**Minute No. 117**
**Report – Executive Policy Committee – January 21, 2020**

**Item No. 1 End Homelessness Winnipeg (EHW) Five-Year Funding Report (2015 – 2019)**

COUNCIL DECISION:

Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That the 5-Year Business Plan: 2020 – 21 to 2024 – 25, Budget Notes, and 2018 – 2019 Report to Our Community, as provided by End Homelessness Winnipeg (EHW), be received as information (Attachment 1, 2 and 3).

2. That the City of Winnipeg continue to designate a senior Public Service representative to the EHW Board, upon request from EHW, and that this person, ideally, is of Indigenous descent, to assist in keeping the Indigenous organization status that EHW achieved in 2019.

3. That the Proper Officers of the City do all things necessary to implement the intent of the foregoing.

**Report – Executive Policy Committee – January 21, 2020**

DECISION MAKING HISTORY:

Moved by His Worship Mayor Bowman,

That the recommendation of the Executive Policy Committee be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 21, 2020, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and submitted the matter to Council.

# ADMINISTRATIVE REPORT

**Title:** End Homelessness Winnipeg (EHW) Five-Year Funding Report (2015 – 2019)

**Critical Path:** Executive Policy Committee - Council

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| W. Yee | C. Fernandes | N/A | M. Ruta,<br>Interim CAO |

## EXECUTIVE SUMMARY

Homelessness cannot be eradicated solely by any one level of government or agency. It is a complex task that requires collaboration, investment, and commitment from community agencies, housing providers, the private sector, and all levels of government. A collaborative, inter-sectoral funding model began in 2015 that included the City of Winnipeg, Province of Manitoba, Winnipeg Regional Health Authority (WRHA), and the United Way of Winnipeg.

Winnipeg's 10-Year Plan to End Homelessness outlines a path to ending homelessness that requires a shift from "emergency responses to proactive, long-term solutions" as the key step towards ending homelessness. The Canadian Observatory on Homelessness defines ending homelessness as reaching "Functional Zero", meaning there are enough services, housing, and emergency supports so that everyone who needs them has rapid access, is rehoused successfully, and is unlikely to experience chronic homelessness. The goal of End Homelessness Winnipeg is a 50% reduction in chronic homelessness over the next decade.

On December 10, 2014, Council approved a five-year funding agreement in the amount of $750,000 ($150,000 per year) with the United Way to develop a Long Term Plan to End Homelessness. This agreement expires December 31, 2019.

The organization, End Homelessness Winnipeg (EHW), was established in 2015 as the backbone organization to support implementation of the 10-Year Plan to End Homelessness (the Plan). The Plan sets out goals under four pillars:

- prevention,
- housing supply,
- person-centered supports, and
- measurement of progress.

In July 2019, EHW provided an annual update to Executive Policy Committee, including a reminder that the first five-year agreement was expiring and that a new five-year request would

be forthcoming. In September 2019, the City of Winnipeg received a grant request from EHW, through the City's granting process, requesting five-years of funding in the amount of $820,261 and a new five-year agreement commencing 2020. The request is intended to support core operating funding and provide backbone infrastructure to lead the community in implementing the next five years of the Plan.

Funding commitments from all other core funders have been secured: The Province of Manitoba until March 31, 2022; United Way is committed to providing ongoing funding support; and the Winnipeg Regional Health Authority funding agreement is in effect until March 2022.

## RECOMMENDATIONS

1. That the 5-Year Business Plan: 2020 – 21 to 2024 - 25, Budget Notes, and 2018 – 2019 Report to Our Community, as provided by EHW, be received as information (Attachment 1, 2 and 3).

2. That the City of Winnipeg continues to designate a senior Public Service representative to the EHW Board, upon request from EHW, and that this person, ideally, is of Indigenous descent, to assist in keeping the Indigenous organization status that EHW achieved in 2019.

3. That the proper officers of the City do all things necessary to implement the intent of the foregoing.

## REASON FOR THE REPORT

On December 10, 2014 Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

> 1. That subject to annual budgetary approvals, the City of Winnipeg provide a grant of $150,000 per year commencing in 2015 and continuing for a five year period ending in 2019 to the United Way to be utilized by the Poverty Reduction Council to develop the Long Term Strategy to End Homelessness, and the Winnipeg Public Service be directed to review and assess the program and funding commitment after five years and report back to Council.

