

2. 10-YEAR HOUSING AND HOMELESSNESS WORK PLAN 2021-2022
LOGEMENT ET LUTTE CONTRE L'ITINÉRANCE - PLAN DE TRAVAIL
2021-2022

COMMITTEE RECOMMENDATIONS, AS AMENDED

That Council:

1. Approve the 2021-2022 Housing and Homelessness Work Plan set out in Document 1 and as further detailed in this report.
2. Delegate authority to the Director, Housing Services to action the Work Plan and direct staff to bring forward a report to Committee and Council for any Work Plan actions which have financial implications
3. Approve the following:
 - a) that the figures in the third row of Table 5 on Page 67 of the report be replaced with the following amended figures:

Table 5: Households Supported to Access Permanent Housing & Services

<u>Program</u>	<u>Term of Council</u> <u>2015 to 2018</u>	<u>Term of Council</u> <u>2019 to 2022</u> <u>(to date)</u>
<u>Family shelter</u> <u>households moved to</u> <u>permanent housing</u>	<u>2007</u> <u>(5,433 individuals)</u>	<u>1083</u> <u>(2,286 individuals)</u>

- b) that the figures contained in the fourth paragraph on Page 77 of the Report be replaced with the following amended figures:

In 2019 555 family households (1147 people) were transitioned out of shelter to permanent housing and in 2020, 528 family households (1139 people) moved to housing.

RECOMMANDATIONS DU COMITÉ, TELLES QUE MODIFIÉES

Que le Conseil :

1. approuve le Plan décennal de logement et de lutte contre l'itinérance, présenté dans le document 1 et décrit dans le présent rapport.
2. demande au personnel de présenter au Comité et au Conseil, à des fins d'examen, toutes les mesures du plan de travail qui donneront lieu à des recommandations associées à des répercussions financières.
3. approuve ce qui suit :
 - a) que les chiffres dans la troisième rangée du tableau 5 à la page 67 du rapport soient remplacés par les chiffres modifiés suivants :

Tableau 5 : Ménages ayant bénéficié de mesures d'aide pour accéder à un logement permanent et à des services

<u>Programme</u>	<u>Mandat du Conseil</u> <u>2015 à 2018</u>	<u>Mandat du Conseil</u> <u>2019 à 2022</u> <u>(jusqu'à maintenant)</u>
<u>Ménages vivant dans un refuge pour familles ayant emménagé dans un logement permanent</u>	<u>2007</u> <u>(5 433 personnes)</u>	<u>1083</u> <u>(2 286 personnes)</u>

- b) Que les chiffres dans le quatrième paragraphe de la page 77 du rapport soient remplacés par les chiffres modifiés suivants :

En 2019, 555 ménages familiaux (1 147 personnes) sont passés d'un refuge à un logement permanent et, en 2020, ce chiffre est passé à 528 ménages familiaux (1 139 personnes).

DOCUMENTATION/DOCUMENTATION

1. Director's Report, Housing, dated February 18, 2021, (ACS2021-CSS-GEN-003)

Rapport de la Directrice, Services de logement, daté le 18 février 2021, (ACS2021-CSS-GEN-003)

2. Extract of draft Minutes, Finance and Economic Development Committee and Community and Protective Services Committee Joint meeting 2 March 2021

Extrait de l'ébauche du procès-verbal de la réunion conjointe du Comité des finances et du développement économique et du Comité des services communautaires et de protection, le 2 mars 2021.

**Report to
Rapport au:**

**Community and Protective Services Committee
Comité des services communautaires et de protection
18 February 2021 / 18 février 2021**

**and Council
et au Conseil
24 February 2021 / 24 février 2021**

**Submitted on February 18, 2021
Soumis le 18 février 2021**

**Submitted by
Soumis par:
Shelley VanBuskirk, Director/Shelley VanBuskirk, Directrice**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2021-CSS-GEN-003

SUBJECT: 10-Year Housing and Homelessness Work Plan 2021-2022

OBJET: Logement et lutte contre l'itinérance - plan de travail 2021-2022

REPORT RECOMMENDATIONS

- 1. Approve the 2021-2022 Housing and Homelessness Work Plan set out in Document 1 and as further detailed in this report.**

2. **Delegate authority to the Director, Housing Services to action the Work Plan and direct staff to bring forward a report to Committee and Council for any Work Plan actions which have financial implications**

RECOMMANDATIONS DU RAPPORT

1. **Que le Comité des services communautaires et de protection recommande au Conseil d'approuver le Plan décennal de logement et de lutte contre l'itinérance, présenté dans le document 1 et décrit dans le présent rapport.**
2. **Que le Comité des services communautaires et de protection recommande au Conseil de demander au personnel de présenter au Comité et au Conseil, à des fins d'examen, toutes les mesures du plan de travail qui donneront lieu à des recommandations associées à des répercussions financières.**

EXECUTIVE SUMMARY

Assumption and Analysis

On July 15, 2020, Ottawa City Council adopted the 10-Year Housing and Homelessness Plan 2020-2030 (ACS2020-CSS-GEN-006). At that same meeting , a motion was also approved by Council directing staff “develop an ambitious and achievable work plan in consultation with the Mayor, and Members of Council, for any matters that arise from the 10-Year Housing and Homelessness Plan 2020-2030, and that staff outline feasible targets, actions and priorities to be implemented over the remainder of this term of Council, to be presented for consideration by Council in Q1 2021”.

The work plan outlines the targets established under the 10-Year Housing and Homelessness Plan 2020-2030 and includes 42 actions from the Plan, as well as new opportunities/directions, all of which relate to nine strategic areas of focus:

- Leveraging land and assets to create new affordable housing
- Preserving current affordable housing assets

- Ensuring and expanding affordability
- Increasing capacity of homelessness programs
- Integrating services and coordinating access
- Meeting the needs of the Indigenous community and equity groups
- Policy work
- Collective knowledge and data strategy
- Funding strategies

The work plan also includes a review of the oversight of the activities under the 10-Year Housing and Homelessness Plan to leverage new opportunities for alignment, integration and efficiencies as well as a review of the structure, mandate and membership of the Housing System Working Group, a recommendation supported by existing Housing Systems Working Group membership as well as other internal and external partners.

Financial Implications

A Long-Range Financial Plan for Housing Services will be presented to Committee and Council in Q1 2021, and identify the funding required to maintain current service levels, respond to emerging demands, and determine available sources of funding to meet commitments under the 10-Year Plan.

The work plan includes strategic directions that will drive the priorities of the Plan forward within current resources, or resources that can be reasonably anticipated. Any work plan actions which require financial resources will be brought to Committee and Council for consideration and approval through the 2022 budget process.

Public Consultation/Input

Extensive consultation was undertaken to develop the 10-Year Housing and Homelessness Plan 2020-2030, including input from over 1,200 stakeholders.

To refine and prioritize the actions included in the workplan, the City consulted with representatives from the:

- Housing Sector via the Housing Systems Working Group
- Indigenous Service Agencies via the Aboriginal Community Advisory Board
- Youth Services sector via “A Way Home Ottawa”
- Interdepartmental staff
- Mayor and Members of Council

There was a consensus achieved on the focus and content of the workplan presented.

