Building Stronger Communities

The City of Kawartha Lakes & the County of Haliburton Housing & Homelessness Plan 2020-2029

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Acknowledgements

The Housing and Homelessness Plan (HHP) for the City of Kawartha Lakes and the County of Haliburton reflects the efforts of many stakeholders. We would like to acknowledge the work of the Housing and Homelessness Plan Project Coordinating Committee in developing this plan.

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We would also like to recognize the important contribution of time and expertise made by local committees, those with lived experience, community organizations, municipal staff and citizens in the development of the plan.

What is the Plan?

The City is the designated Service Manager, responsible for housing and homelessness in a service area that includes:

- The City of Kawartha Lakes (Kawartha Lakes)
- The County of Haliburton (County)

The Ministry of Municipal Affairs and Housing (MMAH) under the Housing Services Act, 2011 (HSA) requires all Service Managers to develop a 10 year Housing and Homelessness Plan ("the Plan"). The Plan will establish priorities for housing and homelessness services based on targeted consultations and research. At least once every five years, the service manager shall review its housing and homelessness plan and amend it as the service manager considers necessary or advisable.

The Plan must be consistent with legislation, Ontario Regulations and the provincial Housing Policy Statement, and must include:

- An assessment of current and future housing needs within the service manager's service area;
- Objectives and targets related to housing needs;
- A description of how progress towards meeting the objectives and targets will be measured; and
- Strategies to measure and report publicly on progress under the plan.

The 10 Year Housing and Homelessness Plan (2014-2023) was approved by Council as Service Manager for the City and County, in 2014 with implementation beginning as of February 2014. The five year review must be initiated by January 1, 2019 and be completed, approved by council and submitted to the Ministry by December 31, 2019.

The Plan will enable Kawartha Lakes and the County to:

- Create a long term community vision, shared goals, agreed upon priorities and strategies for a continuum of housing and homelessness services;
- Improve access to adequate, suitable and affordable housing;
- Coordinate and integrate housing and homelessness services to assist families and individuals;
- Assist in determination of housing and homelessness funding including but not limited to priorities and processes
- Prepare for future senior government funding and partnership opportunities;
- Make recommendations on process and structure of service delivery within Kawartha Lakes and the County and with their delivery partners.

The HHP Review and Update will result in a new 10 year plan (2020-2029). While the Ministry requirement is only for a mid-point update to the current plan, strategically we need to be looking at the long term as well. This approach will facilitate that long term planning goal. The intent is that another refresh of the plan, in essence a further ten year plan, will be developed in five years' time, 2025 and every five years thereafter.

Achievement from the Previous Plan

Goal
Increase the supply of housing

Accomplishments
- Completed 81 new units in Lindsay, Minden and Haliburton
- Another 48 units under construction in Lindsay and Haliburton
- Approximately 67 more units in pre development phases in Lindsay, Fenelon and Minden
- Established 15 additional rent supplement units in Lindsay, Minden, Cardiff and Haliburton

Goal
Increase the supply of affordable housing

Accomplishments
- Established 57 additional housing allowances in Lindsay, Fenelon, Minden and Haliburton
- Assisted 100 first time home buyers with Homeownership down payment assistance, 70 in CKL and 30 in the County
- Created 47 portable housing benefits

Goal
Created a Housing Services model that strenghtened person-centred access to housing retention and homelessness prevention programs

Accomplishments
- Approximately $800,000 annually in financial benefits to low income households
- Emergency home repairs
- Housing search assistance
- ID replacement

Goal
Homelessness response

Accomplishments
- 20K Homes community
- Conducted 1ˢᵗ enumeration in 2016, 2nd in 2018
- Development of a By Name List
- Secured capital and operating funding for 24-unit building for homeless population
- Investments towards Housing First approach
- Implementation of the Coordinated Entry System

Goal
Created a program for low income homeowners to access interest free loans and grants for repairs, energy efficient improvements and accessbility renovations

Accomplishments
- Assisted 124 homeowners with interest free loans and grants, 66 in CKL and 58 in the County

Goal
Other Activities

Accomplishments
- **Council adopted Affordable Housing Framework.** Implementation of a variety of tools over a 6 year period to help encourage the development of affordable housing to meet official plan commitments
- **Asset Management Plan.** Overview and recommendations for sustaining the community housing assets that the City/County are responsible for under the Housing Services Act
- **Housing Master Plan.** Plan for the community housing assets for the City and County to 2041.

