



CITY OF HAMILTON
COMMUNITY AND EMERGENCY SERVICES DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency & Community Services Committee
COMMITTEE DATE:	June 12, 2017
SUBJECT/REPORT NO:	Investment Plan for CHPI Homelessness Funding (CES17030) (City Wide)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY:	Vicki Woodcox Acting General Manager Community & Emergency Services Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Native Women's Centre Mountainview Women's Emergency Shelter Pilot receive annualized funding in the amount of \$520,000 through the Community Homelessness Prevention Initiative (CHPI), effective July 1, 2017 until March 31, 2019;
- (b) That the Families First Shelter Diversion Pilot Program provided through the Good Shepherd Family Centre receive annualized funding in the amount of \$260,000 through the Community Homelessness Prevention Initiative (CHPI), effective July 1, 2017 until March 31, 2019;
- (c) That the Rapid Rehousing for Women Pilot Program provided through Good Shepherd Women's Services receive annualized funding in the amount of \$249,232 through the Homelessness Partnering Strategy (HPS) and the Community Homelessness Prevention Initiative (CHPI), effective July 1, 2017 until March 31, 2019;
- (d) That the Notre Dame Resource Centre provided through Good Shepherd Centres receive one-time funding in the amount of \$200,000 through the Community Homelessness Prevention Initiative (CHPI) to March 31, 2018;

- (e) That the current waitlist for the Residential Care Facility Subsidy Program continue to be maintained in order to control funding pressures within the program budget and maintain investments at current levels; and,
- (f) That the outstanding business items “Housing Stability Benefit Shortfall” be considered complete and removed from the Emergency and Community Services Committee’s Outstanding Business List.

EXECUTIVE SUMMARY

The City of Hamilton delivers and administers two senior government homelessness funding programs: the Homelessness Partnering Strategy (HPS) (Federal) and the Community Homelessness Prevention Initiative (CHPI) (Provincial). Report CES17030 focuses on pressures and an investment plan for the CHPI.

The 2017 budget for programs under CHPI is \$22,719,377. This includes a combination of payments to Community Service Providers for Emergency Shelter and Homelessness Prevention services, Residential Care Facilities for contractual services, the Housing Stability Benefit and administrative funding.

The CHPI budget is a capped budget, which means Hamilton receives a fixed annual allocation based on a provincial funding formula. This funding is not sufficient to address local needs or fluctuating trends in homelessness in our community. Since 2013, there has been only one increase of \$190,000 to the 2016/2017 fiscal budget while many programs within it continue to incur variable and increasing expenses. The result is that community agencies have been forced to do more with less and the City has had to make difficult investment decisions in a constrained funding environment. These constraints will continue to challenge staff to find efficiencies in service delivery and streamline services in order to maximize funding without cutting programs.

In 2015, in consultation with the Women’s Housing Planning Collaborative (WHPC) and Good Shepherd Centres, staff identified significant pressures in both the women’s homelessness system and at the Good Shepherd Family Centre. Staff explored alternatives to best address these pressures and ultimately arrived at supporting three initiatives:

- 15 Additional Emergency Shelter beds at the Native Women’s Centre, Mountainview
- Shelter Diversion for Families Pilot
- Rapid Rehousing for Women

These interventions have greatly assisted in alleviating pressures in the women’s and family shelter systems. They have also reduced the reliance on using hotels/motels as a

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means to resolve system overflow. Hotels are costly and provide minimal support to families in crisis; therefore, this is the least effective and efficient homelessness intervention option. Not continuing to support the Shelter Diversion Program for Families will result in an increase in hotel stays and perpetuate homelessness for families in Hamilton. There is homelessness funding available to continue to provide these critical services; therefore, staff recommends annualizing funding for these programs

The Housing Stability Benefit (HSB) was implemented in 2013 as a local response to the elimination of the Provincial Community Start-Up and Maintenance Benefit (CSUMB). The HSB is available to eligible individuals receiving income support through Ontario Works, Ontario Disability Support Program as well as to Low Income individuals and families who are at risk of becoming homeless, or moving from homelessness to being housed.

Given the need in the community, there is a strong risk of increased demand for HSB, which will continue to put pressure on the program budget. Findings from implementing a cost mitigation plan in November 2016 as well as from an internal review of the HSB completed in 2017 show that in order to keep within budget, cost control measures will be implemented.