BACKGROUND

On July 15, 2020, Ottawa City Council adopted the 10-Year Housing and Homelessness Plan 2020-2030 (ACS2020-CSS-GEN-006). The Plan contains a set of goals, objectives and targets to respond to the housing needs in the community in addition to short, medium and long-term actions for implementation.

The plan is intended to be comprehensive. It addresses the entire housing system and presents a complete list of actions to:

- Build on the City’s successes supporting people’s housing needs
- Capitalize on new opportunities and innovative approaches to improve and strengthen the housing system

Given the broad scope of actions included, the plan has always been presented as ambitious and with the understanding that additional resources would be required to meet its goals. These include:

- New financial or human resources to study, review and/or implement actions;
- Partnerships and the collective resources and commitment of others; and

- Changes in legislation, regulation, and/or policy.

In response to the above, a motion was passed by Community and Protective Services Committee and approved by Council “that staff be directed to develop an ambitious and achievable workplan in consultation with the Mayor, and Members of Council, for any matters that arise from the 10-Year Housing and Homelessness Plan 2020-2030, and that staff outline feasible targets, actions and priorities to be implemented over the remainder of this term of Council, to be presented for consideration by Council in Q1 2021”.

It is important to note that the 10 -Year Plan was developed prior to the COVID-19 pandemic. Given the pressures placed on the City and community partners, as a result of responding to the COVID-19 pandemic, as well as the impact this has had on shifting the importance of some strategic actions relative to others, timelines associated with the plans actions needed to be reviewed.

This report responds to the direction given to staff and also:

- Ensures clarity and mutual understanding amongst staff, Council, partners and residents about priorities and commitments for the next two years;
- Facilitates ongoing monitoring, tracking and reporting to ensure transparency and accountability; and
- Informs the City and partners’ human and financial resource prioritization and planning.

DISCUSSION

The 10-Year Housing and Homelessness Work Plan 2021-2022 presented herein supports the targets established under the 10-Year Housing and Homelessness Plan 2020-2030, including:

- To create between 5,700-8,500 affordable housing options (new units and housing subsidies) targeted to both low to moderate income households including:

- New supportive housing – 10% of all new units created
 - New accessible housing – 10% of all new units created
- To preserve the existing affordable housing supply – no net loss of community housing
- To eliminate unsheltered homelessness
- To eliminate chronic homelessness (including Indigenous) and Veteran's homelessness
- To reduce overall homelessness by 25%
- To reduce Indigenous homelessness by 25%

The work plan:

- Is organized within nine strategic areas of focus
- Identifies 42 tangible key steps for action from the plan to be initiated between January 2021 and December 2022
- Includes 11 strategic actions representing new work or areas of focus identified since the adoption of the plan.

To provide context for the work plan, this report outlines outcomes achieved since the adoption of the plan in July 2020, the process undertaken to create the work plan, and background information on the strategic areas of focus.

Outcomes Achieved Since the Adoption of the Plan

When the 10-Year Housing and Homelessness Plan 2020-2030 was presented to Community and Protective Services Committee in June 2020, the City reported on the successes to date. These figures have been updated to reflect additional outcomes from 2020. A progress report on the 10 Year Housing and

Homelessness Plan will be provided to Community and Protective Services Committee and Council in 2022 to inform of progress made against the Plan's targets.

The changing housing environment, COVID-19 pandemic, the renewal of provincial funding programs that expire in March 2022 and opportunities through the expansion of current funding or new initiatives will impact outcomes for the balance of the Term of Council.

a. Affordable Housing Unit Development

The development of affordable housing units has been facilitated through various initiatives, including a continued focus on direct investment in affordable housing projects. There have been 231 new units completed to date during this term of Council, and the yearly average exceeds the previous term by 23 units per year. The City is well positioned to continue to exceed this pace of development with 1,173 units currently in development or planning approvals, plus an additional 109 new affordable and supportive units to be completed in 2021 under the Rapid Housing Initiative.

Table 1: Status of Affordable Housing Units

Unit Status	2015 to 2018 Term of Council	2019 to 2022 Term of Council (To Date)	Term of Council Anticipated completions
Completed	372	231	694
In Development /Planning Approvals	N/A	1,262	n/a

b. Increasing Housing Affordability

Housing subsidy programs (rent supplements and housing allowances) support households to find suitable market rental housing that is affordable and assists households to secure affordability within their current units.

The City has significantly increased investments in housing subsidies since 2014, most notably in housing allowances, which are portable with the household anywhere in the City. Per the below table, the number of new housing subsidies created in this Term of Council has already surpassed the number created in the previous term. However, all existing subsidy programs are fully subscribed and will require additional municipal, provincial and federal investments to support new households.

Table 2: Number of New Housing Subsidies Created

Term of Council	New Housing Subsidies Created
2015-2018	753
2019-2022 (to date)	967

c. Maintaining Housing in a Good State of Repair

Ottawa's housing system includes significant community housing infrastructure, with 17,122 affordable and rent-geared-to-income units. Their viability is assessed through assessments and audits, and maintained through repairs, renovations and retrofits to ensure no net-loss of community housing units.

At the start of the previous Term of Council, social housing was entering the last five to 12-year period under social housing legacy programs through which funding was legislated and predictable. In 2019, the Canada-Ontario Community Housing Initiative (COCHI) program was introduced in part to support the repair and renewal of the existing social housing supply.

However, COCHI expires in 2022 and at present, no sustainable, permanent funding for these programs has been committed by any level of government. New external funding sources will be required to support critical capital repairs and retrofits to the social housing portfolio over the next 10 years. Future reports to Committee and Council over

this Term of Council and the next to provide information on long term social housing asset viability and sustainability at the End of Operating Agreements/Mortgages for prescribed social housing providers, will explore funding strategies to meet this need.

Table 3: Affordable Units with Repairs Funded

Type of Repair	Building Condition Assessments, Energy Audits and capital repair in social housing units	
Term of Council 2015 to 2018	Total Repair Projects: 258 2015 - 56 Projects (HHIP) 2016 - 68 Projects (HHIP & SHIP) 2016 - 68 Projects (SHARP) 2016 - 19 Projects (SHARP) 2017 - 23 Projects (HHIP) 2018 - 48 Projects (HHIP & SHIP)	Total Units: 23,188 2015 - 5842 units (HHIP) 2016 - 6026 units (HHIP & SHIP) 2016 - 4267 units (SHARP) 2017 - 1883 units (HHIP) 2015 - 5842 units HHIP) 2016 - 6026 units HHIP & SHIP) 2016 - 4267 units (SHARP) 2017 - 1883 units (HHIP) 2018 - 5170 units (HHIP & SHIP)
Term of Council 2019 to 2022 (to date)	Total Repair Projects: 178 2019 - 38 Repair Projects (COCHI) 2020 - 24 projects (COCHI) 2019 - 21 projects (HHIP) 2020 - 32 projects (HHIP)	Total Units: 10,808 2019 - 2199 units (COCHI) 2020 - 1476 units (COCHI) 2019 - 1579 units (HHIP) 2020 - 1867 units (HHIP)

	2020 - 80 projects (CPP)	2020 - 3687 units (CPP)
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HHIP – Housing and Homelessness Investment Plan Improvement program
SHIP – Social Housing

SHARP – Social Housing Apartment Retro-fit Program
SHAIP – Social Housing Apartment Improvement Program
COCHI – Canada-Ontario Community Housing Initiative
CPP – Capital Planning Program

The Ontario Renovates program, funded under the Ontario Priorities Housing Initiative, provides grants and conditional loans to qualifying households to ensure that people who own or rent a unit can make necessary repairs or modifications to stay in their home and maintain them at affordable rents.