Area Context

The City of Kawartha Lakes covers a land area of 3,067 square kilometres, a population of approximately 75,420 residents and has over 250 lakes. The County of Simcoe and the District of Muskoka are to the northwest, the County of Haliburton to the northeast, to the east is the County of Peterborough and on the south and southwest is Durham Region.

The County of Haliburton also known as the Haliburton Highlands, is comprised of four separate municipalities covering over 4,000 square kilometres of natural landscapes and over 600 lakes. The County is home to approximately 18,065 residents. As previously noted, the County is to the northeast of the City and shares boundaries with the District of Muskoka, Hastings County, the District of Nipissing and the County of Peterborough.
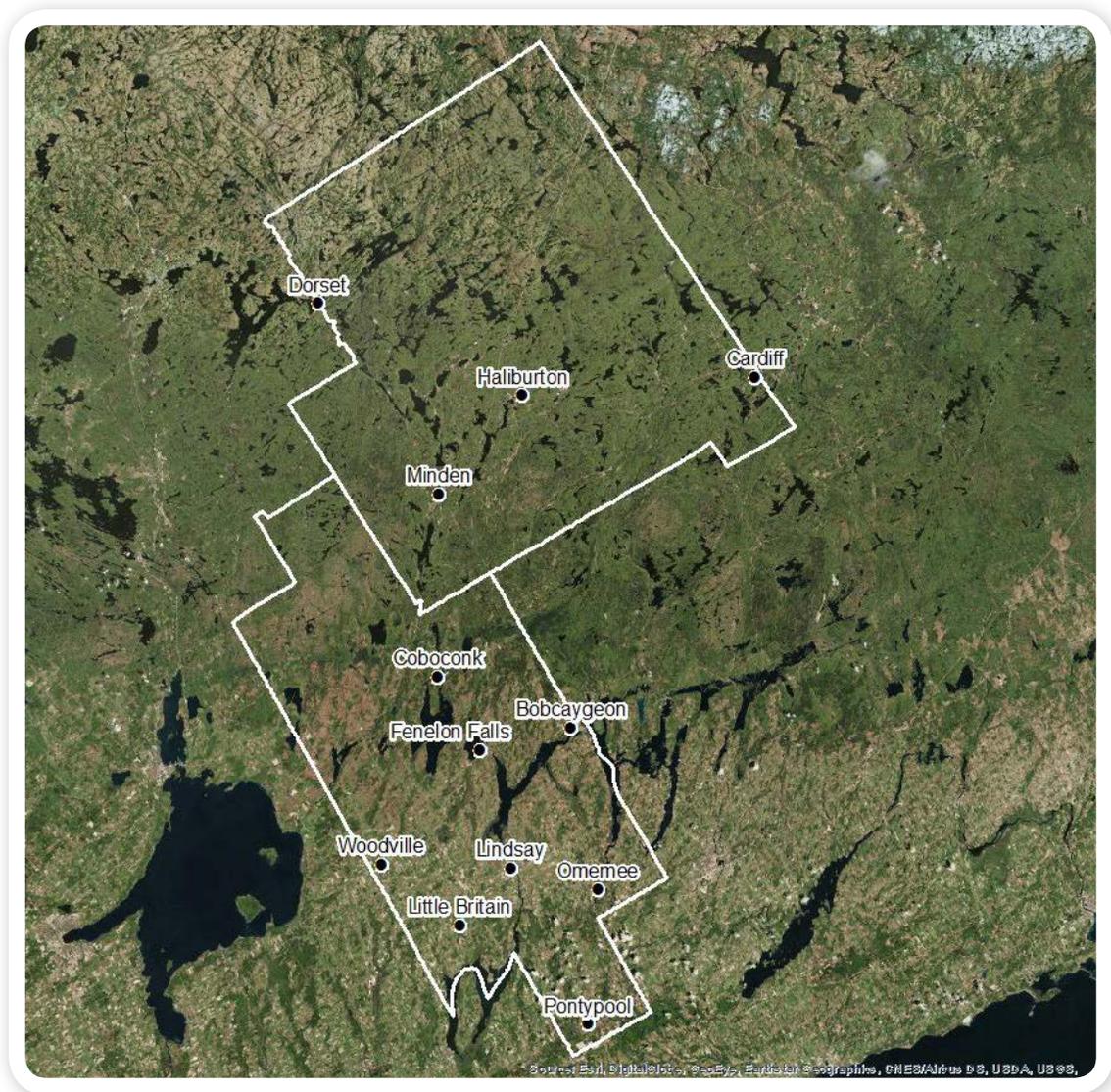
2019 Programs & Funding

