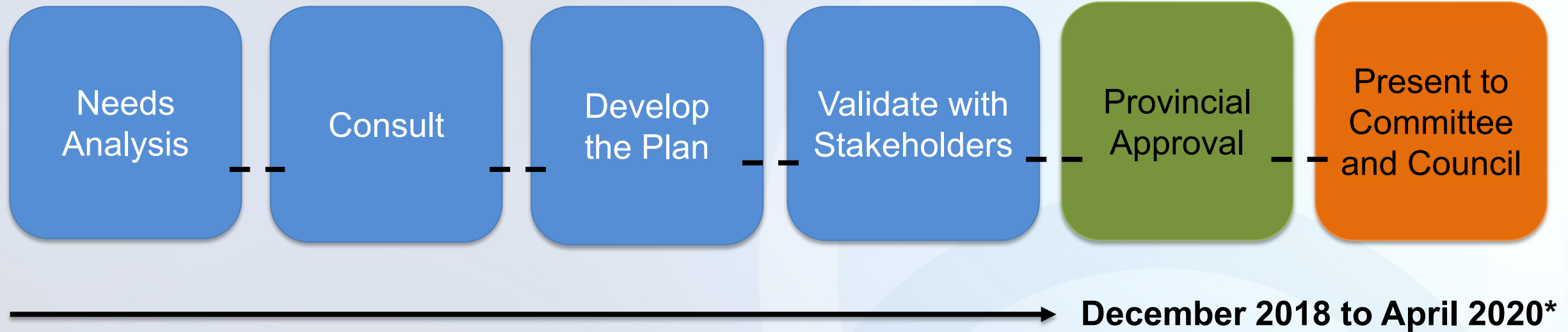


City of Ottawa  
10-Year Housing and Homelessness Plan  
2020 – 2030

Community and Protective Services Committee

June 18, 2020

# Review and Development Process and Timeline



# Engagement Summary



People  
Consulted

**1,200**



Stakeholders  
Consulted

**80+**



Facilitated  
Discussions

**60**



Online  
Surveys

**4**



Community  
Forums

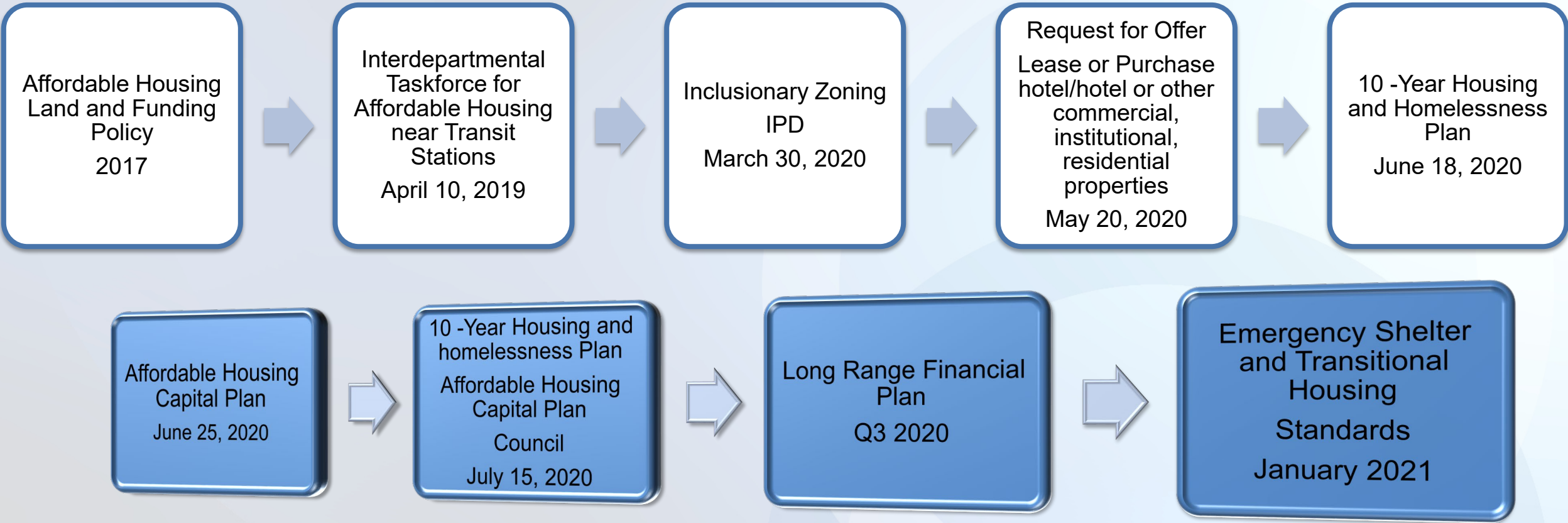
**6**



Planning Table  
Meetings

**25**

# 10-Year Housing and Homelessness Plan



# Housing and Homelessness Plan Achievements 2014-2019

New Affordable Housing Options Created	1793
Unit Type	Number of options
- Affordable units	443
- Supportive units	277
- Housing Allowances	902
- Rent Supplements	171

