) The state and its agencies and instrumentalities are required to pay the recording fees and charges that this section prescribes.

(**j**) This subsection applies to a county other than a county containing a consolidated city. The county treasurer shall distribute money collected by the county recorder under subsection (c)(9) as follows:

(**1**) Sixty percent (60%) of the money collected by the county recorder under subsection (c)(9) shall be distributed to the units in the county that have established an affordable housing fund under IC 5-20-5-15.5 for deposit in the fund. The amount to be distributed to a unit is the amount available for distribution multiplied by a fraction. The numerator of the fraction is the population of the unit. The denominator of the fraction is the population of all units in the county that have established an affordable housing fund. The population to be used for a county that establishes an affordable housing fund is the (c)(9) shall be distributed to the treasurer of state for deposit in the affordable housing and community development fund established under IC 5-20-4-7 for the purposes of the fund.

Money shall be distributed under this subsection before the sixteenth day of the month following the month in which the money is collected from the county recorder.

(**k**) This subsection applies to a county described in subsection (c)(10). The county treasurer shall distribute money collected by the county recorder under subsection (c)(10) as follows:

(**1**) Sixty percent (60%) of the money collected by the county recorder under subsection (c)(10) shall be deposited in the housing trust fund established under IC 36-7-15.1-35.5(e) for the purposes of the fund.

(**2**) Forty percent (40%) of the money collected by the county recorder under subsection (c)(10) shall be distributed to the treasurer of state for deposit in the affordable housing and community development fund established under IC 5-20-4-7 for the purposes of the fund.

Money shall be distributed under this subsection before the sixteenth day of the month following the month in which the money is collected from the county recorder.

(**l**) The county recorder may also include a cross-reference or multiple cross-references identified in a document for recording under this section. For cross-references not otherwise required by statute or county ordinance, the person submitting the document for recording shall clearly identify on the front page of the instrument the specific cross-reference or cross-references to be included with the recorded documents.

IC 36-2-7-10

Pre-Local Government Recodification Citations: 17-3-40-1; 17-3-44-2; 17-3-50-4; 17-3-51-1 part; 17-3-52-3.

Amended by P.L. 19-2021,SEC. 1, eff. 7/1/2021.
Amended by P.L. 86-2018,SEC. 337, eff. 3/15/2018.
Amended by P.L. 127-2017,SEC. 36, eff. 7/1/2017.
Amended by P.L. 125-2014, SEC. 1, eff. 7/1/2014.
Amended by P.L. 13-2013, SEC. 151, eff. 4/1/2013.

IC 5-20-5

Chapter 5. Indiana Affordable Housing Fund

IC 5-20-5-1
"Agency" defined

Sec. 1. As used in this chapter, "agency" means the agency or other entity that administers the affordable housing program under this chapter.
As added by P.L.115-2000, SEC.1.

IC 5-20-5-2
"Authority" defined

Sec. 2. As used in this chapter, "authority" means the Indiana housing and community development authority created by IC 5-20-1-3.
As added by P.L.115-2000, SEC.1. Amended by P.L.1-2006, SEC.122; P.L.181-2006, SEC.40.

IC 5-20-5-3
"Eligible entity" defined

Sec. 3. As used in this chapter, "eligible entity" refers to a city, town, or county.
As added by P.L.115-2000, SEC.1.

IC 5-20-5-4
"Families" defined

Sec. 4. As used in this chapter, "families" has the meaning set forth in 42 U.S.C. 1437a(b)(3)(B).
As added by P.L.115-2000, SEC.1.

IC 5-20-5-5
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-6
"Lower income families" defined

Sec. 6. As used in this chapter, "lower income families" has the meaning set forth in IC 5-20-4-5.
As added by P.L.115-2000, SEC.1.

IC 5-20-5-7
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-8
Authority may provide grants and loans

Sec. 8. The authority may provide grants and loans to eligible entities for programs that do any of the following:

(1) Provide financial assistance to lower income families for the purchase of affordable housing in the form of grants, loans, and

loan guarantees.

(2) Provide rent and rent supplements to lower income families.

(3) Provide loans or grants for the acquisition, construction, rehabilitation, development, operation, and insurance of affordable housing for lower income families.

As added by P.L.115-2000, SEC.1. Amended by P.L.181-2006, SEC.41.

IC 5-20-5-9
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-10
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-11
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-12
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-13
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-14
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-15
Repealed

(Repealed by P.L.181-2006, SEC.62.)

IC 5-20-5-15.5
Eligible entities; use; investments

Sec. 15.5. (a) The governing body of an eligible entity that receives a grant under this chapter shall, by resolution, establish an affordable housing fund to be administered, subject to the terms of the resolution, by a department, a division, or an agency designated by the governing body.

(b) The affordable housing fund consists of:

(1) payments in lieu of taxes deposited in the fund under IC 36-1-8-14.2;

(2) gifts and grants to the fund;

(3) investment income earned on the fund's assets;

(4) money deposited in the fund under IC 36-2-7-10; and

(5) other funds from sources approved by the commission.