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## IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receive this report as information.

## HISTORY/DISCUSSION

On December 10, 2014, Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That subject to annual budgetary approvals, the City of Winnipeg provide a grant of $150,000 per year commencing in 2015 and continuing for a five year period ending in 2019 to the United Way to be utilized by the Poverty Reduction Council to develop the Long Term Strategy to End Homelessness, and the Winnipeg Public Service be directed to review and assess the program and funding commitment after five years and report back to Council.

2. That the Chief Administrative Officer be directed to find a funding source from within existing budgets in 2015 and that future year funding commitments be referred to the respective budget processes.

3. That the City enter into a grant agreement with the United Way and that the Chief Administrative Officer be delegated the authority to negotiate and approve the terms and conditions of the grant agreement in accordance with this motion and such other terms and conditions deemed necessary by the Director of Legal Services and City Solicitor to protect the interests of the City.

4. That the City of Winnipeg appoint Clive Wightman as the City's representative to the Board of the new organization outlined in the Long Term Plan to End Homelessness, and direct the City's representative to report back annually to Executive Policy Committee on the organization's activities and successes.

5. That the City of Winnipeg be an active partner with the new organization in facilitating opportunities to create housing for people who are homeless.

In its December 10, 2014 approval of a long-term funding agreement to support the Plan to End Homelessness, Council requested that the Public Service review and assess the program and funding commitment at the end of the five-year funding agreement (2015 - 2019) with EHW.

EHW has met its obligations as outlined in the existing agreement with the City of Winnipeg and continues to be our lead agency for all matters relating to homelessness in Winnipeg. A collective impact model to achieve transformational change takes time. While funding to EHW began in 2015, establishing the backbone organization also takes time. Full complement of staffing was achieved in Year 2 and a new President and CEO was hired in Year 3. To reach Functional Zero, Winnipeg needs an adequate supply of affordable housing; person-centered services, prevention programs to assist individuals at risk of losing housing; and robust information sharing, data gathering and analysis to ensure progress is in alignment with evidence-based best practices.

EHW's annual report to the community outlines the key achievements and strategic initiatives in partnership with the City of Winnipeg.

<u>Coordination of Extreme Weather Response Committee</u>

- Coordinates the effort of multiple stakeholders (Winnipeg Fire Paramedic Service (WFPS), Winnipeg Police Service (WPS), Shelters, the Winnipeg Regional Health Authority (WRHA), and other key stakeholders) to prevent heat and cold-related illness and injuries among people experiencing homelessness.

In 2018 - 2019 EHW also distributed Cold Weather Funding to support the work of six organizations delivering direct services to individuals who were experiencing homelessness during the cold weather period.

Identified gaps, best practices, and potential strategies for 24/7 safe spaces to support the 2019 Methamphetamine and Illicit Drug Task Force Report

- The Illicit Drug Task Force Report was released in June 2019 and included recommendations for the expansion of 24-hour Safe Spaces. On July 2, the City of Winnipeg's Executive Policy Committee passed a motion to bring forward options in the 2020 multi-year budget process to fund additional 24/7 Safe Spaces in the city. EHW was asked to conduct a scan of existing reports, and identify capacity for new or expanded 24/7 Safe Spaces in Winnipeg. The project team included representation from EHW & City of Winnipeg's Community Services Department. Preliminary analysis identified a need for 24 Hour Safe Spaces in Winnipeg. The final report offered details on best practices and costs and has been referred to the City's 2020 Budget Process.

Facilitator on unsheltered sleepers

- EHW brought together a committee to implement a short-term response, and longer-term strategy, to support unsheltered Winnipeggers. This included representation from community organizations and homeless-serving agencies, along with City of Winnipeg Public Works Department, Community Services Department, WPS, WRHA, and people with lived/living experience of homelessness.

