



City of
Peterborough

To: Members of the Joint Services Steering Committee

From: Sandra Clancy, CAO/Acting Commissioner of Community Services

Meeting Date: September 12, 2019

Subject: Report CSSSJSSC19-008
Completion of the 5-year Review of the 10-year Housing and Homelessness Plan

Purpose

A report to provide Joint Services Steering Committee with an update on the 5-year Review of the 10-year Housing and Homelessness Plan and the Housing and Homelessness Plan Steering Committee and Working Groups structure.

Recommendation

That the Joint Services Steering Committee endorse the recommendation outlined in Report CSSSJSSC19-008 dated September 12, 2019, of the CAO/Acting Commissioner of Community Services as follows:

That Report CSSSJSSC19-008 and presentation on the completion of the 5-year Review of the 10-year Housing and Homelessness Plan be received for information.

Budget and Financial Implications

There are no budget or financial implications as a result of this report.

Background

The 10-year Housing and Homelessness Plan (Plan) for the City and County of Peterborough was implemented in 2014. A 5-year review (Review) of the Plan has now been conducted five years after it was launched. This is a requirement of the Province but was well supported by the City, as Service Manager for the City and County of Peterborough. The opportunity to align the Plan with current priorities will ensure it reflects the current needs and voices of the community. An infographic with some highlights from the Review is attached as Appendix A.

The Ministry of Municipal Affairs and Housing (Ministry) requires that the Review document is submitted to the Province prior to Council approval. The Review document and the “What We Heard” in community consultations companion document will be submitted to the Province by September 30, 2019. The Ministry has advised that staff will receive feedback within 90-days. When edits have been made, members of the Housing and Homelessness Plan Steering Committee will receive the Review. Staff will report back to City and County Councils to provide the complete Review document, supporting materials, and updates.

Guiding Principles

Part of the focus of the process of the Review was to revisit the principles of housing and homelessness work. The creation of the new guiding principles included extensive consultation with the community, including facilitated sessions in November 2018 and February 2019. A summary of the new Guiding Principles for the Homelessness System and the Housing and Homelessness Plan Steering Committee is attached as Appendix B.

Public Consultation

A full report on “What We Heard” is included as a companion document to the Review. It summarizes the feedback we gathered from 576 community members, including those with lived experience. Facilitated sessions were a large part of the thorough consultation. The voices of the community are included in the Review, especially when establishing new guiding principles, goals and objectives. A “Community Summary of What We Need” document is attached as Appendix C.

Needs Assessment

Peterborough City and County are facing community challenges in the housing and homelessness sector. This has become a crisis for many of our residents, with homelessness as a critical concern. The realities of this housing crisis were described by many of the residents that we spoke with during consultations. Their voices will continue to be heard as we work alongside our partners to accomplish the new targets that have been set to end homelessness and improve the housing landscape.

Some of the factors that contribute to this crisis are:

- lack of housing stock and unaffordable new development
- high competition for rental units
- high housing costs and low incomes
- low apartment turnover
- high costs of homeownership

To meet the needs identified in the updated assessment and the goals developed with community consultation, our resources should be dedicated to those with the greatest needs first.

Priority Areas

The feedback that we received informed the new two priority areas:

- Ending Homelessness and Staying Housed; and
- Building Housing.

Ending Homelessness and Staying Housed

Since 2014, the work to end homelessness in Peterborough City and County has resulted in an average of 349 households moving from homelessness to housing each year. Ending homelessness remains a top priority, with an overarching goal of reaching “functional zero” by 2025. “Functional zero” means that homelessness is an experience that is prevented (if possible); rare, brief, and non-recurring when it does occur.

In 2018, the City of Peterborough joined other communities such as Medicine Hat, AB and the City of Kawartha Lakes, ON in the Built for Zero Campaign. This campaign uses evidence-based strategies to end homelessness. Two key strategies that have been implemented in Peterborough are a Coordinated Access System and a By-Name Priority List. These strategies use a Housing First approach and are designed to rapidly connect people with the housing and supports that they need.