(c) The governing body shall, by resolution, establish uses for the affordable housing fund. However, the uses must be limited to:

(1) providing financial assistance to those individuals and families whose income is at or below eighty percent (80%) of the county's median income for individuals and families, respectively, to enable those individuals and families to purchase or lease residential units within the county;

(2) paying expenses of administering the fund;

(3) making grants, loans, and loan guarantees for the development, rehabilitation, or financing of affordable housing for individuals and families whose income is at or below eighty percent (80%) of the county's median income for individuals and families, respectively, including the elderly, persons with disabilities, and homeless individuals and families; and

(4) providing technical assistance to nonprofit developers of affordable housing.

(d) The county treasurer shall invest the money in the fund not currently needed to meet the obligations of the fund in the same manner as other public funds may be invested.

As added by P.L.186-2001, SEC.1. Amended by P.L.211-2007, SEC.3.

IC 5-20-5-16

Allocation for very low income households

Sec. 16. An eligible entity must allocate at least fifty percent (50%) of the money received for the production, rehabilitation, or purchase of housing to the production, rehabilitation, or purchase of housing units to be occupied by very low income households.

As added by P.L.115-2000, SEC.1.

IC 5-20-5-17

Allocation for nonprofit corporation, public housing authority, or unit of government

Sec. 17. An eligible entity must allocate at least fifty percent (50%) of the money received in program grants to a nonprofit corporation (as defined under Section 501(c) of the Internal Revenue Code), to a public housing authority (as defined in IC 36-7-18) or to a unit of government (as defined in IC 36-1-2-23). Money received in program grants that is not allocated to a nonprofit corporation, a public housing authority, or a unit of government may be allocated to private developers of housing and other private development entities as determined by the eligible entity.

As added by P.L.115-2000, SEC.1.

IC 5-20-5-18 Version a

Affordable housing fund advisory committees

Note: This version of section effective until 7-1-2014. See also following version of this section, effective 7-1-2014.

Sec. 18. (a) An eligible entity shall establish an affordable housing fund advisory committee consisting of the following eleven

(11) members:

(1) One (1) member appointed by the executive of the eligible entity to represent the interests of low income families.

(2) One (1) member appointed by the executive of the eligible entity to represent the interests of owners of subsidized, multifamily housing communities.

(3) One (1) member appointed by the executive of the eligible entity to represent the interests of banks and other financial institutions.

(4) One (1) member appointed by the executive of the eligible entity to represent the interests of the eligible entity.

(5) One (1) member appointed by the executive of the eligible entity to represent real estate brokers or salespersons. The member appointed under this subdivision must be nominated to the executive by the local realtors' association.

(6) One (1) member appointed by the executive of the eligible entity to represent construction trades. The member appointed under this subdivision must be nominated to the executive by the local building trades council.

(7) Five (5) members appointed by the legislative body of the eligible entity to represent the community at large. Members appointed under this subdivision must be nominated to the legislative body after a general call for nominations from township trustees, community development corporations, neighborhood associations, community based organizations, and other social services agencies.

(b) Members of the affordable housing fund advisory committee serve for a term of four (4) years, and are eligible for reappointment. If a vacancy exists on the committee, the appointing authority that appointed the former member whose position has become vacant shall appoint an individual to fill the vacancy. A committee member may be removed at any time by the appointing authority that appointed the committee member.

(c) The affordable housing fund advisory committee shall make recommendations to the eligible entity regarding:

(1) the development of policies and procedures for the uses of the affordable housing fund; and

(2) long term sources of capital for the affordable housing fund, including:

(A) revenue from:

(i) development ordinances;

(ii) fees; or

(iii) taxes;

(B) financial market based income;

(C) revenue derived from private sources; and

(D) revenue generated from grants, gifts, donations, or income in any other form from a:

(i) government program;

(ii) foundation; or

(iii) corporation.

As added by P.L.115-2000, SEC.1.

IC 5-20-5-18 Version b
Affordable housing fund advisory committees

Note: This version of section effective 7-1-2014. See also preceding version of this section, effective until 7-1-2014.

Sec. 18. (a) An eligible entity shall establish an affordable housing fund advisory committee consisting of the following eleven (11) members:

(1) One (1) member appointed by the executive of the eligible entity to represent the interests of low income families.
(2) One (1) member appointed by the executive of the eligible entity to represent the interests of owners of subsidized, multifamily housing communities.
(3) One (1) member appointed by the executive of the eligible entity to represent the interests of banks and other financial institutions.
(4) One (1) member appointed by the executive of the eligible entity to represent the interests of the eligible entity.
(5) One (1) member appointed by the executive of the eligible entity to represent real estate brokers. The member appointed under this subdivision must be nominated to the executive by the local realtors' association.
(6) One (1) member appointed by the executive of the eligible entity to represent construction trades. The member appointed under this subdivision must be nominated to the executive by the local building trades council.
(7) Five (5) members appointed by the legislative body of the eligible entity to represent the community at large. Members appointed under this subdivision must be nominated to the legislative body after a general call for nominations from township trustees, community development corporations, neighborhood associations, community based organizations, and other social services agencies.