Community Housing Programs

Revenue Sources for the Community Housing Program (2019)
($4,737,921)

$712,983

$952,103

$3,072,835
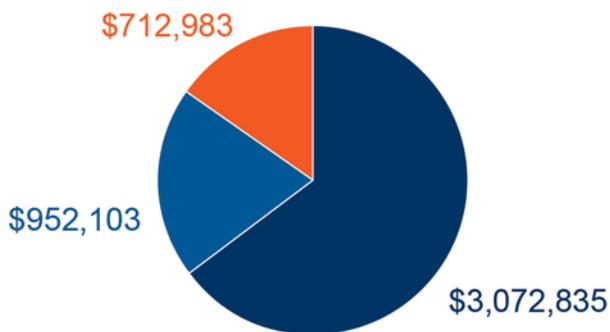
- City of Kawartha Lakes Portion
- County of Haliburton Portion
- Federal Funding Portion

Community Housing Subsidy Costs by Housing Provider (2019)
($4,445,558)

$150,860

$147,791

$341,002

$360,490

$494,865

$2,950,550
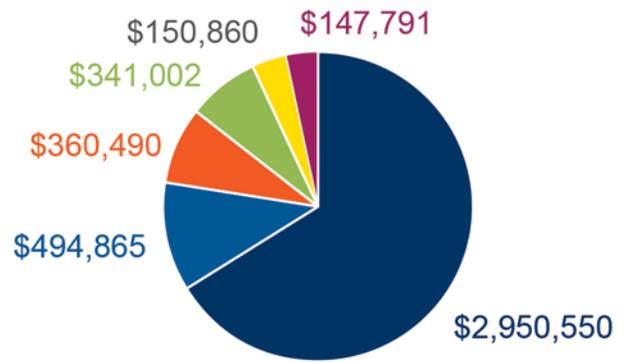
- KLH Housing Subsidy
- HCHC (Haliburton Community Housing) Subsidy
- Staanworth Subsidy
- Monmouth Subsidy
- NHIL (Neighbourhood Housing) Subsidy
- FAILA (Fenelon Area Independent Living) Subsidy

Rent Supplement & Housing Allowances

Revenue Sources for Rent Supplement and Housing Allowance Programs (2019)
($990,820)

$37,082
$10,009
$320,126
$623,603
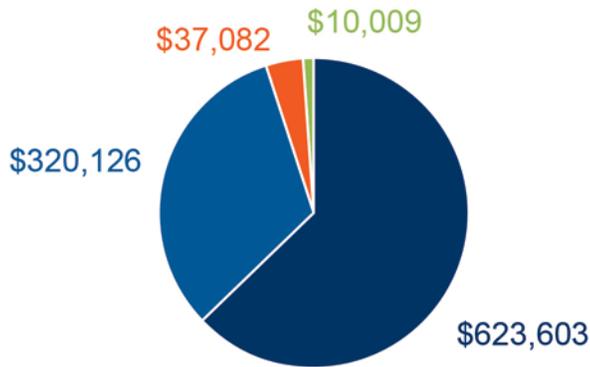
- City of Kawartha Lakes Portion
- Provincial Funding Portion
- Federal Funding Portion
- County of Haliburton Portion

Rent Supplement and Housing Allowance Costs (2019)
($990,820)

$108,774
$129,187
$240,985
$511,874
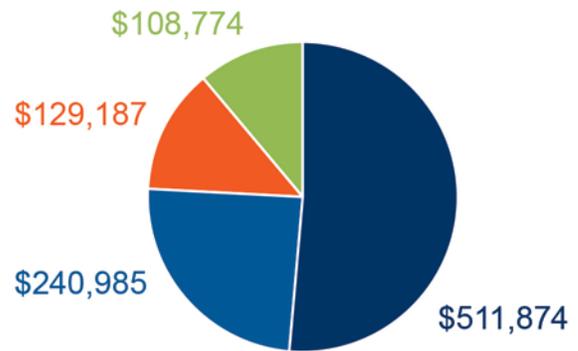
- Commericial Rent Supplement
- Strong Communities Rent Supplement
- DOOR (Delivering Opportunities for Ontario Renters) Housing Allowance
- Municipal Rent Supplement

Affordable Housing Program Allocations

Affordable Housing Program Allocations (2019)
($1,281,771)