Affordable Housing Maintained	20,000 units
Housing Type	Number
- Social & Affordable Housing Units (rent-geared-to-income + market units)	17,122
- Rent supplements & housing allowances	3,002
- Repairs in social housing communities' units	17,000+

Households Supported to Access Permanent Housing & Support Services	45,892
Program	Households supported
- Housing First outcomes (singles) to permanent housing	1,167
- Family Shelter Supports to permanent housing	3,305
- Families First supports	1,650
- General Housing Assistance supports (housing search and housing loss prevention )	34,228
- Shelter Diversion	2,117
- Operating funding for supportive housing	725
- Housing First case management	1,700
- Residential Services Homes	1,000

# 2014-2019/20 Accomplishments

Everyone has a home	<ul style="list-style-type: none"><li>• Identified 20 land parcels for future affordable housing development near transit</li><li>• \$66 million to repair/retrofit over 17,000 social housing units</li><li>• Supporting 350 new affordable housing units to get construction ready</li><li>• Issued a Request for Offers for purchase or lease of multi-unit accommodations</li></ul>
People get the support they need	<ul style="list-style-type: none"><li>• Implemented the Housing First approach, expanded case management capacity and completed a fidelity assessment<ul style="list-style-type: none"><li>• Collaborated with the Indigenous community to adjust/streamline processes</li></ul></li><li>• Conducted the City's first Point-in-Time (PiT) count</li><li>• Opened a new 20 room transitional housing facility for newcomer families</li><li>• Added 30 rooms of new family transitional housing capacity</li><li>• Updated the Residential Services Homes Standards</li><li>• Updated the Emergency Shelter and Transitional Housing Standards (pending approval)</li></ul>
We work together	<ul style="list-style-type: none"><li>• Consulted and re-designed the Homelessness Services System</li><li>• Established a new multi-disciplinary team to address problematic addresses (pilot)</li><li>• Initiated the development of a long-range financial plan</li><li>• Established a coordinated access and data team</li></ul>

# Housing System Pressures and Changes

- Unfavorable rental market: high cost, low vacancy and low stock
- Demand for affordable housing exceeds the availability: 3 times as many people apply for RGI housing as there are housing offers made, decreased move-outs
- The family shelter system is over capacity: There was an average of 285 families per night in overflow accommodations in 2019
- People's needs are becoming more complex : Of single adults experiencing homelessness, 24.8% are living with 1 health condition and 58.5% are living with 2 or more.
- Certain population groups are over-represented in homelessness and housing precarity including veterans, youth, older adults, women and newcomers, as well as others such as Indigenous communities.

# Community and Family Shelter Data 2019

- 8,088 people used an overnight emergency shelter, an increase of 25.6 per cent since 2014
  - 70% increase in the number of family units since 2014
- Increase in the number of people experiencing chronic homelessness across all sectors
  - 320% increase in the number of family units deemed chronically homeless (79 families to 332 families)
- Increasing length of stay, 11 days (2018 to 2019)
- 25% decrease in the number of youth, aged 16-25
- Indigenous homelessness is reported to have increased by 3%, however, this is considered an under-representation
- 29% increase in single males (60+) and 31% increase in single females (60+)
- 467% increase in newcomers across all sectors

\*All data represents those who used an overnight emergency shelter, and increases/decreases reported are since 2014.