The level of applications and grants issued under the program has decreased during this Term of Council, in large part due to the inability to secure contractors and complete work due to COVID-19. The City will invest any unallocated Ontario Renovates funding from 2020 in new capital development for 2021 and will review the program this year to ensure that it responds to current community needs and context.

Table 4: Ontario Renovates Applications and Approvals

Timing	Applications	Approvals
Term of Council 2015 to 2018	249	186
Term of Council 2019 to 2022 (to date)	100	55

d. Supports and Services to Access and Maintain Permanent Housing

Accessible complementary supports must also be readily available to achieve housing stability and long-term housing retention. The City's Housing First program continues to support single people and families to exit homelessness with support services.

Table 5 provides outcomes of key programs and services offered to help households secure and sustain permanent housing. During 2019 and 2020, 411 single households have received supports to transition from homelessness to permanent housing, even with the impacts of the COVID-19 pandemic which has slowed some housing transitions due to low availability and turnover rates in private market affordable units and social housing.

It is anticipated that this trend will continue into 2021 with the continuation of COVID-19, as well as the introduction of provincial rent freeze regulations.

Table 5: Households Supported to Access Permanent Housing & Services

Program	Term of Council 2015 to 2018	Term of Council 2019 to 2022 (to date)
Households from the Centralized Wait List	6,688	2,409
Housing First clients (singles) moved to permanent housing	882	471
Family shelter households moved to permanent housing	2,620 (7,918 individuals)	1,122 (4,254 individuals)
Families exiting homelessness and provided with Families First supports	1,172	487
Housing First clients (singles) receiving supports	1,376	1,379

In addition to the figures reported above, 59,358 households have been provided with general housing assistance, including housing search and housing loss prevention supports since 2019. In 2020, the City also provided funding to over 1,700 residents,

which includes 711 supportive housing beds and 1,000 Residential Services Homes beds.

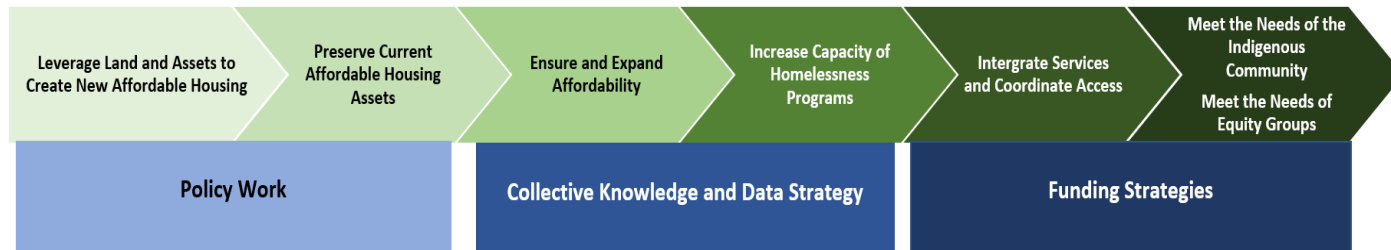
Development of the Work Plan

The 10-Year Housing and Homelessness Plan includes over 160 actions. To prioritize actions to be included in the Work Plan 2021 to 2022, staff and partners considered the following:

- **Legislated requirements** including those mandated by the federal and provincial governments as well as direction received through City Council, Committees and the Auditor General's Office.
- **Strategic alignment** with corporate priorities and plans including the Term of Council Strategic Priorities, advancing equity and inclusion work, and infrastructure policy and developments (i.e., Official Plan and LRT).
- **Capacity** of the City and partners to action and sustain initiatives.
- **Operational implications or risks** including actions which are essential to enable continued service delivery or mitigate impacts.
- **Dependencies and connections** between work underway within the City, housing sector or broader community initiatives.

The actions under the work plan have been divided into strategic areas of focus to move the plan forward. These include both addressing service and financial pressures and leveraging opportunities within the housing system.

Figure 1: Workplan Structure and Areas of Focus



Leverage Land and Assets to Create New Affordable Housing

To meet the targets of the 10-Year Housing and Homelessness Plan, the City must ensure that land continues to be proactively identified for affordable housing and that the City and its partners develop viable plans that include affordable housing as a main component in these new communities.

Housing Services works collaboratively with the Corporate Real Estate Office to identify surplus City lands which can be leveraged to support new affordable housing, balancing its retention for affordable housing development or its sale to generate revenue (of which 25% of net proceeds are provided for affordable housing). The work plan builds on this approach by identifying the funding and resources required to develop a comprehensive, consolidated land strategy which incorporates:

- Surplus City lands, including surface parking lots
- Existing City facility land uses
- Federal and provincial government land assets
- Lands owned by non-profits and the faith community, with a strategic focus on the partnership with Ottawa Community Housing Corporation
- Lands available along Phase 2 and 3 of the LRT/BRT
- Assets owned by social housing providers available for re-generation and/or re-development.

- Opportunities for co-locations with new City or partner facilities.

This work will be resourced within the Corporate Real Estate Office and working collaboratively with Housing Services will result in a consolidated inventory of land opportunities that can be considered for potential future affordable/supportive housing investment with the private and non-profit sector and/or leveraged to support development across the City through the Affordable Housing Land and Funding Policy.

Housing Services will explore, with the community, innovative models for managing land assets including a Community Land Trust.

Housing Services will bring a 2021 Affordable Housing Capital Plan for approval by Planning Committee and Council in Q2 2021 and subsequently issue a Request for Proposals (RFP) in Q2 2021 to the non-profit housing sector.

Additionally, it is anticipated that there will be a second round of federal Rapid Housing Initiative funding issued, in which case the City will issue a Request for Expressions of Interest (REOI) from non-profit housing providers in Q1/Q2 2021 to allocate any available funding.

In 2019, Housing Services released a Request for Expressions of Interest for pre-development funding that provided up to \$2 million in pre-development funding for not-for-profit and charitable organizations wishing to develop affordable housing in the city. Five housing providers, totaling seven projects, were selected to receive funding. The sites selected for pre-development funding are expected to be construction ready between 2021 and 2025 and could provide up to 349 new affordable and supportive units.

Continued pre-development funding, as well as creating and keeping an inventory of opportunities available for development through Request for Expressions of Interest and Request for Offers are included as a priority in the workplan presented to ensure the availability of projects to use new municipal, provincial and federal capital investment opportunities.

Preserve Current Affordable Housing Assets

The most cost efficient and timely way to provide affordable housing is to maintain the affordable housing stock that already exists within the housing system, ensuring it continues to be available and that it remains in a good state of repair. This includes community housing, other not-for-profit housing and affordable market rental housing.

Much of the current social housing was built during the 60's and 70's and is now coming into a general state of disrepair and/or is coming to the end of their operating agreements.

