

## DOCUMENT 1:

### Housing and Homelessness Workplan 2021-2022

Strategic Area of Focus	#	Actions for Implementation	STATUS (Complete, In Progress, Not Started)	Start date	End date	Budget (Required, not applicable)
<b>Leverage Land and Assets to Create New Affordable Housing</b>	1	Develop a comprehensive, consolidated land strategy which incorporates City, Federal and Provincial Government lands, lands owned by non-profits and the faith community, lands available along Phase 2 and 3 of the LRT/BRT and assets owned by social housing providers available for re-generation and/or re-development. Consider models such as a Community Land Trust for managing these assets. ( <i>Strategy # 1.2.C; Community and Protective Services Committee Direction, June 18, 2020; Council Direction, November 25, 2020</i> ).	Not started	Q2 2021	Q4 2022	Not applicable
	2	Develop a shared development, affordability, and funding model with OCHC for Council consideration and execute a partnership agreement ( <i>Strategy # 1.2.C</i> ).	In progress	n/a	Q4 2021	Not applicable

3	Create and maintain an inventory of opportunities available for development by issuing strategic REOs and RFPs, including for pre-development funding.	In progress	n/a	Q4 2022	Not applicable
4	Work with the non-profit housing sector to acquire strategic housing assets and determine funding opportunities and strategies to purchase (Strategy #1.1.B).	Not started	Q2 2021	Q2 2022	Required
<i>Supporting Policy, Funding and Data Work</i>					
5	Explore Inclusionary Zoning as a mechanism to encourage or require affordable housing around major transit areas, including completing the background studies necessary for the consideration of an Inclusionary Zoning Bylaw (Strategy # 1.2.C).	In Progress	n/a	Q4 2021	Required

6	Complete an analysis of available municipal housing incentives for public or non-profit affordable housing development as part of the Long-Range Financial Plan ( <i>Strategy # 1.2.A</i> ).	In progress	n/a	Q4 2021	Not applicable
7	Identify and consider an affordable housing regulatory and incentive framework (i.e. toolkit) for new affordable housing for the private market to include recommended incentives, costs, and potential funding sources ( <i>Strategy # 1.2.A &amp; Community and Protective Services Committee Direction, June 18,2020</i> ).	Not started	Q2 2021	Q2 2022	Required
8	Review and make recommendations on the feasibility of the City establishing head leases with private market landlords for the first year of tenancy as a strategy to increase the availability of affordable units ( <i>Community and Protective Services Committee Direction, June 18,2020</i> )	Not started	Q3 2021	Q2 2022	Required
Deliverables for Council					

		<ul style="list-style-type: none"> <li>• Inform Committee and Council of new funding opportunities for affordable housing development</li> <li>• Bring the 2021 and 2022 Affordable Housing Capital Strategy to Committee and Council for approval</li> <li>• Provide Committee and Council information on housing projects selected to receive capital or pre-development funding in 2021 and 2022</li> <li>• Provide information to Committee and Council on an affordable housing regulatory and incentive framework for development with the private sector</li> <li>• Report to Committee and Council on the feasibility of establishing head leases with private landlords for the first year of tenancy</li> </ul>					
<b>Preserve Current Affordable Housing Assets</b>	9	Report to Council the current short and long-term capital repair requirements, for City-funded community housing assets, available funding options and strategies to address capital needs over time ( <i>Strategy # 1.1.A</i> ).	Not started	Q3 2021	Q2 2022	Not applicable	
	10	Create initiatives that support community housing regeneration, efficiency and long-term viability for City-funded community housing providers at the end of operating agreements and mortgages ( <i>Strategy # 1.1.B</i> ).	In progress	Q1 2021	Q4 2022	Not applicable	
	11	Develop and implement, a comprehensive review for community housing providers to identify strengths/weaknesses and look at opportunities and challenges within the sector ( <i>Strategy # 1.1.C</i> ).	Not started	Q1 2022	Q4 2022	Not applicable	
	12	Complete a visioning exercise for economies of scale ( <i>Strategy # 1.1.C</i> )	Not started	Q3 2021	Q2 2022	Not applicable	
	<i>Supporting Policy, Funding and Data Work</i>						
	13	Investigate additional funding opportunities to expand the use of asset planner developed for City funded social housing providers to affordable housing providers under City administration ( <i>Strategy # 1.1.A</i> ).	Not started	Q2 2021	Q3 2021	Required	
	14	Explore expanding the Ontario Renovates grant program in 2021 to City-funded community housing providers to address the accessibility needs of residents ( <i>Strategy # 1.1.B</i> ).	Not started	Q2 2021	Q4 2021	Not applicable	

