

July 30, 2021

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OVERVIEW

The City of St. Cloud convened a 2004 task force to determine the most pressing needs surrounding the broad issue of homelessness at the time. The task force focused on initiatives that were consistent with the City of St. Cloud's organizational roles and potential to affect change. Given the economic and social challenges presented by the 2020 COVID pandemic, the City of St. Cloud called on local partners again to identify appropriate roles, service gaps, and solutions across the homelessness continuum.

ROLE OF THE CITY OF ST. CLOUD

The City of St. Cloud and its metropolitan area remain a focal point for services proactively and responsively meeting needs of those experiencing homelessness in central Minnesota and beyond. The region is fortunate to have a wealth of county government, non-profit, and for-profit service providers with capacity and expertise to meet the growing needs of the moment. Rather than duplicate existing resources, this report concurs with the 2004 task force position that the City of St. Cloud should concentrate on the following roles to best serve those in need:

City Roles



City Direct Services




2004 TASK FORCE RECOMMENDATIONS


The Task Force acknowledges the progress of local partners to increase awareness, enhance housing options, and advance targeted solutions. The City of St. Cloud and its partners have made particular progress to implement key recommendations of the 2004 report or remain focused on those outcomes as noted below.

 **Completed:** Development of a **Chronic Inebriate Permanent Housing Facility**

Opening of River Crest and 2022 Expansion

 **In-Process:** Improve **Public Understanding** of Homelessness and Develop Relationships in Community

Awareness Campaigns, Partner Meetings, Relationships

 **Completed:** Development of a Zone of Compassion **Homeless Outreach/ Resources/Day Service Center**

*Amendment of Land Development Code
Lincoln Center, Place of Hope, Dallas Place, Pathways*

 **In-Process:** Development of a **Chronic Safe Haven**

Discussions Occurring Following Lincoln Center

2021 CITY FOCUS AREAS

The state of homelessness in the St. Cloud metropolitan area, like all Minnesota, remains an issue of social concern and requires attention from local governments, homeless service providers, community organizations, and the general public. The following strategies represent new opportunities to address short-term needs with an emphasis on initiatives that are consistent with the City of St. Cloud’s organizational role. Complexity, urgency, and relative benefit were the primary considerations in selecting these four focus areas from the list of fourteen strategies identified by the task force.

- 1 Create 100+ New Units of Permanent Supportive Housing**
Lead Agencies: HRA, City, Developers (Center City, Catholic Charities, CMBA, CMHP, Place of Hope)
Barriers: Support Service Capacity, Adequate Zoned Land, NIMBY, Grant Competition, Construction Costs
Necessary Resources: Tax Credits, State Grants, Local Resources
Next Steps: Review Supply Appropriately Zoned Land, Solicit Developer Interest

- 2 Invest in Maintenance of Existing Homelessness Facilities**
Lead Agencies: HRA, City, Habitat for Humanity, CMBA, GMHF
Barriers: Grant Competition, CDBG Funds vs Need, Communication Between Contractors/Donors and Service Providers
Necessary Resources: CDBG, State Grants, Future Housing Trust Fund, HOME
Next Steps: December 2021 CDBG Applications, Engage CMBA, Donated Services Request System

- 3 Create Public/Private Taskforce to Lead Regional Homelessness Plan Preparation**
Lead Agencies: United Way, Continuum of Care, City, HRA, Area Cities, Counties, Service Providers
Barriers: Local Priorities, Consensus
Necessary Resources: Partner Contributions for Consultant Services, Active Participation by All Stakeholders
Next Steps: Gauge Stakeholder Interest, Develop Project Estimate/Budget/Timeline

- 4 Revise City Code to Increase Length of Stay in Temporary Shelter Facilities**
Lead Agencies: City, Place of Hope, Salvation Army, Anna Maries, Catholic Charities, Dallas Place, HHH
Barriers: Public Perception, Education, Staffing
Necessary Resources: None
Next Steps: Zoning Application by TSFs, Develop Education Materials (e.g, forms of homelessness)

REGIONAL DISCUSSION TOPICS

The Task Force acknowledges that homelessness exists throughout central Minnesota. A shared plan is needed to affect meaningful change in the St. Cloud metropolitan area including, Sartell, Sauk Rapids, Waite Park, St. Joseph, St. Augusta, St. Cloud and the three contiguous counties. The following strategies were identified as being more appropriate for discussion of government, non-profit, and community stakeholders at the regional level through a subsequent comprehensive homelessness action planning process.