Staff are confident that with the implementation of program refinements, the HSB can be delivered within a \$6.03M budget in 2017/18, and potentially result in future savings that if realized, could be reallocated to other key CHPI investments. Staff will closely monitor program take-up and expenditures throughout the year.

Another program within the purview of CHPI is the Notre Dame Resource Centre. The Resource Centre serves an important function in the youth homelessness serving system and has been funded for several years through the Housing Services Division.

Staff suggest the Notre Dame Resource Centre be funded on a one-time basis until March 31, 2018. Staff will be undertaking a review of the Youth Homeless Serving System which intends to highlight the best practices, programs and services for addressing youth homelessness in Hamilton. Providing this bridge funding will allow staff to complete the review and make evidence-based recommendations about the Notre Dame Resource Centre. Removing the funding now would leave a service gap in the community for youth and may risk destabilizing the Good Shepherd Notre Dame Youth Emergency Shelter.

Lastly, staff recommend maintaining the waitlist applied to the Residential Care Facility (RCF) Subsidy Program. The waitlist is a much needed cost control measure to maintain stability in times of fiscal uncertainty.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial:

The Community Homelessness Prevention Initiative (CHPI) is a provincial homelessness program funded by the Ministry of Housing (MOH). The total 2017/18 CHPI program expenses are \$22,920,591. Hamilton receives \$19,264,437 in annualized CHPI funding from the Province. The City funds \$2,945,940 per year in net levy funding for CHPI. In addition, \$500,000 is received from Water Waste Water and \$201,214 from the Federal Homelessness Partnering Strategy program.

Table 1 outlines the funding sources for the 2017/18 CHPI expenditures.

Table 1

Funding Source	2017-18
Provincial CHPI Allocation	\$19,264,437
Net Levy	\$2,954,940
Wastewater	\$500,000
Homelessness Partnering Strategy (HPS)	\$201,214
TOTAL	\$22,920,591

Table 2 describes the list of the recommended 2017-18 CHPI expenditures.

Table 2

2017-18 Proposed CHPI Expenditures	
Program/Service	Cost
Emergency Shelters	\$7,267,650
Residential Care Facility Subsidy Program (Domiciliary Hostels)	\$6,841,140
Homelessness Prevention ^	\$1,268,510
Housing Stability Benefit	\$6,039,006
Mountainview*	\$520,000
Shelter Diversion for Families*	\$260,000
Rapid Rehousing for Women*	\$249,232
Notre Dame Resource Centre**	\$200,000
Administration	\$275,053
TOTAL	\$22,920,591

Notations:

* - In 2016-17 ran as one-year pilot programs

** - In 2016-17 program received one-time funding

^ - Homelessness Prevention Programs Homeward Bound Peer Outreach, Hamilton Foodshare Food System Supports, YWCA Transitional Housing for Women Program, Hamilton Housing Help Centre and Mobile Street Outreach

The Community Homelessness Prevention Initiative (CHPI) budget is a capped budget which means Hamilton receives a fixed annual allocation based on a provincial funding formula, not funding based on local need. As such, City staff will need to continue to manage programs where costs increase over time within fixed budgets.

Table 2 shows the cost for the Housing Stability Benefit for 2017-18 as \$6,039,006. This represents a \$170,786 reduction from the 2016-17 budget. Housing Services Division staff are confident that savings can be achieved mainly through reforms and efficiencies to existing business processes. Outlined in the Analysis section of this

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report are specific details related to the cost control measures staff anticipate will result in savings.

Staffing:

There are no staffing implications associated with Report CES17030.

Legal:

Legal Services will review and draft any ancillary agreements, as may be required to deliver the CHPI Program. Legal Services Staff will also ensure that the security requirements, as required from the project proponents are fulfilled to protect the interests of the City of Hamilton, in accordance with the service agreement.

HISTORICAL BACKGROUND

On January 1, 2013, the Province of Ontario consolidated five homelessness funding programs into a single funding envelope called the Community Homelessness Prevention Initiative (CHPI). At the same time, they also removed the Community Start-Up and Maintenance Benefit (CSUMB) from Social Assistance indicating the municipalities could fund their own housing benefit with the CHPI funding if they wished. To assist municipalities with this transition, the province provided a one-time grant. Hamilton received \$3,190,278 for the period of January 1, 2013 to March 31, 2014.

The Province identified that CHPI would be reviewed from 2013-2016 and through the Province's Affordable Housing Strategy Update released in March 2016; it was identified that additional annual funding would be added incrementally to the CHPI budget over the next two fiscal years.