(b) Members of the affordable housing fund advisory committee serve for a term of four (4) years, and are eligible for reappointment. If a vacancy exists on the committee, the appointing authority that appointed the former member whose position has become vacant shall appoint an individual to fill the vacancy. A committee member may be removed at any time by the appointing authority that appointed the committee member.

(c) The affordable housing fund advisory committee shall make recommendations to the eligible entity regarding:

(1) the development of policies and procedures for the uses of the affordable housing fund; and
(2) long term sources of capital for the affordable housing fund, including:
  (A) revenue from:
    (i) development ordinances;
    (ii) fees; or

(iii) taxes;
(B) financial market based income;
(C) revenue derived from private sources; and
(D) revenue generated from grants, gifts, donations, or income in any other form from a:
(i) government program;
(ii) foundation; or
(iii) corporation.

As added by P.L.115-2000, SEC.1. Amended by P.L.127-2012, SEC.1.

IC 5-20-5-19
Repealed

(Repealed by P.L.181-2006, SEC.62.)

Housing Trust Funds
Summary Information

Concept: Housing trust funds are distinct funds established by city, county or state governments that receive ongoing dedicated sources of public funding to support the preservation and production of affordable housing and increase opportunities for families and individuals to access decent affordable homes. Housing trust funds systemically shift affordable housing funding from annual budget allocations to the commitment of dedicated public revenue. While housing trust funds can also be a repository for private donations, they are not public/private partnerships, nor are they endowed funds operating from interest and other earnings.

The popularity of housing trust funds is attributable in large part to their inherent flexibility. They can be designed to serve the most critical housing needs in each community. Defining the key elements of the housing trust fund proposal is a critical first step toward establishing a housing trust fund that will be efficient, effective, and responsive to community needs.

National Experience: In 2008, a national housing trust fund was established with revenue from a usage fee on Freddie Mac and Fannie Mae, which are secondary market institutions for lenders. The national total 2020 annual revenue generated was $175 million. Ninety percent (90%) of these funds must be allocated for affordable rental housing. Seventy-five percent (75%) of the total funds must be allocated to housing for extremely low-income persons with incomes of 30% of the Area Median Income or less. The funds are distributed through the states. In 2020, Indiana received $4.644 million. These funds are allocated to projects funded through the Supportive Housing Institute.

Indiana Legislation and Practice: In 2010, the state of Indiana approved enabling legislation for state and local housing trust funds: the Indiana Affordable Housing Fund Legislation § IC 5-20-5. and Indiana Code: Local Government §36-2-70-10. In addition to the state of Indiana, the cities of Indianapolis and Evansville currently have local housing trust funds. These funds receive revenue from recording fees of $10 for each document recorded by the Recorder of Deeds. Other sources used for local housing trust funds include funds from the sale of city property, general funds, payments-in-lieu of taxes, and charges for electronic filing fees for property sales disclosure forms. The state housing trust fund revenue sources include revenue from “other tobacco products” and 40% of all revenue collected for local housing trust funds.

Eligible Recipients & Uses of Funds: The recipients and uses of the funds can be shaped to meet the housing needs of the community. Generally, most forms of housing, including homeownership and rental are eligible. Also most types of developers and owners are eligible users of the funds. Some funds are limited to non-profit organizations. Most funds have income limits for those who live in the housing. Rental housing is commonly tied to incomes of 60% AMI. Priority is often given to developments that serve those with very-low incomes under 30% of Area Median Income. There are generally rent and sales price limitations tied to the funding. Some trust funds make only loans and others make a combination of loans and grants.

Homeless Trust Funds: Most homeless trust funds provide grants to organizations that provide housing and essential services for individuals and families striving to end their state of homelessness and becoming self-sufficient and permanently housed. Funds also support emergency shelters and transitional housing facilities, coordination of existing community services, and often incorporate available federal funds. Washington’s program supports county Ten Year Plans to End Homelessness and enables each county to retain a portion of the dedicated revenue for this purpose. Kalamazoo County, Michigan has used funds to support a housing voucher program and limited housing development to enable the community’s homeless to access available housing.

Administration: Administering a trust fund usually includes four major components. Any one of these can become as complex as the housing trust fund permits or requires, but many trust funds strive for ease and simplicity in their administration. The components include:

- Establishing the housing trust fund's programs.
- Funding projects.
- Taking fiscal responsibility for the trust fund.
- Overseeing housing trust fund operations.

If housing trust fund revenues are used to administer the fund, the enabling legislation usually specifies a cap on administrative costs. The cap is usually a percentage of the total revenue collected within a given year, or a specific annual dollar amount. Two other ways to support administrative costs include charging fees for various administrative tasks or using the interest from trust fund revenues.

Next Steps: The Homeless Task Force could a document explaining the need for the Housing Trust Fund and possible revenue sources. Based on a preliminary reading of the legislation, it appears that the governing body of a county, city or township can establish a housing trust fund with a resolution.