In 2018/19, OrgCode Consulting Inc (OrgCode) was engaged to do an operational review of the Homelessness and Re-housing System in Peterborough City and County. OrgCode is a leading resource for ending homelessness in communities. Many of their recommendations are currently in progress and others are included in the new Ending Homelessness & Staying Housed goals and objectives of the Plan.

The needs assessment data, Steering Committee and community consultation input were consolidated into the goals for Ending Homelessness. The objective in producing the refreshed goals was to condense them into manageable commitments that we believe are achievable in partnership with the community and that reflect the areas of highest priority. The Strategic Direction for Ending Homelessness & Staying Housed is attached as Appendix D. Strategic Directions are a summary of more detailed goals with targeted dates and measurements.

Building Housing

Research and the experiences of community members tell us that there needs to be more affordable options for people looking to rent and those looking to buy. Finding ways to build housing also has become a top priority that is reflected in the new goals and objectives.

As part of the Review process, OrgCode Consulting Inc. was contracted to prepare a housing forecast model for the City and County of Peterborough for the next 10 years, based on the most financially vulnerable members of our community. To prepare the housing forecast, City staff provided over 25 points of local data to determine current and future needs within Peterborough City and County, including all of the townships. A summary of the results is attached as Appendix E.

The Building Housing goals and objectives of the revised Plan center around meeting these targets as well as finding internal capacity in our existing system. The Strategic Direction for Building Housing is attached as Appendix F. Strategic Directions are a summary of more detailed goals with targeted dates and measurements.

Housing and Homelessness Plan Steering Committee

Staff need the support and assistance of community partners to meet the goals and objectives of the revised Plan. This requires a cohesive approach that is action-driven and includes the voices of people with lived experience and key members from the community. As a result, the Housing and Homelessness Plan Steering Committee (Steering Committee) was established in 2018.

As outlined in their Initial Terms of Reference, the Steering Committee provides guidance and input to the Service Manager into the work of the Plan. Achievements to date include supporting the development of the 5-year Review, which includes goals and measurable outcomes. With that work now completed, the Steering Committee can focus on moving forward with the work of the Plan. This includes supporting the Service Manager in establishing the new Working Group structure and providing input, advice and direction as needed into the effective coordination of the housing and homelessness service system.

The Initial Terms of Reference that guides the Steering Committee will be updated before December 31, 2019. Staff will bring recommendations for endorsement of changes to the Terms of Reference to Joint Services Steering Committee meeting.

Working Groups

Action-driven Working Groups are being formed and are dedicated to achieving the new targets. With the new Strategic Priorities, there will be just two Working Groups that will be reporting to the Steering Committee rather than the three that were considered in 2018.

The two Working Groups: Ending Homelessness & Staying Housed and Building Housing, will have work plans that action the goals of the Plan. The City and the community will co-chair each of the Working Groups, who will keep the Steering Committee apprised of progress.

A new graphic showing how work is shared among the Housing and Homelessness Plan Steering Committee and Working Groups is included as Appendix G.

Summary

The 10-year Housing and Homelessness Plan has been updated to reflect current priorities. To meet the two new Strategic Priorities of Ending Homelessness & Staying Housed and Building Housing, resources should be allocated to those at greatest need first.

The Steering Committee guides the work of the Plan. It includes people with lived experience and key community partners in the City and County of Peterborough. Action-oriented Working Groups are being set up to complete the work identified in the Plan. These Working Groups will be accountable to the Steering Committee.

There is much that is happening quickly in the housing and homelessness sector in Peterborough and in many ways, the Review will represent a snapshot in time of when it was created.

Submitted by,

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Attachments:

Appendix A – “A Home for All” Review Highlights

Appendix B – Guiding Principles for the Housing and Homelessness System

Appendix C – Community Summary of What We Need

Appendix D – Strategic Direction - Ending Homelessness and Staying Housed

Appendix E – Summary of Housing Forecast Unit Needs Projection 2019-2029

Appendix F – Strategic Direction - Building Housing

Appendix G – Housing and Homelessness Plan Steering Committee and Working
Group Structure