On January 19, 2015, Emergency and Community Services Committee approved report CES14005(b). It outlined the successful proponents of the Housing First and Homelessness Prevention Call for Applications. There were six projects that previously received homelessness funding but were not successful proponents in the CFA process. One of these six projects was the Notre Dame Resource Centre. The report recommended Notre Dame receive one-time funding.

On February 23, 2015, Emergency and Community Services Committee approved report CES15007. It recommended the per diem rate paid to Residential Care Facility Operators through the Domiciliary Hostel Program be increased from \$48.25 to \$50.00.

On May 25, 2015, Emergency and Community Services Committee approved Report CS13051(b). The report directed staff to conduct a Call for Applications (CFA) for agencies to provide 15 temporary emergency shelter beds for single women experiencing homelessness and five mobile case managers to assist women who are staying in emergency shelter beds to access and maintain permanent housing. This was in response to increased pressures in the women's homelessness system.

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On December 8, 2015, Emergency and Community Services Committee approved Report CS15061 that recommended a Family Shelter Diversion Pilot Project operated by Good Shepherd Centres. Funding in the amount of \$110,000 was reallocated from the Housing Stability Benefit into the 2016 Community Homelessness Prevention Initiative. Staff were further directed to provide funding totalling \$150,000 to create a more flexible tool to provide assistance to families at imminent risk of homelessness.

In addition, funding for the Notre Dame Youth Resource Centre was extended for another year from April 1, 2016 to March 31, 2017 pending a full review of the youth homelessness system. A proposal call was issued for consultants to undertake the review, but none of the proposals received met the criteria.

On January 18, 2016, Community and Emergency Services Committee received an information report to advise that a central intake and waitlist process was being introduced to the Residential Care Facilities Subsidy Program with the goal of managing the number of people accessing the program in order to contain expenditures within the existing operating budget.

In October 2016, the Province announced a local annual enhancement to the CHPI Program. CHPI funding in Hamilton was increased annually by \$190,000. This funding announcement resulted in an overall annual allocation of \$19,264,437 and amounted to a <1% increase in total funding.

On November 23, 2016, Council approved a motion, regarding the pressures in the Housing Stability Benefit. As a result, City staff instituted a mitigation plan to control costs and undertook a program review and were directed to report back to the Community and Emergency Services Committee with a detailed plan outlining a long term approach to the Housing Stability Benefit.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

None

RELEVANT CONSULTATION

Community Advisory Board

City staff consulted with the Homelessness Funding Implementation Group (HFIG), who is responsible for regularly reviewing the progress of homelessness programs and making recommendations for investing additional homelessness resources. The HFIG acts as part of the official Community Advisory Board (CAB) for homelessness services in the community.

In October 2016, City staff guided the HFIG through a prioritization exercise that was intended to assist in future decision making. The HFIG identified Housing First programming as the key priority; however, they recommended prioritizing homelessness funding to support as many of the subsequent initiatives as possible, in order from highest (#1) to lowest (#4):

1. Women's System Additional Emergency Shelter Beds (Native Women's Centre - Mountainview)
2. Rapid Rehousing Program for Women (Good Shepherd)
3. Housing Stability Benefit Administration (Housing Help Centre)
4. Family Shelter Diversion Project (Good Shepherd)

Women's System

Throughout 2015, in consultation with women's homelessness service providers through the Women's Housing Planning Collaborative (WHPC) table and an analysis of local shelter data, City staff became aware of growing pressures in the women's systems which included existing emergency shelters running at or over capacity. City staff began the process of exploring alternatives to address these pressures.

City staff in consultation and upon recommendation from the Women's Housing Planning Collaborative (WHPC), proposed to make additional investments in the women's homelessness system. These investments included opening 15 additional emergency shelter beds at Mountainview Native Women's Shelter and two homelessness prevention pilot programs for women and families.

The Housing Stability Benefit

Housing Services Division staff have consulted with people receiving the Housing Stability Benefit and community stakeholders. These consultations have included a mix of focus groups, telephone interviews and roundtable discussions. Through this feedback, City staff learned:

- There was general consensus that the program is essential to prevent homelessness.
- There was an overwhelming desire to see it continued.
- That benefit recipients highlighted the importance of the program being able to assist with last months' rent, rent/utility arrears, and utility deposits as being the most critical to helping people find and maintain housing.

The HSB Steering Committee was struck in response to the program's current pressures and the mitigation plan implemented on November 28, 2016. This Steering Committee has representation from the Housing Services Division, Ontario Works Division and Finance & Administration and meets on an ongoing basis. The committee

will make continuous improvements to the delivery of the Housing Stability Benefit including the refinement of internal business processes.