Building Condition Assessments and energy audits were recently completed by social housing providers to identify and quantify required short- and long-term repairs and retrofits. As part of the workplan presented, the City will report back to Council outlining these findings and available funding options and strategies to address capital needs over time. The City will also work closely with social housing providers to leverage economies of scale to achieve efficiencies and ensure long-term viability and sustainability post-end of operating agreements. Requirements for social housing providers at End of Mortgage/End of Operating Agreement is prescribed within the *Housing Services Act, 2011*. As part of the *Protecting Tenants and Strengthening Community Housing Act, 2020*, enacted by the Province in July 2020, the Province is developing regulations to address this end of mortgage/end of operating agreement transition period for housing providers. Regulations will address coordinated access for housing benefits, service level requirements (number of housing benefits the City must provide) and service agreements (exit strategy for housing providers that no longer wish to provide social housing), and service agreements and funding protocols for housing providers that will provide community housing post end of operating agreement/end of mortgage. This regulatory development work will start in February 2021, with an anticipated completion date in 2022. City staff are directly working with the province to support the development of these regulations.

Within the private market, many existing communities where residents with low to moderate incomes live may be subject to changing market conditions that can result in their redevelopment over time resulting in diminished affordability. As part of the work plan, the City, will support the work of other City departments to consider other regulatory mechanisms to preserve affordability within communities, as well as continue

to monitor new funding opportunities to support non-profits to acquire assets that become available for purchase. In particular, the City will explore opportunities related to the current affordable rooming house stock within which there has been some recent intention for turn-over, and which presents a unique option for low-income, primarily single households. Taking advantage of opportunities to move these assets into the non-profit sphere will result in better living conditions and services for tenants with an eye to longer-term re-development opportunities.

In addition to the actions outlined above, the following will continue as part of daily operations and/or as considerations under relevant actions/opportunities:

- Provide annual funding to support City-funded community housing providers use of the Asset Planner capital planning tool for consistent, capital need forecasting.
- Monitor and assess capital repair funding opportunities, offered by private lenders and eligible grants for the not-for-profit sector.
- Implement a short-term strategy while community housing units are offline due to redevelopment or substantive rehabilitation to maintain affordability for affected households.

Ensure and Expand Affordability

The term “affordable housing” has many different meanings to people, organizations and governments. Households who require affordable housing have a range of incomes, family sizes, as well as a variety of other housing requirements.

Provincial and Federal Housing programs that support the development of new affordable units are typically based on a percentage of the average market rent (AMR) for similar unit types and/or a percentage of a household’s income. Over the next two years, the City will pursue development opportunities through programs with the following affordability thresholds:

- The federal National Housing Strategy Co-Investment Fund requires 30% of units be built to the Median Market Rent and maintained for a minimum of 20 years

- The federal Rapid Housing Initiatives requires that all units be affordable with the household paying less than 30% of gross income on housing costs and affordability must be maintained for a minimum of 20 years
- The provincial Ontario Priorities Housing Initiative requires 100% of units be built to 80% AMR.

Annual municipal capital contributions will leverage these funding opportunities and will be delivered using the affordability requirements of the programs, recognizing these units may still not be affordable to some households. Existing and future housing benefits (housing subsidies) are an important operating incentive for housing providers to ensure that new affordable housing developed is affordable to a broader range of household incomes.

Additionally, housing subsidy programs help people exiting homelessness to secure private market housing they can afford over the long-term and people who need help with rental costs in their current accommodations. Many of the households currently on the Centralized Wait List (CWL) for rent-geared-to-income housing, need help with housing affordability in their current unit and would be able to come off the CWL if assisted.

In 2020, the City administered 12 rent supplement and housing allowance programs, supporting 4,383 households, with a total budget of \$31.68 million, including \$24.51 million in municipal funding (77.4% of the total).

The City supplies funding for housing allowances and rent supplements under the municipal Housing and Homelessness Investment Plan, currently supporting 902 households. Funding for housing allowances under this program is primarily for families who were previously at risk of housing loss and/or exiting homelessness, with a tiered benefit of \$250 for the head of household and an additional \$50 for each family member.

Other housing subsidy programs, such as the provincial Home for Good program and Canada – Ontario Housing Benefit have their benefit amounts and target populations

set by the province, with latitude in some programs to further define the target clientele at the municipal level.

Housing allowances for families exiting homelessness from the family shelter system have also been made available under the operating component of the Investing in Affordable Housing Program-Extension (2014-2020) which ended in 2020. Currently 223 households are supported under this program, with funding to carry households until early 2022 at which time operating funding under the Ontario Priorities Housing Initiative will be needed to sustain households.

All municipal and provincial housing subsidy programs are now fully subscribed and without new operating funding, will not be able to support more households and/or new affordable housing developments.

Staff will bring a report in Q2 2021 requesting flexibility to re-design the municipal housing allowance program under the Housing and Homelessness Investment Plan to more closely mirror provincial housing benefit programs and find other potential sources of funding under the same envelope to increase the number of households receiving help with affordability.

The City has reached out to the provincial government over 2020 to request additional funding for housing allowance programs. To date, no commitment of new funding has been received and this is creating pressures on Ottawa's housing system, as people trying to exit homelessness will not have the financial help to secure affordable housing. During the COVID-19 pandemic, it is imperative that the resources are there to support people who do not have a home to isolate and are at increased risk in congregate living. The City will continue to request that the provincial government provide increased and sustained funding for this purpose.

Increase Capacity of Homelessness Programs

The landscape of the housing system has changed significantly since the adoption of the first iteration of the 10 -Year Housing and Homelessness Plan in 2014. Two of the major factors, the demand for emergency shelter for families and the number of people

experiencing unsheltered/chronic homelessness, continue to create service and financial pressures on the system.

Ottawa's emergency and transitional shelters were operating over capacity prior to COVID-19 and have since had to reduce the number of beds available to accommodate physical distancing and public health recommendations. This applies to singles, families, and specialty shelters like those supporting women who are fleeing violence or offering specialized supports for chronically homeless individuals who suffer from trauma, physical and/or mental health challenges, and/or addiction issues.

Emergency shelters are funded via the City on a per diem basis, meaning a flat rate per bed occupied per night. Due to this funding model, the requirements under COVID-19 to decrease occupancy has created a deficit for many shelters as most costs to operate (staff, rent/mortgage, utilities, supplies, etc.) remain static and many costs have increased (cleaning, personal protective equipment etc.). Using provincial and federal COVID-19 response funding, the City has ensured that the shelter system has remained stable and sustainable over the course of the COVID-19 pandemic.

The annual increases and decreases in occupancy further create a fluctuation and unpredictability in funding. To provide stability for operators, the work plan will transition the singles community shelters to a block funding model. Block funding would provide operators with the same amount of funding annually, regardless of occupancy however, funding would be allocated consistently allowing operators to plan for and better match funding with expenses incurred. Note, most shelters still need to fundraise on top of payments issued by the City to cover the costs of operations and there has been no per diem increase since 2013 for emergency shelters which continue to face mounting costs to deliver housing-focused services and supports. In the unlikely event that a portion of the funds are not expended by the shelters these unexpended funds would be returned to the City.

