



City of  
**Peterborough**

---

**TO: Members of the Joint Services Steering Committee**

**FROM: Malcolm Hunt, Director of Planning and Development Services**

**MEETING DATE: June 14, 2012**

**SUBJECT: Report PLHDJSSC12-002  
Housing and Homelessness Plan Project**

---

## **PURPOSE**

A report to inform Joint Services Steering Committee of the Housing and Homelessness Plan project required by the Province of Ontario and the related provincial initiative to consolidate six housing and homelessness programs.

## **RECOMMENDATIONS**

That Joint Services Steering Committee endorse the recommendations outlined in Report PLHDJSSC12-002 dated June 14, 2012, of the Director of Planning and Development Services, as follows:

- a) That staff issue a Request for Proposals to solicit consultant services to complete the Housing and Homelessness Plan;
- b) That staff from the Housing and Social Service Divisions collaborate and report back to Joint Services Steering Committee and City Council on the details of the consolidation of six provincial housing and homelessness programs, once details are known and recommendations can be made concerning use of the new program.

## **BUDGET AND FINANCIAL IMPLICATIONS**

The completion of the Housing and Homelessness Plan (Plan) will require hiring and managing a Consultant. It is anticipated that the total cost for the project will be up to \$120,000. The project will span 2012 and 2013 budgets. Approval of the recommendations does not require additional financial commitment from the City or County. Costs can be covered within approved and proposed operating budgets, with draws as necessary from the Social Housing City/County Reserve, and the City Social Services Reserve.

The maximum allowable portion of the costs for the completion of the Plan will be claimed through Ontario Works Administration in order to obtain provincial subsidy to offset municipal costs.

## **BACKGROUND**

Since 2000, the City of Peterborough, as the Service Manager, has been responsible for delivering and administering social and affordable housing programs, homelessness programs and services for the City and County of Peterborough. These programs and services are effective in our community because there are strong partnerships between all levels of government as well with community partners, including non-profit, co-operative and private sector entities.

Over the past several years, Peterborough has made progress in building affordable housing units (487 units in 18 projects), providing rent supplement support (370 new rent supplements), providing new base funding for emergency shelter operation to help stabilize shelter operations, reinvesting homelessness funding in community programs and services including the Service Resolution Protocol for Persistent Homelessness and developing an Affordable Housing Community Improvement Plan that provides incentives for new residential development. Going forward, the municipality will continue to build on the strengths of recent initiatives, and this will be a focus of the Plan.

Committee of the Whole will consider Report PLHD12-003 “Housing and Homelessness Plan Project” at its meeting on June 18, 2012.

### **10-Year Housing and Homelessness Plan**

Under the Housing Services Act, 2011, by 2014 the City of Peterborough as the Service Manager must have a 10-year Housing and Homelessness Plan (Plan). The expectation of the Ministry of Municipal Affairs and Housing (Ministry) is that the Plan be strategic and aspirational, and encompass the continuum of housing and homelessness programs and services. The Plan will set strategic directions for the City and County of

Peterborough, identify community priorities, strengthen the alignment of housing resources to the people that need them and provide for greater local accountability.

The Plan will set the 10-year vision, and will be complemented by a 3-year action plan that identifies funding implications and priority actions, responsibility centres and community partners. Clear priorities will help the City as Service Manager to be prepared for any future funding or partnership opportunities, make best use of new flexibility in provincial programs and adapt to changes in funding levels for existing programs. A Plan will enable more proactive approach so that funded initiatives can better match local needs, instead of available funding driving municipal responses.

Failure to put a Plan in place could have implications in terms of future allocations of block funding from the Province.

The Ontario Housing Policy Statement (2011) establishes provincial interests and policy directions for the Plan and is attached as Appendix A. During the preparation of the Plan there are requirements for public consultation and active engagement of the non-profit sector. The Ministry requires 90 days for an opportunity to comment on the Plan, and the City as Service Manager, must approve the Plan.

At minimum, the Plan must:

- Demonstrate a system of coordinated housing and homeless services to assist households to move toward self-sufficiency;
- Include services designed to improve outcomes for individuals and families;
- Coordinate services in all municipalities (i.e. townships) within the service area;
- Contain strategies to increase awareness of and improve access to affordable and safe housing that is linked to various supports;
- Contain strategies to identify and reduce gaps;
- Contain local housing policies and short and long-term housing targets; and,
- Provide for public consultation, progress measurement and reporting.

### **Provincial Context**

The Province is making changes that include:

- Creating net benefits for municipalities by up-loading social assistance costs: Building Foundations: Building Futures, Ontario's Long Term Affordable Housing Strategy (2011) states "Ontario municipalities and Service Managers are full partners in affordable housing and we have worked closely with them to begin transforming the housing system. In 2008, the Provincial-Municipal Fiscal and Service Delivery Review reached a landmark agreement that will provide municipalities with a net benefit of \$1.5B annually by 2018. The review was a

wide-ranging initiative that examined the provincial-municipal relationship in order to improve the delivery and funding of services for Ontarians” (pg5).

The Ontario Non-Profit Housing Association, a key social housing stakeholder, states in their 2012 report “Local Housing and Homelessness Plans”, that uploading social assistance costs creates room in municipal budgets to fund affordable and social housing” (pg16).