Youth System

In 2016, *A Way Home*, a national coalition in youth homelessness system planning and evaluation, was engaged to provide system planning and evaluation. Youth planning tables, including the Street Youth Planning Collaborative, were engaged and were supportive of moving forward with a review of the youth homelessness serving system.

In April 2017, City staff consulted with program staff of the Xperience Annex (formerly the Learning Annex). The purpose of the consultation was to learn about the importance of the services offered through the Notre Dame Resource Centre (beyond services offered through the shelter) and its place within the continuum of youth homelessness services in Hamilton. Program staff shared that the services at Notre Dame were integral to the system of youth services and removing them, without a mitigation plan or without completing a full review, would be a risky proposal as Notre Dame acts as a hub for housing and basic needs services not offered by other Providers. While education, employment and skill-building services are somewhat readily available for those youth who need them, staff heard through this consultation that the housing services offered through Notre Dame are in short supply elsewhere in the community.

Residential Care Facility System

In December 2015, all Residential Care Facility Operators who participate in the Residential Care Facility Subsidy Program were invited to an information session about the new intake process and waitlist. Their input was used in development of the policy and guidelines for the new waitlist process. In addition, the Domiciliary Hostels Working Group meets regularly where ongoing consultation and feedback occurs.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Under CHPI, the City has the flexibility to use funding in the following service categories:

1. Emergency Shelter Solutions (e.g. for men, women, youth and families);
2. Housing and Related Supports (e.g. permanent housing, rental allowance);
3. Services & Supports (e.g. street outreach, housing search); and,
4. Homelessness Prevention (e.g. shelter diversion, eviction prevention).

The flexibility allows municipalities to allocate as much or as little funding to programs and services in any one of these categories. Hamilton's 10-Year Housing and

Homelessness Action Plan has challenged the City and the community to think about how to solve the issue of homelessness from a more coordinated perspective. It is about evolving over time and coordinating with community to find a particular menu of investments that maximize the housing outcomes for people in the community while at the same time maximizing the available funding. The following analysis describes the City's investment plan in order to achieve those results.

Pilot Programs – Women's System

Occupancy in emergency shelters for single women had been consistently high, peaking in 2015. For ten months in late 2014 and early 2015, Mary's Place, which serves single women experiencing homelessness, operated at 100% occupancy and reported more than 1,700 times when they turned women away because there was no space. The series of interventions outlined below, implemented on an interim basis, have assisted in addressing these pressures, and as such, staff are recommending they continue to provide these services and supports.

Mountainview

On May 27, 2015, Council approved Report CS13051(b) which directed staff to conduct a Call for Applications (CFA) for agencies to provide 15 temporary emergency shelter beds for single women experiencing homelessness. Native Women's Centre - Mountainview was the successful proponent to provide the 15 temporary emergency shelter beds.

Since implementation, the additional beds at Mountainview have been successful in addressing the occupancy pressures in the women's system. Occupancy rates at Mary's place continue to be at 100%, however, many women who might have previously been turned away because there was a lack of beds are now able to access the emergency shelter services they desperately need at Mountainview. Since program inception, service utilization at Mountainview has been continually growing. Over the past quarter, Mountainview operated at approximately 90% occupancy. Most recently, in February 2017, both Mary's Place and Mountainview have operated at 100% capacity. It is clear these additional emergency shelter services for single women are needed in the community and staff project that Hamilton will need to maintain these service levels over the coming years.

Rapid Rehousing for Women Program

Also approved in Report CS13051(b) was direction for staff to conduct a Call for Applications (CFA) for agencies to provide five mobile case managers to assist women who are staying in emergency shelter beds to access and maintain permanent housing. Good Shepherd Centres was the successful proponent for these services. The program was later termed "Rapid Rehousing" to match best practices. The intervention is designed to help individuals and families quickly exit emergency shelter and return to

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permanent housing by providing financial and housing supports along with time-limited case management services.

As of March 2017, the Rapid Rehousing Pilot has served 135 women and placed 71 into permanent housing since January 2016. The program has been effective as only two women have required to be rehoused due to a recurrence of housing instability and one woman experienced recidivism into homelessness. Since the program is relatively new, the long term success of the housing interventions are not yet known. Rapid Rehousing is an emerging and innovative intervention to address homelessness.