# Capital Funding

Funding under previous federal/provincial capital programs was \$86.5 million (2014 to 2020)

- **\$63.3 million** invested in capital to support new development, supported by \$25.9 million in municipal funds
- Balance was invested in housing subsidies, Ontario Renovates program, administration

## New federal/provincial capital funding program

- Ontario Priorities Housing Initiative (OPHI) (2019-2021) - \$17.6 million (capital, housing allowances/rent supplements, Ontario Renovates), capital component - **\$14.6 million**
- No long term predictability, pressure on capital (convert to operating to support housing subsidy programs)
- For 2020 there **\$17.6 million to allocate** (\$15 million City, \$2.58 OPHI)
- The City of Ottawa is the largest contributor to capital
- Funding leveraged with National Housing Strategy to double the investments

Program	2019-2020 Allocation	2020-2021 Allocation	2021-2022 Allocation	Total
Ontario Priorities Housing Initiative (f/p)	\$7.6M	\$3.9M	\$6.1M	\$17.6M (\$14.6M capital)
Municipal Capital	\$15M	\$15M	TBD	\$30M
Affordable Housing Units Funded*	295	650	TBD	945 units

\*Note: Approximate number of units pending outcome of federal funding applications and does not include potential units in receipt of pre-development funding

# Operating Funding

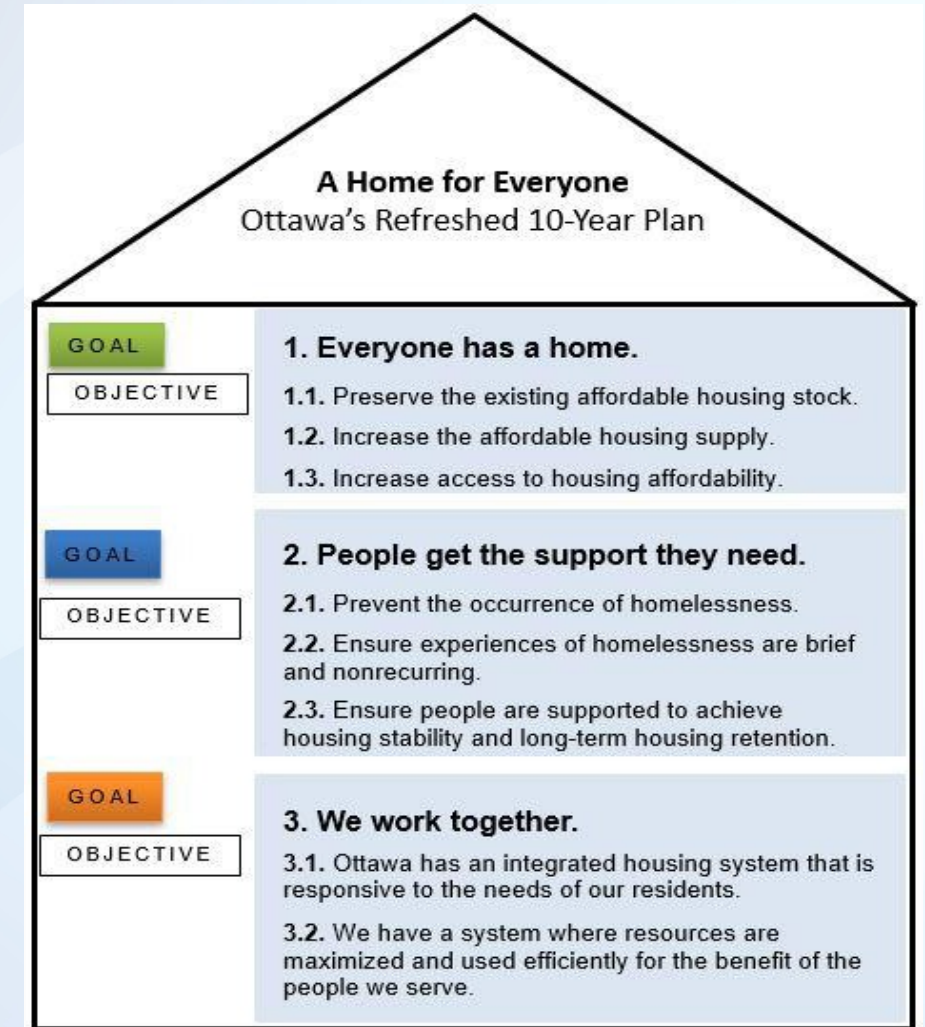
Limited funding to meet Plan's objectives

Funding not responsive to emerging needs, prescriptive, short term commitments

Program	2019-2020 Allocation	2020-2021 Allocation	2021-2022 Allocation	Increase	Investments
Reaching Home	\$7.7M	\$7.7M	\$8.8M	\$1.1M	New supportive housing Prevention Housing First
Community Homelessness Prevention Initiative	\$37.6M	\$38.6M	\$38.6M	\$1.0M	New supportive housing Homelessness programs
Home for Good	\$4.7M	\$4.7M	\$4.7M	0	Status quo
Canada-Ontario Community Housing Initiative	\$4.8	\$7.3M	\$10.2M	\$10.2M	Capital for repair Rent supplements at EOA
Canada-Ontario Housing Benefit	n/a	\$1.9M	\$2.5M	\$2.5M	Targeted housing allowance Approx 260 households
Housing and Homelessness Investment Plan	\$13.5M	\$13.8M	\$ x 2%	TBD	Status quo