There has been a significant increase in the number of families staying in emergency shelters. From 2014 to 2019, the number of family units using an overnight emergency shelter increased by 70.1 per cent (from 695 to 1182 family units). In 2020, the number of family units using an overnight emergency shelter decreased, however, this decrease

can be attributed to the COVID-19 pandemic, which has resulted in fewer families accessing emergency shelter services due to reduced immigration, migration and potentially access to other income support benefits.

From 2014 to 2019, the average number of families staying in overflow hotels/motels/post-secondary institutions each night increased by 190.8 per cent, from 98 to 285 families. In 2020, there was an average of 372 families staying in overflow hotels/motels/post-secondary institutions each night. Due to the COVID-19 pandemic the 2020 number is inflated. Families were purposely moved from within the family shelter system to overflow hotels/motels/post-secondary institutions to facilitate physical distancing in these congregate living settings. To facilitate these moves, the City entered into eight new, and or enhanced, agreements with hotels/motels/post-secondary institutions. The City recognizes that staying in these accommodations for extended periods of time causes strain on families as well as creates significant financial pressures on the City.

The largest number of households seeking temporary emergency accommodation within the family shelter system are newcomers to Ottawa. This accounted for 52 per cent of all households (610 households or 2,092 individuals) in 2019. This is an increase of 421.4 per cent from 2014 when newcomers accounted for only 15.4 per cent (117 households or 387 individuals) of all households. From 2017 to early 2020, Ottawa experienced an influx of refugee claimants arriving via the United States resulting in increased demand and pressures on the City's emergency shelter system. With the Canada-United States border closed since March 2020, the number of refugee claimants arriving via the United States accessing emergency shelters decreased, reducing the total number of households accessing emergency shelters.

In 2019, people relocating within Canada account for 14 per cent of households within the family shelter system, and households fleeing violence who cannot be accommodated in the Violence Against Women shelters accounted for another 12 per cent of households.

Families experiencing homelessness receive a local priority and are typically eligible to apply for rent-geared- to-income units via the Centralized Wait List, as well as for a

portable housing allowance which provides \$250 for the head of household with an additional \$50 for each family member to be applied to a private market affordable unit. Additionally, in 2020 lone-female led families and single women were eligible for the Canada-Ontario Housing Benefit (COHB), which provided greater opportunities to secure affordable private market housing.

In 2019, 831 family households (3128 people) were transitioned out of shelter to permanent housing and in 2020, 547 family households (1966 people) moved to housing. Transition rates dipped in 2020 due to COVID-19 which decreased turnover and therefore the availability of rental units. When compared to the level of demand, there is still a need for increased, temporary emergency shelter accommodations for families.

The City has implemented several measures over the last four years to manage demand including diversion and measures to increase transitions to permanent housing such as:

- Requiring all households with a Local Priority Access Status - Homelessness to select all communities suitable to their family size on the CWL
- Requiring households to accept the first offer of suitable housing
- Competitive market rents in the rent supplement portfolio
- Introduction of the tiered housing allowance referenced above

New family transitional housing capacity was also added in 2015 to meet the emerging demand. To further address these pressures, the work plan prioritizes completing a cost-benefit analysis and finding funding for new shelter(s)/ transitional housing for families in addition to reviewing shelter guidelines and other local rules for rent-geared-to-income housing to support quicker transitions to permanent housing.

The City will also create a community task force to look at the issues of family homelessness in newcomer and racialized communities, who have significant barriers to affordable housing access.

The number of chronically homeless singles has grown by 9.7 per cent since 2014, and with the COVID-19 pandemic, the City also saw a sharp increase in the number of people sleeping unsheltered from approximately 90 people pre-pandemic to over 200 at present. In 2015, the City expanded its Housing First initiative which has been successful at housing long-stay shelter users and people experiencing unsheltered homelessness and matching them with the right supports to ensure housing stability and retention. A critical part of support is the provision of a housing subsidy through either the Housing and Homelessness Investment Plan (municipal) or the Home for Good Program (provincial). To date, 1,353 single individuals had been housed through the Housing First Initiative and 75% were still housed after one year.

In 2019, a “fidelity assessment” was conducted on the Housing First initiative by the Canadian Alliance to End Homelessness. The assessment measured how closely agencies delivering Housing First services were adhering to each aspect of the founding Pathways to Housing model and made recommendations to further strengthen the program. Staff and partners have identified eligibility requirements that if modified would allow the program to better meet the needs of residents. The implementation of these recommendations and changes is a strategic component of the workplan presented.

Key recommendations of the Fidelity assessment included in the workplan are:

- Work with programs to ensure clarity and consistency on system expectations and increase monitoring to prevent the use of “side doors”
- Develop a more coordinated housing procurement strategy that agencies will trust and use consistently.
- Increase supports that promote individual recovery (in relation to mental health, addiction, employment, and community integration)
- Update the Housing First manual to ensure all elements are consistent with the individualized approach.
- Review the Centralized Intake function to ensure additional information is gathered up front and fine tune the prioritization process.

- Work with funders and others to improve the process to secure and maintain the rent subsidy.
- Ensure consistency in the systems guidelines around the referral of Indigenous individuals and simplify the guidelines for the youth coordinated access process.
- Ensure agencies are having consistent team meetings, that they consider creating larger teams and support agencies to have a more participant directed and team approach

To ensure the shelter system is responsive to local needs and demands, the work plan also includes ensuring that shelter services remain housing focused, including emphasizing diversion, shelter-based case management services, rapid re-housing, and housing search for individuals to support the quickest transition to housing. Proposed changes align with the concepts iterated in the manual produced by the Canadian Shelter Transformation Network.

As part of the COVID-19 response, the City partnered with the Alliance to End Homelessness to host a “Housing Blitz” which identified affordable housing units in the private market which could be matched to an eligible housing subsidy recipient to transition households from the emergency shelter system to permanent housing. As part of the workplan, the City and partners will build on the momentum and lessons learned from this campaign to develop a longer-term private market housing identification/procurement strategy.

Integrate Services and Coordinate Access

When in crisis and/or stabilizing, people can need a variety of supports related to housing as well as other financial and social services. Many services require their own intake or application process and/or do not have established links to other services. This can result in a significant amount of work for people to access all services, or worse, them not receiving the supports or benefits needed to succeed.

A coordinated access system is the process by which individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level

access points where trained workers use a common assessment tool to evaluate the individual or family's depth of need, prioritize them for housing support services and then help to match them to available housing focused interventions.

Considerable progress has been made to streamline access in the homelessness sector over recent years with the introduction of coordinated access in both Ottawa's adult and youth Housing First programs and some supportive housing programs. Under the federal Reaching Home Program which provides the City with \$8.6 million annually, there is a requirement for all federally-funded homelessness service providers to be integrated into the coordinated access system by March 31, 2022 (note timelines may be extended due to COVID-19).

Needs in the community are also becoming more complex and acute, and the system is becoming increasingly taxed. The sector needs to look at ways to create efficiencies and find new opportunities to leverage economies of scale. Work over 2021 to 2022 will build on system mapping work underway with the Alliance to End Homelessness Ottawa to find opportunities for integration to increase coordination, reduce service gaps and minimize duplication.

The City has implemented a coordinated response, involving multiple City departments and external partners, to address the issues of homelessness encampments and people sleeping unsheltered. This work will continue over 2021 and 2022, ensuring expanded and coordinated outreach services are in place to effectively respond to the needs of residents, neighbours and the business community.