- Provincial budget reduction: The Provincial Budget 2012 contains expenditure reductions. For instance, millions of dollars worth of provincial rent supports are ending, resulting in over a hundred households in Peterborough no longer receiving rent support. Also, the Dr. Albert Rose Bursary for post-secondary students in social housing will no longer provide \$1.2M per year. Since 1984, hundreds of students (averaging about three students per year) from Peterborough received \$1,230 each to assist with cost of post secondary education.
- Federal funding reduction: The Province distributes federal funding for housing to municipalities, and this amount will decrease by \$166.2M over the next ten years, declining to zero in 2033. In addition, the federal government is no longer providing over \$36M per year in Ontario, of which \$1M annually was used in Peterborough, to repair homes occupied by low-income households through RRAP; and,
- New approach to provincial housing and homelessness programs:
  - Investment in Affordable Housing Program 2011-2015 provides municipalities with greater scope and flexibility by providing block funding with optional program components. Municipalities must decide how to use funding in the best interest of the community, while long-standing federal and provincial programs are cancelled.
  - Program consolidation will streamline six housing and homelessness programs by January 2013, into a single program. These six programs provide \$400M in provincial funding per year, and the municipality cost shares some of the programs. They include the Provincial Rent Bank, the Energy Emergency Fund, the Consolidated Homelessness Prevention Program, the Domiciliary Care Program, Emergency Shelter funding and a portion of the Community Start Up and Maintenance Benefit.

Peterborough receives \$2M in provincial funding per year, and contributes \$0.916M toward these six programs. Appendix B provides details of the original programs. The new funding formula is not known, but only a portion of the provincial contribution to the Community Start Up and Maintenance benefit will transfer to the new consolidated program. The local allocation of funding and guidelines on the use of funding should be available from the Ministry of Municipal Affairs and Housing in June, 2012.

## **Peterborough Approach: Project Plan to Meet Provincial Requirement**

### **Guiding Principles**

The Plan will be developed using a project management approach, and collaborative effort among key stakeholders. The Housing and Social Services Divisions will collaborate on the project.

The project will use the following guiding principles to ensure an efficient, comprehensive and respectful process:

- Maximize use of existing resources by consulting with standing committees and using existing studies, resources for background research;
- Write a draft Plan and consult on specifics in the draft, instead of beginning with a blank slate;
- Ensure that City and County and urban/rural perspectives and priorities are incorporated; and
- Emphasize broad community interests including social, economic, support services, health and employment to maximize creative and innovative partnership opportunities.

### **Project Structure**

The project will be guided by a Project Definition Document. It will be overseen by a Project Steering Committee and a Project Team. The Project Steering Committee will consist of senior staff from Housing, Community Services, Planning and Legal Divisions as well as representation from the County of Peterborough and County Townships. The Steering Committee will govern the project to ensure that it meets the objectives, determine project scope and approve changes, receive reports, etc.

The Project Team will consist of staff from the City and County of Peterborough from Housing, Social Services, Planning, Corporate Services and Building Divisions. The Project Team will manage the project to its successful completion, supervise the consultant, report to the Steering Committee, call in subject matter experts, etc.

A consultant will be engaged through a Request for Proposal process for a 10 month period and will bring external perspective and expertise in the subject matter. The Consultant's duties will include reviewing existing work, preparing summary reports, conducting workshops and consultations, preparing the Housing and Homelessness Plan and completing final reports to Committees and Council.

Subject matter experts will be contacted as-needed on specific issues where the Project Team requires clarification or information on certain matters. Subject matter experts

may be from any of the City, Townships or County Divisions or community partners (eg. Public Health, School Boards).

### **Project Deliverables**

The project will provide a plan that consists of an analysis of current and future housing needs, work from existing documents, and develop strategic directions, vision and goals to guide housing and homelessness program directions or development and funding. The three-year action plan will identify funding implications, priority actions, responsibility centres and community partners for the action items in the Plan.

### **Project Time Line**

It is expected that the Steering Committee and Project Team will be set and begin meeting in June 2012. An RFP for the Consultant work will be issued in July 2012 with an anticipated start of the Consultant in mid-August. The Plan must be in place for January 1, 2014, after the Ministry comments and Council approves. The goal will be to send a draft Plan to the Ministry in the summer of 2013, which subsequent consideration of the Plan by Council in the fall 2013.

### **Project Limitations**

The City is required to complete the Plan in accordance with the Housing Services Act, 2011. The completion of the Plan does not come with any new funding from the federal or provincial governments. The completion of the plan does however provide the opportunity to engage the community in dialogue about housing and homelessness and to identify local priorities. If funding becomes available, the Plan should guide the direction of spending priorities.

## **SUMMARY**

The completion of a 10-year Housing and Homelessness Plan will require significant resources given the magnitude of the project. Hiring a consultant to complete the background research, consultations and final report will provide essential external perspective. A Request for Proposal process will be required in accordance with the Purchasing By-Law 10-132.

Housing and Social Service staff will work with the consultant, the project teams, housing providers, external input group and subject matter experts. The process to

complete the plan will take approximately one year. The Ministry will review the Plan and Council will be asked to approve the Plan in late 2013.

Submitted by,

Malcolm Hunt  
Director of Planning and Development Services

Susan Bacque  
Manager, Housing Division

Contact Name: Susan Bacque  
Phone: 705-742-7777 Ext. 1492  
Fax: 705-742-5218  
E-Mail: sbacque@peterborough.ca

Attachments:  
Appendix A: Ontario Housing Policy Statement  
Appendix B: Program Consolidation Chart  
Appendix C: Time Line