The approach includes a combination of time limited case management supports and a flexible housing fund to support families participating in the program. Communities across North America are utilizing Rapid Rehousing to provide financial assistance and services to prevent individuals and families from becoming homeless and help those who are experiencing homelessness to be quickly re-housed and stabilized.

Shelter Diversion for Families Program

On December 9, 2015, Council approved Report CES15061 directing staff to pilot a Shelter Diversion Program for families at imminent risk of homelessness in Hamilton through the Good Shepherd Family Centre. The approach includes a combination of time limited case management supports, connecting families to community services and in some cases the provision of flexible housing funds to support families attain and maintain their housing. The average length of involvement with families is 28 days.

The Shelter Diversion for Families Program has been very successful in achieving housing outcomes for families. Over a period of one year, the program served 186 households (678 individuals). From that population, it successfully diverted 132 (71.25%) families from shelter and prevented the immediate eviction of 16 families. The interventions were successful in maintaining people's housing with fewer than 10% of families re-accessing shelter after a 3 month follow up.

The program has also contributed to reducing the strain on the shelter system. Prior to its inception, the Good Shepherd Family Centre operated above 100% occupancy for 8 consecutive months. After program inception, there were immediate positive effects as pressures in the Family Centre were reduced; 6 of the next 7 months saw occupancy drop below 100% hitting a low of 89% in July 2016. While monthly shelter occupancy levels increased over the fall and winter months, they remained less than comparative levels from 2015. In December 2016, monthly shelter occupancy in the Family Centre hit 87%, its lowest level in over 3 years.

Housing Stability Benefit

The Housing Stability Benefit (HSB) was implemented in 2013 as a local response to the elimination of the Provincial Community Start-Up and Maintenance Benefit

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(CSUMB). The HSB is available to eligible individuals receiving income support through Ontario Works, Ontario Disability Support Program as well as to Low Income individuals and families within the City of Hamilton who are at risk of becoming homeless, or moving from homelessness to being housed.

The maximum allowable benefit amounts under HSB are:

- Singles/Couples with no children - \$800 within 24 month period
- Families with children - \$1,500 within 24 month period

Since its inception it has been challenging to deliver the HSB within budget given the extent of need in the community and as the main cost-drivers (rent and utility costs) are variable while the total program budget remains fixed. In the past, City staff have implemented a number of strategies to assist in controlling program costs while continuing to try and maintain the full benefits of the program. These strategies have mainly included reducing the number of eligible expenses (i.e. furniture) the benefit can cover over time.

In 2016, HSB budget pressures mounted as people in the community were increasingly looking for assistance to address evictions and arrears that had resulted from quickly rising utility rates and escalating costs in Hamilton's hot rental market. The high demand resulted in much higher than anticipated expenditures in the HSB during the first 2 quarters of 2016. As a result, staff implemented the following mitigation plan to control costs:

- Limiting HSB to cover a limited number of core expense items (rent arrears, last month's rent deposit, utility arrears and beds for children).
- Removing all other previously eligible items (appliances, bed bug treatment preparation, mattresses and moving costs). Other minor changes to program eligibility were also put in place.
- Changing internal business processes to identify duplication.

While the mitigation plan was only in place for a short time, it paved the way for staff to find a number of additional process efficiencies. In addition, there were other factors that impacted demand which ultimately maintained program costs within \$50,000 of the HSB budget. In 2016-17, the total annualized HSB budget was \$6,210,000 and total expenditures were \$6,256,602.

Moving Forward with the HSB

The HSB Steering Committee represented by staff from the Housing Services Division, Ontario Works Division and Finance & Administration conducted a review which concluded that permanent cost control measures were needed.

The review identified a series of potential program efficiencies. These include enhanced processes to verify benefit claims. These measures will assist in controlling program costs. Staff forecast that with more efficient business processes the Housing Stability Benefit budget can be reduced by \$170,786 from \$6,209,792 to \$6,039,006 thereby covering any potential shortfall in the global CHPI budget.

Staff will continue to closely monitor HSB expenditures moving forward. Should additional cost control measures be needed, the General Manager of Community and Emergency Services, upon consultation with the HSB Steering Committee and Housing Services Division staff will draw on one or more of a series of measures in order to mitigate escalating program costs. These can include but are not limited to prioritizing eligible expenses, capping expenditures for individual line items, instituting price ceilings or otherwise.