# 10-Year Housing and Homelessness Plan 2020-2030

- A **Community** Plan: 100+ Partners
- A **Robust** Plan: 3 Goals, 8 Objectives, 18 Strategies, 49 Tactics, 163 Actions, 10 Targets/Outcomes, Equity Lens
- An **Aspirational** Plan:
  - 100% of tactics require partnership and/or collective resources
  - 56% of tactics require new financial resources
  - 54% of tactics require change in legislation, regulation and/or policy



# Goal #1 Everyone has a home.

Objectives	1.1 Preserve existing affordable housing stock 1.2 Increase the affordable housing supply 1.3 Increase access to housing affordability
Outcomes	<ul style="list-style-type: none"><li>• Create between 5,700-8,500 affordable housing options (new units and housing subsidies) targeted to low to moderate income households<ul style="list-style-type: none"><li>• New supportive housing – 10% of all new units created</li><li>• New accessible housing – 10% of all new units created</li></ul></li><li>• Preserve the existing affordable supply – no net loss of community housing</li></ul>
Ongoing	<ul style="list-style-type: none"><li>• Investigate opportunities to co-locate affordable housing with new City facilities</li><li>• Complete annual inventory of capital repair funding opportunities</li><li>• Support community housing providers in the transformation of governance structures and ownership models to support re-development and intensification</li><li>• Create an Affordable Housing Capital Plan</li></ul>

# Short Term Actions - Everyone has a home

- Investments in Community Housing
  - Fund energy audits for community housing providers
  - Launch an updated Building Condition Assessment (BCA) program
  - Explore 2020 Ontario Renovates program to address the accessibility needs in community housing
- Implement the Canada-Ontario Housing Benefit (single women and female-led households)
- Simplify access to and ongoing eligibility for the rent-geared-income program (RGI)
- Issue an RFO for the Purchase or Lease of Multi-Unit Accommodations and secure necessary funding
- Develop affordable housing definitions for low and moderate-income households (rent and ownership)
- Continue ongoing dialogue about the feasibility of a community land trust
- Complete the background studies necessary for the consideration of an Inclusionary Zoning Bylaw
- Provide pre-development funding to the non-profit/charitable sector to create a pipeline of projects
- Ensure that OCHC's development potential for new affordable housing is supported through capital grants and fee relief

## Goal #2 People get the support they need.

Objectives	2.1 Prevent the occurrence of homelessness. 2.2 Ensure experiences of homelessness are brief and nonrecurring 2.3 Ensure people are supported to achieve housing stability and long-term housing retention
Outcomes	<ul style="list-style-type: none"><li>• Unsheltered homelessness is eliminated</li><li>• Chronic homelessness (incl Indigenous) is reduced by 100%</li><li>• Overall homelessness is reduced by 25%</li><li>• Indigenous homelessness is reduced by 25%</li><li>• New people entering homelessness is reduced by 25%</li><li>• People returning to homelessness is reduced by 25%</li></ul>
Ongoing Actions	<ul style="list-style-type: none"><li>• Apply a gender and equity lens to discussions and solutions to homelessness</li><li>• Work to end veteran's homelessness</li><li>• Increase access to support services with a focus on community housing and rooming houses</li><li>• Work with stakeholders to ensure effective discharge planning (other system)</li><li>• Incorporate the youth and Indigenous focused recommendations into planning/decision making</li></ul>

# Short Term Priorities- People Get the support they need

- Support the Aboriginal Community Advisory Board to implement the Indigenous community recommendations
- Develop and implement strategies to address the family homelessness crisis
- Complete the cost benefit analysis of the capital and operating costs for a new family shelter
- Explore changes to policies and/or Local Rules to increase quicker transitions to permanent housing
- Move to a block or hybrid funding model for all shelters
- Implement the revised emergency shelter standards
- Join the Built for Zero cohort to end veteran homelessness
- Implement recommendations from the Housing First Fidelity Assessment Review
- Expand coordinated access for housing and homelessness services to support system integration
- Increase investments in street outreach to connect people with housing and related services.
- Complete a needs assessment with the Inuit Community to advance the design/funding for supportive housing