Housing Strategies



Policy Strategies



Outreach/Navigation Strategies

| | | |
|---|--|---|
| Pursue ‘Tiny House’ Indoor Village Housing Model | Revisit Zoning for Siting Homeless Day Centers | Lessen Reliance on Background Checks for Re-Entry Housing |
| Create New Transitional Housing Focused on Addiction Recovery | Consider Zoning and Siting for ‘Safe Havens’ | Reduce Deposit Required by Landlords |
| Establish Housing Trust Fund for Affordable Housing Development | Revisit Lodging House Restrictions that Limit Congregate Housing | Establish a Homeless Bill of Rights |
| | | Meaningful and Sustainable Employment for Those Experiencing Homelessness |

Appendix

Task Force Meeting

1

City of St. Cloud Homelessness Task Force

July 14, 2021 - Meeting #1

Task Force Meetings

WEDNESDAY, JULY 14

Identify Roles
Gaps in Service
City Role to Fill Gaps

WEDNESDAY, JULY 21

Prioritize Needs
Lead Agencies
City Role in Priorities

WEDNESDAY, JULY 24

Continue Priorities Discussion
Consensus
Recommendations

Task Force Charge

CITY

70,000 +/- Constituents
Elected Officials
350 +/- Employees

COMMUNITY

Other Jurisdictions
Service Providers
Advocates/Volunteers

ST. CLOUD

3-13 Counties
5-10 Cities
Funders

*Other discussions are and will continue to happen regarding community and regional needs

Task Force Charge

ROLES AND RESPONSIBILITIES

Task 1 - Has the City's Role Changed Since 2004?
Go deep into existing systems

Task 2 - Should the City Fill Those Roles?
Other Government Entity's Authority/Role? Role of Private Sector or Non-Profit Organization? Direct Service, Support, or Advocacy Role?

Task 3 - What are the Highest Priority Needs of the Moment?
Which Priorities Does the City Have a Role?

Task 4 - What City Actions are Needed to Meet Current Needs?
Allocation of Funding Resources? Are New Resources Required? Are Code or Policy Changes Required?

PRIORITIZED ACTIONS

DISCUSSION

QUESTIONS OR COMMENTS ABOUT THE TASK AT HAND?

Task Force Meeting

2

City of St. Cloud Homelessness Task Force

July 21, 2021 - Meeting #2

Task Force Charge

PRIORITIZED ACTIONS

Task 3 - What are the Highest Priority Needs of the Moment?
In Which Priorities Does the City Have a Role?

Task 4 - What City Actions are Needed to Meet Current Needs?
Refused Existing City Services? Are New Resources Required? Are Code or Policy Changes Required?

Service Gaps

OUTREACH AND RESOURCES
CONNECT TO OUTREACH AND RESOURCES ASSISTING IN RESOLVING HOMELESSNESS

MENTAL HEALTH
CONNECT INDIVIDUALS TO AFFORDABLE AND APPROPRIATE BEHAVIORAL HEALTH AND SUBSTANCE ABUSE SERVICES

CLEAN-UP
MAINTAIN HEALTHY AND SAFE ENVIRONMENTS FOR ALL ST. CLOUD RESIDENTS

PUBLIC SAFETY
PROVIDE OPPORTUNITIES FOR PARTNERSHIP AND RESOURCES TO HIGHLY IMPACTED AREAS

WORKFORCE DEVELOPMENT
ASSESS EMPLOYMENT BARRIERS FOR INDIVIDUALS EXPERIENCING HOMELESSNESS

HOUSING
INCREASE AVAILABILITY OF HOUSING FOR ALL ST. CLOUD RESIDENTS

COMMUNICATION
COMMUNICATE WITH RESIDENTS SURROUNDING ISSUES RELATED TO HOMELESSNESS

POLICY
POLICY CHANGES AND DATA COLLECTION NEEDS TO ADDRESS HOMELESSNESS

DISCUSSION

WHAT SERVICE GAPS EXIST? ROLE OF THE CITY?