Notre Dame Resource Centre & the Youth Review

On January 19, 2015, Report (CES14005(b)) named the successful proponents of City of Hamilton's 2014-15 Call for Application for Housing First and Homelessness Prevention services as well as identified programs that would no longer receive funding under this iteration. The Notre Dame Resource Centre was unsuccessful in this Call for Application. Council approved one-time funding to the unsuccessful programs as a transition to provide service providers with the opportunity to plan for and wind down services.

On December 8, 2015 staff informed the Emergency & Community Services Committee (Report CES15061) that the City's Service Agreement for the Notre Dame Resource Centre would be extended for another year from April 1, 2016 to March 31, 2017, while a full review of the youth homelessness system was conducted. The review intended to highlight the best practices, programs and services for addressing youth homelessness in Hamilton.

In 2016, a Request For Proposals (RFP) was launched and was unsuccessful in finding a suitable proponent to complete the review of youth homelessness services in Hamilton. Five firms submitted applications through this competitive process and none were able to meet the minimum score necessary to be considered.

As a next step, negotiations took place with a national coalition that specializes in youth homelessness planning to help the City move forward with this work. The coalition submitted a proposal and project plan which is pending consideration. Delays in considering the coalition's proposal were a result of using funding originally set aside for this project to address other Departmental pressures. The review still needs to be undertaken.

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In 2017, staff will assess best approaches to undertake the review including doing it 'in-house' and utilizing a more community-based approach. Providing bridge funding for one additional year will allow staff to complete the review and make evidence-based recommendations about the Notre Dame Resource Centre. Removing the funding now may risk destabilizing the Good Shepherd Notre Dame Youth shelter and leave a gap in community services for homeless youth.

Through consultation, staff learned that the services at Notre Dame were integral to the system of youth services. Removing these services without a mitigation plan or completing a full review may be a risky proposal as Notre Dame acts as a hub for housing and basic needs services not offered by other Providers. Staff learned that while education, employment and skill-building services are somewhat readily available for those youth who need them, the housing services offered through Notre Dame are in short supply elsewhere in the community.

Hamilton's Residential Care Facility Subsidy Program (Domiciliary Hostels)

On April 22, 2015, Council approved Report CES15021 which recommended that the Monthly Allowance for Personal Use be increased from \$138 to \$150 per month. It also recommended that Program costs for the Domiciliary Hostel Program would be monitored throughout the year and that if forecasted that actual expenditures would exceed the approved budget, a wait list for a Domiciliary Hostel subsidy would be implemented to remain within the approved budget.

A waitlist was implemented in January 2016 and has remained consistent since that time. City staff undertook a detailed review of the waitlist which as of April 1, 2017 includes 55 individuals. The review concluded that an additional annualized cost of approximately \$670,000 would be required in order to remove the waitlist. This increase is unsustainable and based on the data, staff recommend maintaining the waitlist for the Residential Care Facility Subsidy Program. The current budget allows for subsidizing approximately 765 individuals. Although the waitlist is in place, individuals are still able to be placed into available subsidized spaces through attrition. Staff continue to implement waitlist process efficiencies and continue to work closely with RCF Operators to ensure individuals are placed as soon as possible into available spaces that meet their needs and that are a good fit for the Operators.

Continuous Improvements

In addition to the programmatic responses to homelessness and issues related to investments, there are a number of internal continuous improvements the Housing Services Division intends to undertake to inform future planning work. These initiatives are not tied to any specific funding request, however, will build internal capacity to inform future decision making around funding. For example, staff intends to implement better benchmarking and performance measures to compare performance between homelessness services. Housing Services staff also intend to gather more

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comprehensive financial records from service providers to assess value-for-service and service efficiency.

Conclusion

In summary, the 2017-18 CHPI investment plan allows the Housing Services Division to maintain funding for Emergency Shelters, Homelessness Prevention Services and the Residential Care Facility Subsidy Program at current levels. Funding for pilot projects that are essential to the stability of the women's system and for families, is annualized until March 31, 2019. Funding for the Notre Dame Resource Centre will be provided on a one-time basis while a review of the youth homelessness system is completed.

The investment plan also institutes cost control measures. First, it supports maintaining the waitlist for the Residential Care Facility Subsidy Program; next, it describes efficiencies to business processes for the Housing Stability Benefit. Both of these measures will assist in controlling costs in the global CHPI budget allowing for the Housing Services Division to maintain critical homelessness programming throughout the community.

ALTERNATIVES FOR CONSIDERATION

None

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement & Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Healthy and Safe Communities

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

APPENDICES AND SCHEDULES ATTACHED

None