	15	Incentivize shared services and mergers where appropriate to support sustainability of social housing ( <i>Strategy # 1.1.C</i> ).	In progress	n/a	Q4 2022	Not applicable
	Deliverables for Council					
		<ul style="list-style-type: none"> <li>Report to Committee and Council on the current short and long-term capital repair requirements for community housing</li> </ul>				
<b>Ensure and Expand Affordability</b>	16	Identify the need for housing benefits based on current and future trends ( <i>Strategy # 1.3.B</i> ) and report to Committee and Council in Q2 2021 with recommendations to re-design the municipal housing subsidy programs, and identify other potential sources of funding to support, in order to increase the number of households benefiting from assistance with affordability.	In progress	n/a	Q2 2021	Required
	<i>Supporting Policy, Funding and Data Work</i>					
	17	Work with the province to update legislation to allow household rent-gear- to-income subsidy portability and to redefine the types of housing benefits that qualify towards Ottawa's Service Level Standard ( <i>Strategy # 1.3.B</i> ).	In progress	Q1 2021	Q4 2022	Not applicable
	18	Review and update the rent structure within new affordable housing developments to better support the affordability needs of households ( <i>Strategy # 1.3.B</i> ).	Not started	Q2 2021	Q4 2021	Not applicable
	Deliverables for Council					

		<ul style="list-style-type: none"> <li>Provide recommendations to Committee and Council on the re-design the municipal housing subsidy programs, and identify sources of funding</li> </ul>					
<b>Increase Capacity of Homelessness Programs</b>	19	Create a plan, with the community, which defines the goals, targets, tactics and outcomes to eliminate chronic homelessness for families ( <i>Community and Protective Services Committee Direction, June 18, 2020</i> ).	Not Started	Q2 2021	Q2 2022	Not applicable	
	20	Complete a review of the use of the Service Prioritization Decision Assistance Tool for the homelessness sector. ( <i>Community and Protective Services Committee Recommendation, June 18, 2020</i> ).	Not started	Q4 2021	Q2 2022	Not applicable	
	21	Complete a cost benefit analysis of the capital and operating costs for a new family transitional housing facility ( <i>Strategy #2.2.B</i> ) and seek funding based on Committee/Council directions.	In progress	n/a	Q2 2022	Required	
	22	Work with Housing First agencies to strengthen policies and processes by implementing the recommendations from the 2019 Fidelity Assessment of the City's Housing First Program ( <i>Strategy #2.3.B</i> ) including: <ul style="list-style-type: none"> <li>Review the definitions of chronic homelessness</li> <li>Develop a longer-term private market housing identification and procurement strategy</li> </ul>	In progress	n/a	Q2 2022	Not required	
	23	Maintain a coordinated response to the issue of encampments/people living unsheltered and ensure adequate and coordinated street outreach services	In progress	n/a	Q4 2022	Not required	
	<i>Supporting Policy, Funding and Data Work</i>						
	24	Update/implement the Emergency Shelter standards and create/implement Transitional Housing Standards to provide shelter operators and clients with guidelines and expectations for the provision of emergency shelter services ( <i>Strategy #2.2.B</i> ).	In progress	Q1 2021	Q4 2022	Not required	

	25	Move to a block or hybrid funding model for all shelters ( <i>Strategy #2.2.B</i> ).	In progress	n/a	Q2 2021	Not required
	26	Conduct a shelter client satisfaction survey ( <i>Auditor General's Review of the Management of Emergency Shelter Providers – Contract Management, 2017</i> ) ( <i>Strategy #2.2.B</i> ).	In progress	Q4 2020	Q2 2021	Not required
	27	Follow direction of the federal government, to either complete Point-in-Time Count or alternative form of enumeration of people experiencing homelessness in 2021 and provide final report to the sector and the public by fall 2021 ( <i>Strategy #3.1.A</i> ).	Not started	On Hold	TBD	Required
		Deliverables for Council				
		<ul style="list-style-type: none"> <li>• Provide Committee and Council a plan to decrease chronic family homelessness, including the cost/benefit analysis of a new family transitional housing facility</li> <li>• Provide Committee and Council an update on the Implementation of the Fidelity Assessment of Housing First <ul style="list-style-type: none"> <li>○ Develop a longer-term private market housing identification/procurement strategy</li> <li>○ Review Housing First eligibility criteria</li> </ul> </li> <li>• Recommend that Committee and Council approve the revised Emergency Shelter Standards and the new Transitional Housing Program Standards</li> <li>• Provide Committee and Council with information on the 2021 Point-in-Time Count (should it proceed)</li> </ul>				
<b>Integrate Services and Coordinate Access</b>	28	Report to Committee and Council on a consultation process to support the review of current coordinated access approach to any successful housing programs such as the Social Housing Registry ( <i>Community and Protective Services Committee Direction, June 18, 2020</i> ).	Not started	Q1 2021	TBD	Required
	29	Conduct the Council approved consultation process and develop a proposed 'one-door' resident-based intake system to provide efficient access to services and reduce duplication of processes for residents with recommendations for a more efficient resident-based access system ( <i>Strategy # 1.3.A</i> ).	Not started	Q3 2021	Q4 2022	Required

