

# **From Housing Assets to Housing People Master Plan (2019-2041)**

Information Report to Committee of the Whole/Special  
Council Information Meeting

June 2019



# Provincial Responsibility

- City of Kawartha is “Service Manager” for housing and homelessness for :
  - City of Kawartha Lakes (City)
  - County of Haliburton (County)
- Responsible to administer a centralized waiting list for all transferred rent geared to income units
- Service levels to maintain 871 rent geared to income units

# Purpose of Plan

- Assist the City and County to:
  - address its affordable rental housing goals and targets
  - plan for additional affordable housing
  - sustain the existing community housing stock of transferred housing assets
- Support local planning:
  - corporate strategic plans (CKL Strategic Plan)
  - growth management (Official Plans)
  - municipal infrastructure (Asset Management Plans)
  - housing provision (10-Year Housing and Homelessness Plan)

# Focus of Plan

- Transferred housing assets
  - KLH Housing Corp
  - Neighbourhood Housing in Lindsay
  - Fenelon Area Independent Living Association
  - Staanzworth Non Profit Housing Corporation
  - Haliburton Community Housing Corporation
  - Monmouth Township Non Profit Housing Corporation
- Financially assisted housing (e.g., new affordable rental housing)

# Objectives

- Preserve transferred housing assets to provide affordable rental housing options for low and moderate income households
- Address the current and future housing needs of individuals on the wait list for financially assisted housing
- Leverage opportunities for regeneration of the existing transferred housing assets
- Increase availability of affordable rental housing
- Support servicing future growth to 2041

# Approach

- Informed by Provincial direction and local plans
  - Ontario Community Housing Renewal Strategy
  - More Homes, More Choice (Housing Supply Action Plan)
  - Housing Services Act
  - Places to Grow: Growth Plan for the Greater Golden Horseshoe
  - City and County: Growth Management Strategy, Asset Management Plans, Official Plans, Corporate Strategic Plans
- Socio-demographic and housing trends (2019 Housing and Homelessness Assessment Report)
- Housing Division Plans- Asset Management Plan, 10-Year Plan, Regeneration Initiative
- Reviewed once every five years to update and amend as required

# From Housing Assets to Housing People

## Plan includes:

- Key demographic and housing trends in the City and County
- Implementation plan focused on four key themes:
  - 1) Housing Affordability,
  - 2) Leverage Existing Stock to Regenerate;
  - 3) Housing Mix and Availability; and
  - 4) Accommodating Growth
- Goals, strategies and actions for each theme
- Proposed affordable rental housing targets
- Recommendations to support affordable rental housing initiatives
- Implementation tools to enable executing

# Goals and Strategies:

## **Goal #1 Preserve and adequately maintain the existing housing stock**

- Develop a plan to preserve and sustain transferred housing assets
- Strive for continual improvement of the assets

## **Goal #2 Focus on the long-term viability of non-profit housing providers**

- Assess project viability of the transferred housing stock



# Goals and Strategies:

## **Goal #3 Provide long-term affordable rental housing through strategic redevelopment**

- Develop a regeneration plan that replaces units and increases supply

## **Goal #4 Ensure people have housing choice and opportunities for homeownership**

- Assist households in overcoming barriers to homeownership

# Goals and Strategies:

## **Goal #5 Provide a diverse range of rental housing types**

- Increase and diversify affordable housing supply
- Develop rental housing units with focus on affordability, energy efficiency, accessibility and affordability

## **Goal #6 Create mixed income inclusive communities**

- Create new development with a mixed income approach

# Goals and Strategies:

## **Goal #7 Increase the supply of additional affordable housing**

- Establish affordable rental housing targets

## **Goal #8 Address the growing need of households on the wait list**

- Ensure new supply addresses the needs from the wait list

# Expected Outcomes

- **Deliver:** 5,500 additional affordable rental housing units the next 20 years (housing target)
- **Redevelop:** Net increase of 35 affordable rental units (from 64 to 99 additional homes) through the Regeneration Plan
- **Increase Supply:** Average of 100 additional units for the City and 40 for the County annually for the next 20 years, adding new units where possible
- **Dispose:** unsuitable properties over time as replacement stock is identified
- **Retain and Maintain:** existing units through the strategic Asset Management Plan

# Plan Recommendations

## Fiscal:

- To meet future capital demand for transferred housing stock in the City and County, it is estimated that the annual contribution should be increased by \$113,590, which is an increase from current level of funding by over 100%. To support this, a proactive approach is recommended where any funding surpluses are allocated to capital reserves in anticipation of expected capital needs.

# Plan Recommendations

## Infrastructure:

- Extend the terms of the current CKL 10-year financial strategy on capital expenditure sustainability to include housing assets in order for housing to benefit from the funding recommendations stated in the Housing Asset Management Plan
- Consider expanding the eligible infrastructure investments included in the Development Charges by-law to include housing assets. Could be a means of accessing new funding which can be used to address capital needs in the housing stock.
- Explore options to create an internal capital repairs loan program to support non-profit housing providers. The intention would be to provide funding for repairs on key building components that are integral to the ongoing operational viability of the portfolio.

# Plan Recommendations

## Affordable Rental Housing:

- Encourage affordable housing through additional planning and regulatory initiatives supported by the Affordable Housing Framework Guidelines developed for the City and County
- Consider options for reducing development and other municipal fees on a case-by-case basis. In determining eligible projects, consider the extent to which development is contributing to an expanded pool of affordable housing units including the length of time units are expected to remain in the pool.

# Plan Recommendations

## Partnerships:

- KLH-Housing Corp continue to build on the foundation of its Regeneration Plan, and continue to play a development role, leverage its expertise and promote affordable housing for the City and County
- Enter into partnerships that provide shared equity ownership, particularly where the City or County contributes land or financial resources.



# Concluding Remarks

## **From Housing Assets to Housing People Master Plan:**

- Incorporate the established housing targets in Official Plans and other Local Plans
- Integrate the housing asset management plan with the corporate municipal asset management plan
- Integrate goals, strategies and actions with the updated 10 year Housing and Homelessness Plan
- Include Plan as a component of the housing strategy with respect to the growth management strategy

# Questions?