Work that the City and partners will undertake at a local level as part of the work plan also reflect efforts currently being undertaken at the provincial level.

The Ministry of Municipal Affairs and Housing is co-leading, with the Ministry of Health and Long-Term Care, a review of programs and policies aimed at finding opportunities to better coordinate the various supportive housing programs across ministries to improve outcomes for people and streamline administration. A consultation process completed in late 2020, in which the City and partners took part, was focused on how to protect, grow, and improve the supply of supportive housing, simplify the process to

connect people to needed supports, better connect multiple service systems and how to use resources more efficiently.

The Ontario Ministry of Municipal Affairs and Housing also administers both the Community Homelessness Prevention Initiative (CHPI) and the Home for Good program through which the City receives funding. Both programs have similar focuses on supporting homelessness services and transitions to housing, however the program policies and rules differ. The Ministry is currently reviewing both programs and consulting Service Managers to identify opportunities to better align the program frameworks to support local efforts and priorities.

The City, specifically the Community and Social Services Department, administers various provincial programs which provide support to vulnerable and/or low-income residents including housing services, childcare, employment supports and social assistance. The Province is currently reviewing Human Services integration opportunities to improve service for residents and create efficiencies by reducing unnecessary duplication in administration.

Human services integration is a key strategic priority of the Community and Social Services Department. Housing Services will work with other departmental Service Areas, such as Employment and Social Services to ensure that there are comprehensive, complementary community services that are delivered in neighbourhoods across the City.

The City will continue to take part in, monitor and leverage the outcomes of these discussions to inform the actions under the work plan and identify new opportunities.

In addition to the actions included in the work plan, the following will continue as part of daily operations and/or as considerations under relevant actions/opportunities:

- Increase coordination with the other sectors such as health, justice, education, child welfare, etc.
- Ensure representation from the Developmental Services sector and other equity groups on housing system planning tables and working groups.

- Develop web and print resources that outline all housing options and available support services in Ottawa, relevant contact information and ensure they are available in multiple languages.

Meeting the Needs of Residents

Residents have unique needs when it comes to housing. The system needs to recognize that housing may look different to various people and ensure the system of housing options, supports and services is reflective of the community.

Meet the Needs of the Indigenous Community

Indigenous peoples are overrepresented in the homelessness sector. In 2018, the City of Ottawa conducted a point-in-time count, with 316 individuals (24%) experiencing homelessness self-identifying as First Nation, Inuit, or Métis. The 10-Year Housing and Homelessness Plan includes a specific Indigenous Housing Strategy, developed with the Aboriginal Community Advisory Board (ACAB), which identifies actions to ensure the system has targeted, culturally appropriate supports to help Indigenous peoples find and/or maintain housing.

The City will collaborate with the ACAB over 2021 and 2022 on the actions in the Housing Strategy the ACAB will prioritize for their community and support the ACAB with the resources necessary to undertake the work. A key deliverable is the initiation of the Indigenous Community's 10 - Year Housing and Homelessness Plan. A first meeting is scheduled for February 2021 to start this process.

A key deliverable is to align actions under the 10-Year Housing and Homelessness Plan to align and realize the City's commitments under the Reconciliation Action Plan.

Meet the Needs of Equity Groups

Youth facing housing instability or homelessness also have unique challenges stabilizing in housing due to their age. As part of the 10-Year Housing and Homelessness Plan, the City worked with “A Way Home Ottawa”, a youth-driven coalition led by the Alliance to End Homelessness, to develop a Youth Housing Strategy. As part of the workplan, the group prioritized three actions from the strategy focused on increasing street outreach services to connect with youth at drop-ins, revising the guidelines for the youth coordinated access process, and increasing awareness and understanding of evidence-based interventions and practices to present, reduce and end youth homelessness for implementation over 2021-2022. Ongoing governance of the youth strategy will also be reviewed with community partners in 2021 to ensure that community leadership of the strategy is maintained.

Priority groups that have pronounced housing needs also include women, veterans, racialized and Black residents as well as people living on low income, older adults, people with developmental disabilities, LGBTQ2S residents, newcomers and immigrants, and Francophone residents.

Moving forward, revised, renewed or newly issued funding contracts with housing and homelessness providers will also include a requirement for agencies to acknowledge and promote the City’s guiding principles as outlined in the Equity and Inclusion Lens, the Woman and Gender Equity Strategy once released, and future principles identified by the Anti-Racism Secretariat.

As part of the Women and Gender Equity Strategy (WGES), a gender based and equity lens to discussions and solutions to homelessness will be implemented and Housing Services key commitments under the WGES are to:

- Implement the Canada-Ontario Housing Benefit to expand the number of affordable housing options available to women fleeing domestic violence, single women and lone-female led households.
- Apply a women and gender lens to the cost benefit analysis of the capital and operating costs for new family transitional housing .
- Conduct a shelter client satisfaction survey using a women and gender lens.

- Improve data collection methods, reporting and access from a women and gender perspective.
- Increase knowledge exchange and training opportunities on the housing needs experiences of women.

In addition to the actions included in the work plan, the following will continue as part of daily operations and/or as considerations under relevant actions/opportunities:

- Collaborate with the Violence Against Women Sector on supports for women fleeing violence when resources are at capacity.
- Ensure that equity group's lived experiences of homelessness and insecure housing are considered in the review and development of policies and programs.
- Align, identify and realize commitments under the Women and Gender Equity Strategy and future Anti-racism Secretariat.
- Identify opportunities and funding to increase housing options (supportive housing and housing subsidies) for people living with an intellectual or developmental disability.

Policy Work

As a municipal body and Service Manager for the housing system in Ottawa, the City has access to regulatory and policy frameworks that can be leveraged to help meet the targets set out in the 10-Year Housing and Homelessness Plan and support the work under the strategic areas of focus outlined above, in particular the land strategy, maintaining and preserving affordable housing assets and increasing the capacity of homelessness services.

The City has already begun pursuing options available through Inclusionary Zoning. The Planning Act requires the City to designate Protected Major Transit Station Areas for Inclusionary Zoning. Planning Services staff are studying where to designate these areas currently as part of the work under the new Official Plan. It also requires an Assessment Report to determine if Inclusionary Zoning is a viable affordable housing

option. This will be completed and presented to Committee and Council in Q2 2021. Implementation of the inclusionary zoning provisions will occur after approval of the Assessment Report and will align with the adoption of the new Official Plan in Q3/Q4 2021 and the approval of the Official Plan by the Ministry of Municipal Affairs and Housing in Q1/Q2 2022.

Other opportunities within planning, zoning and bylaw frameworks identified under the 10-Year Plan include Community Benefit Agreements, Community Improvement Plans and rental replacement bylaws. Housing Services is not the direct lead on this policy work but is following the progress and providing input as required.

While many of the housing programs and initiatives administered by the City are defined by the provincial and federal government, the work plan prioritized opportunities that do exist within municipal authority through policy tools such as the Emergency Shelter and Transitional Housing Standards, Housing First Program Eligibility Guidelines, funding contract requirements and local priority rules for rent-geared-to income housing.