Service Gaps

DISCUSSION

WHAT ARE THE HIGH PRIORITY NEEDS

Task Force Meeting

3

City of St. Cloud Homelessness Task Force

July 28, 2021 - Meeting #3

Today's Task

1 Review List

2 Value + Complexity Results

3 Recommended Focus Areas

4 Light Action Plan

RECOMMENDED FOCUS AREAS

| URGENCY | COMPLEXITY | RELATIVE BENEFIT |
|---------------------------------------|---------------------------------------|---------------------------------------|
| Regional Homelessness Action Plan 1.5 | Regional Homelessness Action Plan 3.1 | 100+ Units P5 Housing 1.2 |
| 100+ Units P5 Housing 1.5 | T5F Length of Stay 1.1 | T5F Length of Stay 1.2 |
| Maintain Existing Facilities 1.8 | Maintain Existing Facilities 1.8 | Regional Homelessness Action Plan 1.8 |
| 'Safe Havens' Zoning 2.1 | 'Safe Havens' Zoning 1.4 | Maintain Existing Facilities 1.7 |
| T5F Length of Stay 2.2 | Day Center Zoning 1.8 | 'Tiny House' Village 2.2 |
| Lodging House Zoning 2.3 | Lodging House Zoning 1.8 | Addition Recovery Housing 2.3 |
| Day Center Zoning 2.4 | Addition Recovery Housing 2.8 | Day Center Zoning 2.3 |
| Addition Recovery Housing 2.4 | Background Checks and Re-Entry 2.8 | Housing Trust 2.3 |
| 'Tiny House' Village 2.4 | Homeless Bill of Rights 2.0 | 'Safe Havens' Zoning 2.5 |
| Reduce Housing Deposits 3.1 | Reduce Housing Deposits 3.3 | Lodging House Zoning 2.4 |
| Background Checks and Re-Entry 3.4 | 'Tiny House' Village 3.3 | Background Checks and Re-Entry 3.2 |
| Housing Trust 3.5 | Housing Trust 3.7 | Reduce Housing Deposits 3.3 |
| Homeless Bill of Rights 4.3 | 100+ Units P5 Housing 4.0 | Homeless Bill of Rights 4.2 |

RECOMMENDED FOCUS AREAS

Create 100+ New Units of Permanent Supportive Housing

Invest in Maintenance of Existing Homelessness Facilities

Create Public/Private Taskforce to Lead Regional Homelessness Plan Preparation

Revise City Code to Increase Length of Stay in Temporary Shelter Facilities

DISCUSSION

AGREEMENT ON CITY FOCUS AREAS? IDEAS WELL SUITED TO REGIONAL PLAN?

REVIEW LIST

| HOUSING STRATEGIES | POLICY STRATEGIES | OUTREACH/NAVIGATION STRATEGIES |
|---|---|--|
| Create 100+ New Units of Permanent Supportive Housing | Revise City Code to Increase Length of Stay in Temporary Shelter Facilities | Establish a Homeless Bill of Rights |
| Create New Transitional Housing Focused on Addiction Recovery | Analyze Zoning and Siting for 'Safe Havens' | Create Public/Private Taskforce to Lead Regional Homelessness Plan Preparation |
| Invest in Maintenance of Existing Homelessness Facilities | Revise Zoning for Siting Homeless Day Centers | Reduce Deposit Required for Landlord |
| | Revise Zoning for Siting Homeless Day Centers | Increase Meaningful and Sustainable Employment for Persons Experiencing Homelessness |
| | Revise Lodging House Restrictions that Limit Congregate Housing | Lessen Reliance on Background Checks for Re-Entry Housing |

Write In: City Supervised Recommendations

URGENCY/COMPLEXITY/BENEFIT RESULTS

| HOUSING STRATEGIES | POLICY STRATEGIES | OUTREACH/NAVIGATION STRATEGIES |
|---|---|--|
| Create 100+ New Units of Permanent Supportive Housing | Revise City Code to Increase Length of Stay in Temporary Shelter Facilities | Establish a Homeless Bill of Rights |
| Invest in Maintenance of Existing Homelessness Facilities | Analyze Zoning and Siting for 'Safe Havens' | Reduce Deposit Required by Landlord |
| Create New Transitional Housing Focused on Addiction Recovery | Revise Zoning for Siting Homeless Day Centers | Lessen Reliance on Background Checks for Re-Entry Housing |
| Invest in Maintenance of Existing Homelessness Facilities | Revise Lodging House Restrictions that Limit Congregate Housing | Create Public/Private Taskforce to Lead Regional Homelessness Plan Preparation |
| Establish Housing Trust Fund for Affordable Housing Development | | Increase Meaningful and Sustainable Employment for Persons Experiencing Homelessness |

Write In: Rural Transportation Access to Urban Amenities

RECOMMENDED FOCUS AREAS

Create 100+ New Units of Permanent Supportive Housing

Lead Agencies: City, HRA, Center City, CC, CMBA, CMHP, POH
Service Barriers: lack of funding, provider capacity
Regulation Barriers: Adequate Zoning
Financial Barrier: Tax Credit Applications, Construction Costs, DHS
Points of Opposition: Concentration, NIMBY

Invest in Maintenance of Existing Homelessness Facilities

Lead Agencies: HRA, HH, CMBA, GMHF
Service Barriers: None
Regulation Barriers: None
Financial Barrier: Grants, CDBG, Housing Trust Fund, ARPA/HOME
Points of Opposition: None, Competition

LIGHT ACTION PLAN

Taskforce to Lead Regional Homelessness Plan Preparation

Lead Agencies: UW, COC Cities, Counties
Service Barriers: None
Regulation Barriers: None
Financial Barriers: Limited, Small, Low, Grants
Points of Opposition: boundary

Amend Code to Increase or Remove Temporary Shelter Facilities 45-Day Stay

Lead Agencies: City of St. Cloud, POH, SA, AM, CC, DP, HHH
Service Barriers: Staffing, Instability to Resident
Regulation Barriers: It is the reason
Financial Barrier: None
Points of Opposition: How long 90 Days? Educate Provider Policies

Thank You!