In addition to the strategic initiatives that EHW was involved in, directly for and with the City of Winnipeg, the following are some key accomplishments of EHW for 2018 – 2019:

Key accomplishments 2018 - 2019

In April 2019, EHW became the interim Community Entity (CE) that administers more than $9 million in annual funding from the Government of Canada's Reaching Home Homelessness Strategy. In response to Service Canada's call for proposals, in September 2019 EHW submitted an application to be appointed permanent CE for Reaching Home's Designated funding stream for a four-year period beginning on April 1, 2020. On October 16, Reaching Home's Community Advisory Board (CAB) passed a motion recommending that Service Canada appoint EHW as permanent CE. EHW has recently been recommended to oversee both funding streams and are in the process of entering into agreement with the Government of Canada. The City has recently confirmed the Housing and Policy Coordinator, PPD to sit on the CAB.

EHW signed the City of Winnipeg's Indigenous Accord, which is described as "a living document to guide our shared commitment to the Journey of Reconciliation in Winnipeg, rooted in the Truth and Reconciliation Commission's 94 Calls to Action". In 2019, EHW amended its bylaws to become an Indigenous organization. The amendments include the requirement that 75% of the Board of Director's 16 elected directors must be Indigenous after the 2020 annual general meeting. EHW reached this target on September 13, 2019 when four Indigenous directors were elected to the board bringing the total number of Indigenous directors to 11. Over 60% of staff identifies as being Indigenous – the target is 75%.

EHW Housing Supply Action Committee focused efforts and expertise on increasing the supply of housing with supports for individuals who are experiencing or at risk of homelessness in Winnipeg. The Committee works to identify projects and leverage partnerships in the private, public, and non-profit sector to support the development of housing projects. The Committee is working on facilitating its first project, which will focus on transitional housing for women and families fleeing domestic violence and experiencing, or at risk of, homelessness. The Committee also supports the Rooming House Organizing Committee's efforts to maintain the current supply of rooming house units and improve the quality and support available.

EHW understands that the Province of Manitoba is developing a housing strategy that includes homelessness. EHW has a significant role to play related to the strategy to convene stakeholders and partners to ensure alignment between the provincial strategy and EHW five-year plan. This work aligns with the City's Housing steering committee mandate to work with the Federal and Provincial governments, and representatives of the private and non-profit sectors, to develop the policy framework for a tri-level Affordable Housing Strategy for Winnipeg.

On April 1, 2019, EHW became administrator for the Homeless Individuals and Families Information System (HIFIS), the platform that is used by two local systems: HIPW (Winnipeg's emergency shelters) and Doorways (Housing First providers). The integrated and expanded HIFIS system will provide data for individuals experiencing homelessness and will serve as the data collection and management tool for the sector.

In 2018, EHW led implementation of the Winnipeg Street Health Survey and analysis of the findings in partnership with 18 local organizations. To conduct the survey, interviewers talked with 406 individuals experiencing homelessness to gather information on their self-reported health, housing and social service needs. The Street Health Survey Final report was launched in February 2019. The report and a series of fact sheets have been widely distributed across sectors and online to assist with knowledge translation across organizations and sectors.

A full listing of EHW's accomplishments is identified in EHW's 2018 - 2019 report to the community (Attachment 3).

<u>Brief summary of EHW's approved business plan 2020 - 2025</u>

EHW will work with stakeholders to achieve the following seven targets by March 31, 2025:

1. Create 1,340 additional housing units based on identified needs;
2. House 1,519 people who are experiencing chronic homelessness or are unstably housed;
3. Reduce the overrepresentation of Indigenous people accessing emergency shelters by 50%;
4. Reduce the length of stays in emergency shelters so that 92% of stays are less than 10 days;
5. Prevent those served by the coordinated access system from returning to homelessness;
6. Prevent individuals from being discharged/released into homelessness from corrections, health, and Child and Family Services and prevent disengagement from the education system from causing homelessness; and

7. Grow HIFIS (Homeless Individuals and Families Information System) as the comprehensive system-wide data platform from the homeless-serving sector and create a widely-used coordinated access system.