	30	Work with community agencies to expand and align coordinated access in the homelessness service system with other access points for housing benefit programs (including community housing) ( <i>Strategy #2.3.B</i> ).	Not started	Q2 2021	Q3 2022	Required
	31	Map the current system, in partnership with the Alliance to End Homelessness to identify opportunities for integration to increase coordination, reduce service gaps and minimize duplication (including client journey mapping) ( <i>Strategy #3.1.B</i> ).	In progress	n/a	Q1 2021	Not required
<i>Supporting Policy, Funding and Data Work</i>						
	32	Expand the use of the Homeless Individuals and Families Information System (HIFIS) to agencies who deliver homelessness programs ( <i>Strategy #2.3.B</i> ).	Not started	Q2 2021	Q4 2022	Required
Deliverables for Council						
		<ul style="list-style-type: none"> <li>Provide Committee and Council information on the consultation process to review coordinated access processes and report back on the consultation findings</li> </ul>				
<b>Meet the Needs of the Indigenous Community</b>	33	Work with community partners to end veteran homelessness by March 2022 ( <i>Strategy # 2.2.A</i> ).	In progress	Q1 2021	Q1 2022	Required
	34	Work with A Way Home Ottawa to support implementation of youth focused recommendations: 1. Increase street outreach services to connect with youth at drop-in 2. Revise the guidelines for the youth coordinated access process 3. Increase awareness and understanding of evidence-based interventions and practices ( <i>Strategy #2.2.A</i> ).	Not started	Q3 2021	Q4 2022	Required
<b>Meet the Needs of Equity</b>	35	Work with the Aboriginal Community Advisory Board to implement the Indigenous community recommendations: Provide support and resources to initiate the Indigenous 10 –Year	Not started	Q3 2021	Q4 2022	Required



<b>Groups</b>		Housing and Homelessness Plan ( <i>Strategy #2.2.A</i> ).				
	<i>Supporting Policy, Funding and Data Work</i>					
	36	Include specific requirement to acknowledge and promote the City's guiding principles as outlined in the Woman and Gender Equity Strategy once released, and future principles identified by the Anti-Racism Secretariat as part of service agreements and funding relationships with Housing Services ( <i>Council Direction, July 15, 2020</i> ).	Not started	TBD		Not applicable
		<b>Deliverables for Council</b> <ul style="list-style-type: none"> <li>• Provide an update to Council on actions to measurably reduce veteran's homelessness as part of the annual 10-year Plan Progress Reports</li> <li>• Update service and funding agreements to include specific requirements in line with the Woman and Gender Equity Strategy and Anti-Racism Strategy once available</li> </ul>				
<b>Overarching</b>	37	Annually, provide a progress update to City Council and the public on the ongoing achievements of the Plan ( <i>Strategy #3.1.A</i> ) and any recommended changes to the workplan.	In Progress	n/a	Q2 2022	Not applicable
	38	Engage the housing and homelessness sector in post-pandemic system planning to ensure that the design and delivery of programs and services are responsive to the needs of the community.	Not started	Q3 2021	Q2 2022	Not applicable
	39	Consult community partners to review the ongoing oversight of the activities under the 10-Year Housing and Homelessness Plan and develop a model for shared community stewardship	Not started	Q2 2021	Q4 2021	Not applicable
	40	Review the Community Entity (CE) and the Community Advisory Board (CAB) function within the City's Reaching Home Program and explore the possible benefits of a community led CE or CAB (external to the City). Report to Council on results and recommendations ( <i>Community and Protective Services Committee Direction, June 18, 2020</i> ).	Not Started	Q3 2021	Q2 2022	Required

Supporting Policy, Funding and Data Work					
41	Complete a Long-Range Financial Plan for housing and homelessness that will align and support the efforts of the City's 10-year Housing and Homelessness Plan to improve access to housing, increase affordability and identify funding solutions to help people exit homelessness (Strategy #3.2.C).	In Progress	n/a	Q1 2021	Not applicable
42	Ensure housing data is publicly accessible in a timely manner (Strategy #3.1.A). Consult community partners on data to be included and reporting publicly on Ottawa Open Data (Community and Protective Services Committee Direction, June 18, 2020).	In Progress	n/a	Q4 2021	Not applicable
Deliverables for Council					
	<ul style="list-style-type: none"> <li>• Provide Committee and Council an annual progress update on the achievements of the 10 Year Housing and Homelessness Plan in Q1 and Q2</li> <li>• Provide Committee and Council a Long-Range Financial Plan for Housing Services to support achieving the 10 - Year Plan targets</li> <li>• Provide Committee and Council a report on the review and recommendations on a community led Community Entity or Community Advisory Board (CAB) and a model for shared community stewardship of the 10 Year Housing and Homelessness Plan</li> <li>• Provide information to Committee and Council on the data strategy for Housing Services and implementation of publicly accessible open data</li> </ul>				