Revised Ottawa Emergency Shelter Standards and Ottawa Transitional Housing Standards will be presented to Community and Protective Services Committee and Council in Q1 2020. The Standards help the City fulfill its oversight role as Service Manager by providing minimum guidelines in the areas of major governance, operations and service delivery in emergency shelters and transitional housing. An update of the 2005 standards was required under the Office of the Auditor General's Review of the Management of Emergency Shelter Providers Report, tabled November 30, 2017. The updated standards include timelines for the implementation of new components over 2021-2022, and this work is included under the work plan.

Two eligibility requirements under the Housing First Program have been identified as potential barriers to program participation and will be reviewed as part of the work plan. Potential revisions include expanding the definition of chronic homelessness to include days spent in hospital and correctional institutions in the calculation of the total number of days of homelessness, as well as the requirement to have experienced homelessness for 180 days to qualify for services and a housing subsidy.

Households on the Centralized Wait List may apply for and be assigned a Provincial or Local Priority. The status gives priority access to rent-geared-to-income housing based on residents current living situation, despite the chronological nature of their application. There are two provincially mandated priorities and six local priorities established by the City as the local Service Manager.

A review of the local priorities is included as part of the workplan. The level of demand and new applications to the Centralized Wait List compared to the availability of units/options means that most housing offers are made to households with priority status with little movement on the chronological waitlist. Consultation recently completed to update the 10-year Plan found that many in the community disagree with certain priority statuses, including the homeless priority, citing that some people are exploiting the statuses to gain faster access to affordable housing.

Collective Knowledge and Data Strategy

To effectively create linkages across the system, to work together differently, and to understand the broader picture of housing and homelessness issues in Ottawa, the City and the sector require timely, robust, and intersectional information. This includes the need for both quantitative measures and statistics, as well as qualitative information from community input and insights.

The collection and use of data are one of the key strategies to ensure the housing system can adapt to current and emerging needs in the community. Agencies delivering services and the City both collect data that is used to administer services and report to other levels of government. Growing and improving the quality and quantity of data that is available to the sector will help to make better resource decisions at a system level and ensure resources are used effectively and efficiently.

A key commitment of the 10-Year Plan is to foster innovation and growth using data and research analysis by improving collection measures and sharing. A project team has been established to begin the definition and implementation of a roadmap for the data strategy. In 2021, work will focus on the delivery of key metrics for the emergency shelter system through Open Data, planned for launch in Q2 2021.

Ottawa's housing system is multi-faceted and involves over 130 community partners delivering services and supports. Housing is also closely interconnected with other social services, the private sector and beyond. All these partners have varying insights and perspectives on the housing needs of residents and priorities for supporting the system.

Actions prioritized under the work plan will ensure that information sharing frameworks and structures are in place so that data, research, and collective knowledge/insights are used to make evidence-based decisions.

In addition to the actions included in the work plan, the following will continue as part of daily operations and/or as considerations under relevant actions/opportunities:

- Continue to monitor best practices and research in the field of housing and homelessness and apply this to programs and services as applicable.
- Continue to solicit through consultation, such as forums, surveys, and focus groups housing sector and public feedback, including the voice of those with lived experience, on the progress of the plan and adjust strategies and tactics as necessary.
- Partner on research initiatives that support evidence-based policy development.

Funding Strategies

The 10-Year Housing and Homelessness Plan was designed to be ambitious with over 56% of the actions identified requiring new financial resources, especially to create new affordable housing options and increase service capacity and sustainability.

The City is expecting an increase in additional annual Reaching Home Funding in 2021 and beyond. Information about the renewal of funding for 2022 and beyond under the Ontario Priorities Housing Initiative, the Canada-Ontario Community Housing Initiative and the Canada-Ontario Housing Benefit is also expected in 2021. These programs are tied to funding under the National Housing Strategy which is rolling out in three tranches, 2019 to 2022, 2022 to 2025 and 2026 to 2028.

A Long-Range Financial Plan for Housing Services will be presented to Finance and Economic Development Committee and Council in Q1 2021, and identify the funding needed to maintain current service levels, respond to emerging demands, and determine available sources of funding to meet commitments under the 10 -Year Housing and Homelessness Plan.

There are additional opportunities identified under the 10-Year Housing and Homelessness Plan to distribute existing funding differently to better meet the needs of the system, create tools and supports to help housing providers to better predict and quantify future financial needs and use financial incentives such as property tax exemptions or deferrals to contribute to the viability of actions identified.

The work plan prioritizes better understanding financial needs and exploring opportunities to leverage funding and financial incentives to meet the targets of the Plan.

In addition to the actions included in the work plan, the following will continue as part of daily operations and/or as considerations under relevant actions/opportunities:

- Support community housing providers to complete the application process to obtain status for property tax exemptions.
- Explore funding opportunities to increase investments in case management.
- Prioritize investments and supports to ensure maximum benefits for people with the highest needs.
- Prioritize capital funding investments when operational support funding is available.
- Pursue, distribute and monitor new provincial, federal, and other funding opportunities introduced as part of the COVID-19 response, to address immediate community needs and support long term strategic change in the housing system.

Oversight of the 10-Year Housing and Homelessness Plan and Work Plan

The Housing System Working Group (HSWG) currently plays a consultative role in helping to establish local standards, supplying feedback on policy directions, and acting as a forum for exchanging ideas and information related to the delivery of housing and homelessness services in the City of Ottawa. It is not a formal Council advisory committee but an advisory group to the City in its role as Service Manager.

An additional six sub-committees were created or solicited to provide subject matter specific input into the development of the 10-Year Housing and Homeless Plan. These include four City led planning tables and two community led planning tables:

- City-Led Planning Tables: Community Housing Modernization, Affordable Housing, Homelessness Community Advisory Board (CAB) (administers federal Reaching Home Funding), Homelessness Prevention
- Community-led Planning Tables: Aboriginal Community Advisory Board, A Way Home Ottawa (youth-focused)

Current membership of the Housing System Working Group and planning tables includes City departments and over 60 homelessness and housing service providers.

Ottawa's housing system is multi-faceted and involves over 130 community partners to deliver services and supports. The 10-year Housing and Homelessness Plan also recognizes the interconnectivity of housing to other social services, the private sector and beyond. The oversight structure which formalizes input, monitoring, reporting, and updating of the Housing and Homelessness Plan needs to reflect these dependencies and synergies.

Housing has also been identified as a key priority under several City Strategic Plans including the Community Safety and Wellbeing Plan, the Women and Gender Equity Strategy and the Official Plan Review. This has or will create new opportunities for alignment, integration and efficiencies within governance models which are also being developed in 2021. As a result of the COVID-19 response, other collaborative models have been introduced including the Human Needs Taskforce - Homelessness and Sheltering Working Group, and the Unsheltered Taskforce.

Therefore, a review of the oversight of the Housing and Homelessness Plan is recommended within the work plan being presented in addition to a review of the structure, mandate and membership of the Housing System Working group. This is a recommendation supported by existing membership as well as other internal and external partners.