Brief summary of EHW's draft five year budget 2020 - 2025

While EHW will ask core funders to increase their support above the current levels that were set in 2015, the budget assumes that at a minimum EHW's core funders will maintain their support at the current level:

- On December 5, 2019, the Province of Manitoba announced approval of a new three-year agreement providing $250,000 annually effective April 1, 2019, for a total of $750,000 over three years.
- The United Way provides $300,000 in funding annually, in addition to strategic advice and other administrative supports.
- EHW agreement with the WRHA expires in March 2022; currently the agreement provides EHW with $150,000 annually.

EHW's five year budget projects small in-year deficits in years 1 and 2 as prior year's surplus are drawn down and then deficits in years 3 through 5 for three main reasons:

1. The budget includes the costs that EHW believes are the minimum required to achieve the 2025 targets and will refine the revenues and expenditures accordingly in those outgoing years.
2. The EHW budget includes annual increases from the City beginning in 2020 whereas increases from other core funders will be requested as those agreements come up for renewal.
3. The budget does not include fund development revenue because this cannot be estimated until a fund development committee is established in 2020 and preliminary work is done.

EHW annual budgets will be adjusted as needed based on funders' commitments and other revenue projections.

**FINANCIAL IMPACT**

## Financial Impact Statement **Date:** December 20, 2019

## Project Name:

End Homelessness Winnipeg (EHW) Five-Year Funding Report (2015 – 2019)

**COMMENTS:**

There is no financial implication as the recommendation is to receive the report as information.

*Original signed by K. Lemoine*

Kelly Lemoine, CPA, CA
Manager of Finance and Administrative Services
Community Services Department

## CONSULTATION

This Report has been prepared in consultation with:

End Homelessness Winnipeg
Planning, Property & Development Department

## OURWINNIPEG POLICY ALIGNMENT

**Our Winnipeg 01-2a Collaborate to make safe communities**
**Direction 7**: Implement an approach to safety and security that is collaborative and involves the community.

- Continue to build key partnerships with community leaders and community organizations aimed at providing effective and complete services in jointly-identified priority areas, such as support for children and youth at risk of victimization and other vulnerable populations.
- Link persons with ongoing public safety issues to appropriate long-term support.
- Continue supporting and fostering relationships with–and between–community organizations, service providers, institutions, community leaders and other service organizations to develop public safety strategies.
- Explore opportunities for integrated, multi-agency and community based safety services, such as a centre for child abuse victims.

**01-2b Emergency Preparedness, Response and Recovery**
**Direction 3:** Maintain emergency planning efforts to prevent hazards from developing into disasters and to reduce the effects of natural hazards including extreme weather.

**01-4 Housing**
**Direction 1:** Support diverse housing options in each neighbourhood or neighbourhood clusters throughout the City.

- With guidance from Complete Communities, encourage the development of safe and affordable housing throughout the City.
- Support the creation of a range of sizes, forms and tenures of housing. Tools include applying for zoning by-laws and processes for approval. Standards should be flexible enough to reflect the unique identity and character of each neighbourhood.
- Encourage and support principles of Universal Design and/or visitability in the new housing.

**03-1 Opportunity**
**Direction 3: Work with community partners to foster an inclusive and equitable community.**

- Support social inclusion and equitability in the general community and in City programs, services and activities.
- Support community-led initiatives aimed at fostering equity and inclusion or at opposing discrimination.

**Direction 4: Work with municipal service areas as a collaborator on poverty reduction.**

- Participate in a community-led poverty reduction strategy that involves a cross-section of residents, community organizations and all levels of government.
- Work with the housing industry, not-for-profit organizations and other levels of government to develop long-term funding strategies related to affordable housing.

Ending homelessness is a complex task that requires collaboration, investment and commitment from community service organizations, housing providers, the private sector, emergency shelters and all levels of government including indigenous governments and leadership. A collaborative multi-governmental funding model is needed to end homelessness in Winnipeg.

## WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

n/a

## SUBMITTED BY

Department: Community Services
Division: Community By-law Enforcement Services
Prepared by: Terry Cormier
Date: December 20, 2019
File No: CMS-2019-17

**Attachments:**

Attachment 1: EHW 5 – Year Business Plan: 2020–21 to 2024–25
Attachment 2: EHW Draft Five-year Budget for 2020-21 to 2024-25
Attachment 3: EHW 2018/19 Report To Our Community