68.2%  
Supportive  
Households

## Goal #3 We work together.

Objectives	<p>3.1 Ottawa has an integrated housing system that is responsive to the needs of our residents.</p> <p>3.2 We have a system where resources are maximized and used efficiently for the benefit of the people we serve.</p>
Outcomes	<ul style="list-style-type: none"><li>• Client experience across the housing system is improved (client experience surveys).</li><li>• The system works more efficiently for clients, front line staff and administrators. (examining the per capita cost of serving people at various levels of need).</li></ul>
Ongoing	<ul style="list-style-type: none"><li>• Leverage political will and partnerships to advocate for specific regulatory change and funding increases Leverage broader funding sources</li><li>• Align the Plan with other City strategies, policies and programs</li><li>• Report publicly on the Plan's progress (annually)</li><li>• Maximize resources and increase coordination of services</li></ul>



# Strategies for Goal #3: We Work Together

Tactics to be prioritized for the short-term:

- Complete a long range financial plan to identify capital and operating requirements for affordable housing development, increased housing affordability and homelessness solutions
- Improve data collection methods, reporting and access for use by partners and for system planning,

# Indigenous Peoples and Equity Seeking Groups

- Veterans
  - Older Adults
  - Youth
  - Indigenous Peoples
  - Women
  - People experiencing chronic homelessness
  - Unsheltered people
  - People living with cognitive and physical disabilities
  - Families, including newcomer families
  - Racialized residents
- 
- Equity profiles specific to LGBTQ2S, older adults, persons with developmental disabilities, refugees, newcomers and immigrants, and women
  - Applied a Gender Based and Equity Lens to discussions and solutions to homelessness
  - Link to other corporate strategies such as the Women and Gender Equity Strategy, Reconciliation Action Plan and the Anti-racism Secretariat
  - Will produce and utilize disaggregated housing data

# Indigenous Housing Strategy: Need

- The Indigenous community is unique in their experience
- 2018 Point-in-Time Count:
  - 24% of individuals experiencing homelessness self-identified as Indigenous
  - 13 individuals self-identified as Indigenous youth who had exited the Children's Aid Society system
- Considerations for supporting the Indigenous people experiencing homelessness:
  - Undercounted
  - May not access housing supports and services and/or may not identified as Indigenous
  - Information about the barriers and factors causing and perpetuating homelessness are not well reported
- Trends and required supports specific to the Indigenous Community

# Indigenous Housing Strategy: Approach

- To be developed and led by the Aboriginal Community Advisory Board with the support of the City and Ottawa Aboriginal Coalition
- Aligned to the goals of the 10-Year Plan but addresses the unique needs of the Indigenous community:
  - Indigenous-specific affordable and supportive housing
  - Culturally inclusive programs and supports
  - Improved data collection and knowledge exchange across the system
- 9 Tactics and 21 Actions including:
  - Creation of an Indigenous Specific 10-Year Housing and Homelessness Plan
  - Complete Indigenous affordable needs assessments
  - Increase the stock of Indigenous Supportive Housing

# Youth Housing Strategy: Need

- Estimated 1,200 (single) youth are in need of housing in Ottawa
- 222 Single youth accessed an emergency shelter in 2018 and the length of stay increased by 43.6% between 2014 and 2018
- Considerations for addressing Youth Homelessness:
  - Conflict with family (32%) and challenges with addictions (25%) are major factors influencing youth homelessness
  - Disproportionate representation of:
    - Indigenous youth, who are eight times more likely to experience homelessness
    - LGBTQ2S youth make up 20% to 40% of homeless youth
  - Ineffective transitional supports from institutions
  - Only 20% to 30% of youth who are experiencing homelessness graduate from high school

# Youth Housing Strategy: Approach

- Developed by *A Way Home Ottawa*, a youth driven coalition of partners convened by the Alliance to End Homelessness
- Adopts the same goals and objectives as the 10-Year Plan with 9 unique strategies and 28 corresponding tactics
- Specific focus on prevention, education/employment supports, and dedicated resources and programs for youth, especially Indigenous and LGBTQ2S youth
- Examples of tactics include:
  - Work with systems to establish discharge plans/policies
  - Invest in a thoughtful shelter diversion program
  - Develop a system to identify all youth experiencing homelessness