The current Housing System Working Group will inform and oversee the review, with additional members added for the duration of the review, to include representation from the:

Housing service areas administered by the City including affordable housing, social housing, supportive housing, Residential Services Homes, emergency shelters and homelessness services

- Indigenous Community
- Equity Groups representing Women, Racialized Community, Lived Experience
- Alliance to End Homelessness
- Coalition of Community Health and Resource Centre
- Federal and Provincial Systems (justice, child welfare, healthcare, etc.)
- Violence Against Women Sector
- Developmental Services Ontario

The Housing System Working Group and/or planning tables will continue to inform and provide guidance to actions included within the work plan in the interim.

Additionally, the work plan will review the Community Advisory Board (CAB) function within the City's Reaching Home (funding) program and the role of the City as the Community Entity under the federal Reaching Home. Currently the City and a community partner co-chair the Community Advisory Board and the City acts as the

Community Entity for the Reaching Home funding, which is integrated with municipal funding for housing and homelessness initiatives and provincial funding the City administers in its role as Service System Manager.

Financial Impacts and Considerations

A Long-Range Financial Plan for Housing Services will be presented to Committee and Council in Q1 2021, and identify the funding needed to maintain current service levels, respond to emerging demands, and determine available sources of funding to meet commitments under the 10-Year Housing and Homelessness Plan.

A consideration under the Long-Range Financial Plan is to review the resources that are required by Housing Services to effectively carry out our legislated duties as Service Manager under the provincial *Housing Services Act, 2011* and as the Community Entity under the federal Reaching Home funding. The updated 10-Year Housing and Homelessness Plan commits the City to a series of strategies and actions to increase the availability of and access to affordable housing, improve affordability and address homelessness in our community. New investments in full-time equivalents (FTEs) are needed to successfully deliver on the Plan's commitments and undertake work in the community.

The City continues to show its commitment to housing and homelessness through investments of \$111.9 million in operating funding in Budget 2021 and the largest capital investments for new housing development in the city's history, with \$15 million in new funding in Budgets 2019, 2020 and 2021, for a total of \$45 million.

All levels of government share the same goals to improve the housing situation of Canadians however municipalities, with limited revenue sources, are not equipped to address these challenges on their own. The City will continue to inform federal and provincial governments about ongoing operating and capital funding needs and leverage new funding opportunities to support the targets of the 10-Year Housing and Homelessness Plan.

The work plan has been refined to include strategic directions that will drive forward the priorities of the 10-year Housing and Homelessness Plan but can be implemented

within current resources, or resources that can be reasonably anticipated. Any workplan actions which result in recommendations that require new financial resources will be brought forward for Committee and Council review as part of the 2022 budget process.

RURAL IMPLICATIONS

The work plan's initiatives have a positive impact on the quality of life of residents in rural areas. Funding provided under Action Ottawa for new affordable housing development, the Ontario Renovates program or any capital funding for social housing repairs/renovation can support projects in both the urban and rural areas of the city.

CONSULTATION

Extensive consultation was undertaken to develop the 10-Year Housing and Homelessness Plan 2020-2030 to ensure it reflected community needs and priorities. Input mechanisms included:

- Representatives from more than 60 organizations from the housing and homelessness sector worked together to share their knowledge, experiences and insights as part of the Housing System Working Group and subgroups.
- Consultation with a broad range of stakeholders, including people who access services, is the cornerstone of the City's Public Engagement Strategy. Approximately 1,200 people were consulted as part of the Plan's review, including 300 individuals experiencing homelessness or precarious housing conditions.

To refine and prioritize the actions under the workplan, the City consulted with representatives from the:

- Housing Sector via the Housing Systems Working Group
- Indigenous Service Agencies via the Aboriginal Community Advisory Board
- Youth Services sector via "A Way Home Ottawa"

Various other strategic, policy and regulatory work, led by staff in Planning, Infrastructure and Economic Development, Finance , as well as staff and management leading the Community Safety and Wellbeing Plan, the Women and Gender Equity Strategy, the Anti-Racism Secretariat and the Reconciliation Action Plan is underway in the City that supports the targets and actions under the 10- Year Housing and Homelessness Plan. Housing Services is following the progress of this work and will provide input, resources and supports as requested and/or required.

Per the direction of the June 18, 2020 motion, staff also met individually with the Mayor and Councillors for input on the workplan priorities.

COMMENTS BY THE WARD COUNCILLOR(S)

Not applicable.

ADVISORY COMMITTEE(S) COMMENTS

Not applicable.

LEGAL IMPLICATIONS

There are no legal impediments to the implementation of the report recommendations.

RISK MANAGEMENT IMPLICATIONS

Per the direction of the June 18 Committee direction, the work plan, like the 10-Year Housing and Homelessness Plan, continues to be ambitious having 42 actions. However, unlike the scope of actions identified under the 10-Year Housing and Homelessness Plan, the work plan has been refined to include strategic directions that will drive forward the priorities of the plan but can be implemented within current resources, or resources that can be reasonably anticipated.

A shift in priorities might still be required to reflect and leverage Housing Services capacity, with ongoing changes due to the COVID-19 response, and new provincial/federal funding or policy changes.

If a new action is to be added to the work plan, an existing action may need to be removed to ensure that there is sufficient capacity to undertake the work. Housing Services will consider and address any capacity issues caused by the addition or shift of actions.

Any required changes will be monitored by staff and reported to Committee and Council as part of the annual update on implementation.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the report recommendations.

ACCESSIBILITY IMPACTS

Ensuring that our social and affordable housing stock is in a good state of repair is a key deliverable of the workplan. Investments under the Plan advance the objectives of the Accessibility for *Ontarians with Disabilities Act, 2005*.

All affordable housing projects approved under the City's Action Ottawa program, pursuant to the Ontario Priorities Housing Initiative include mandatory accessibility design criteria in addition to providing a minimum number of barrier-free dwelling units (10%). New construction, whenever possible, will also include Visitability Standards as recommended by the City's Accessibility Committee to create more accessible and welcoming homes for anyone living with a disability.

Funding allocated to social housing repair/renovation under various federal/provincial or municipal capital programs include criteria related to accessibility modifications to meet people's needs.

ENVIRONMENTAL IMPLICATIONS

The work plan contains actions that specifically relate to the use of green sustainable building and repair solutions to improve energy efficiency and in turn, reduce the overall negative impact on the environment.

TERM OF COUNCIL PRIORITIES

As part of the 2019-2022 Term of Council Priorities, the City is committed to ensuring that residents have access to safe, adequate and affordable housing. Under the Thriving Communities priority, the City will collaborate with stakeholders to increase the supply of affordable housing and homelessness solutions through the implementation of the 10-Year Housing and Homelessness Plan.

Some of the strategies and tactics described in workplan also support the following priorities:

- Economic Growth and Diversification
- Environmental Stewardship
- Service Excellence through Innovation

SUPPORTING DOCUMENTATION

Document 1 immediately follows the report.

DISPOSITION

The City's Housing Services of the Community and Social Services Department is responsible for the implementation of the work plan and for reporting on progress and outcomes.

Staff will work with other Departments, the Housing System Working Group, other relevant external stakeholders and community partners to implement the workplan in accordance with this report.

Each year, the City will report to Committee and Council, the provincial governments, as well as the public, on progress made towards achieving the goals and objectives of the 10-Year Housing and Homelessness Plan. The report will also identify and recommend, as appropriate, any corrective action to the strategies and tactics.