# Financial Implications

- City invests **55.6%** of the current funding to housing and homelessness programs in Ottawa
  - \$109.2 million in operating funding 2020
  - City's largest ever capital investments for new housing development: \$15 million in new funding in Budget 2019 and 2020, **for a total of \$30 million**
- A full long-range financial plan to be presented to FEDCO in Fall 2020 to include:
  - \$45 million new one-time capital funding (transitional housing for families/women)
  - \$600 million to develop 3,000 to 5,700 new units over 10 years, \$400 million from federal and provincial governments
  - Additional operating funding of \$380 million over 10 years from the provincial and federal governments
  - Financial implications from the COVID-19 response
- Social Housing repair costs and End of Operating Agreements - 2022

# Funding to Meet Plan Targets

- Increased and sustained funding needed from all levels of government
- Plan identified requests of federal and provincial governments (funding, policy and program changes)

	Capital 1X (new family/women transitional housing)	Annual New Capital 300-500 units (capital grant, DC's and other fees)	Annualized Operating (housing subsidies, funding for supportive housing, new homelessness supports)	10 Year Total (capital and operating )
Federal	\$15 million	\$20 million	\$20 million	
Provincial	\$15 million	\$20 million	\$18 million	
Municipal	\$15 million	\$20 million	n/a	
Total	<b>\$45 million</b>	\$60 million	\$38 million	
10 Year Total	\$45 million	\$600 million	\$380 million	\$1,025 billion



# 2020 Capital Plan

- Affordable Housing Capital Strategy to be presented to Planning Committee on June 25, 2020
- **2020 City Allocation (\$15 million)**
  - \$10 million for Ottawa Community Housing developments
  - \$2 million for pre-development funding for 1 to 3 sites (City-owned)
  - \$3 million to support the acquisition or long-term lease of a hotel/motel and/or modular housing options in response to the COVID19 pandemic
- **Ontario Priorities Housing Initiative (OPHI) Allocation (\$2.58M)**
  - \$1.62 million for supportive housing for people with developmental disabilities at Wateridge (OCHC)
  - \$960K for Habitat GO – Affordable Rental Pilot at Wateridge Village

# 2020 Capital Plan

- **1770 Heatherington**
  - Conduct a fair and open process to select a non profit partner to develop a proposal for funding for an affordable housing and community use project
  - Report to Council Q3 2020
- **557 Albert Street**
  - Complete negotiations with the National Capital Commission as part of a comprehensive development strategy for Library District Lands
  - Obligation for the purchaser to develop not less than 100 units of affordable rental housing
  - Proceeds from the sale be applied towards developing the affordable housing units
  - Ottawa Community Housing Corporation be the housing proponent to deliver and own the affordable housing

On January 29, 2020, City Council endorsed a motion declaring an Affordable Housing and Homelessness Emergency and Crisis.

On March 25, 2020, the City of Ottawa declared a state of emergency to respond to the COVID-19 Pandemic.

**10-Year Housing and Homeless Plan 2020-2030 is the foundation and the roadmap to the City's response.**

Everyone has a home.

People get the supports they need.

We work together.

# COVID-19 Implications for 10-Year Plan

- Emphasizes the importance of a robust and aspirational plan
- Actions remain relevant and may be implemented as part of the COVID-19 response
- Some actions, targets and timelines require reprioritization or adaptation
  - Initial actions prioritized for the short term
  - Work with the Housing Systems Working Group to adjust as needed
  - Report on changes in annual update on implementation
- Increased budgetary pressures
  - To be captured in the Long Range Financial Plan to be presented in Fall 2020

# Current COVID-19 Situation and Response

## **Positive cases:**

- Family Shelter System - 7 families representing 15 individuals;
- Singles Shelter System - 7 singles plus 1 youth

## **Actions to date:**

- Increased street outreach, testing and transportation services
- Opening of 3 isolation centres for singles and families
- 2 physical distancing centres/sites for single men and women
- Physical distancing for 100+ families at 7 new locations
- Access to showers and washrooms at 2 locations
- 15 porta-potties installed in the downtown core
- Allocated \$5.65M of funding to 73 housing partners and community agencies

# Mid-Long Term COVID-19 Response

- Explore options for transitional or permanent housing through a request for offers for hotel/motel acquisition or lease and/or modular solutions
- Support people to move from shelter to transitional or affordable housing
- Offer elevated levels of street outreach, testing and support
- Adjust isolation and physical distancing strategies as warranted
- Roll-out Canada-Ontario Housing Benefit
- Housing Blitz with community partners