$36,000
$100,000
$115,000
$226,800
$803,971
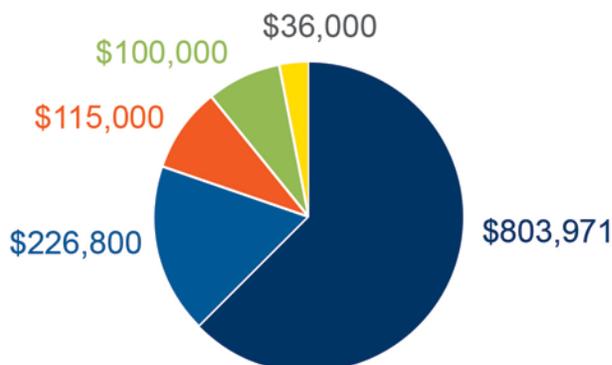
- New Rental Housing
- Kawartha Haliburton Renovates Program
- Homeownership Program
- Habitat Homeownership
- Housing Assistance Benefit

Homelessness Programs & Services

Revenue Sources for Homelessness Programs and Services (2019)
($2,622,830)

$90,752

$476,488

$2,055,590
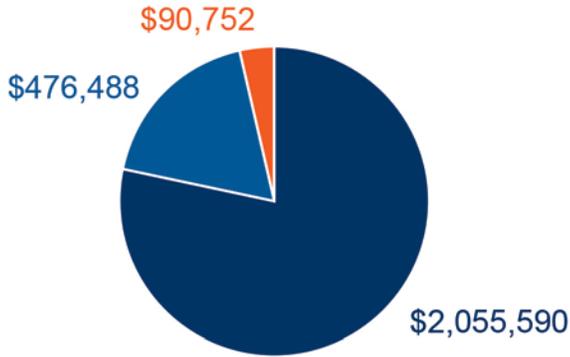
- Provincial Funding Portion
- City of Kawartha Lakes Portion
- County of Haliburton Portion

Homelessness Program and Service Costs (2019)
($2,290,863)

$67,620

$149,000

$200,000

$507,850

$836,252

$530,141
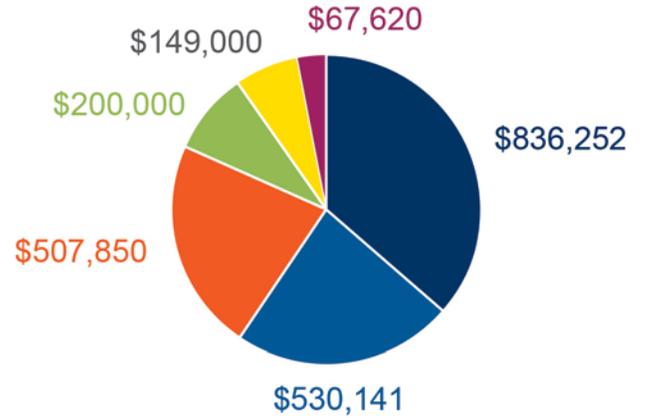
- HPS (Homelessness Prevention Supports) Benefits
- Housing First Supports
- Emergency Shelter
- Portable Benefits
- Housing Allowances
- Transitional Housing

How Was the Plan Developed?

Present Councils with Final Plan
Fall 2019

Councils Adopt Housing Targets
Fall 2019

Ministry Review
Fall 2019

Build Public and Council Feedback into Final Plan
May 2019

Present Councils with Community Housing Master Plan
April 2019

Present Councils with Housing Target Models
March 2019

Present Councils with Community Housing Waiting List Data
June 2019

Consult with the Public
February and March 2019

Survey Public and Those with Lived Experience
December 2018 to February 2019

Project Coordinating Committee Reviews current plan, current & future needs & creates draft objectives
Oct 2018 to Feb 2019

2014-2023 10 Year Housing and Homelessness Plan

Assessment of Current State and Future Housing Needs

The objectives, outcomes and targets within the plan are based on a comprehensive review of local data from a variety of sources including Statistics Canada, Canada Mortgage and Housing Corporation, Ministry of Finance, the City and County, etc. The CKL-H Housing & Homelessness Assessment Report provides details on the data reviewed and considered.

Key themes:

In both the City and County the population continues to age

- In the City, those 65 and over grew from 21.9% in 2011 to 25.3% in 2016, or an increase from 16,010 residents 65 and over to 19,060 residents 65 and over

- In the County, those 65 and over grew from 27.9% in 2011 to 32.9% in 2016, or an increase from 4,755 residents 65 and over to 5,940 residents 65 and over

Population Changes in Service Area (City and County)

City
2011
2016

County
2011
2016

10,180
9,900

1,790
1,720

47,015
46,460

10,490
10,405

16,010
19,060

4,755
5,940

0 to 14 years

15 to 64 years

65 years and over
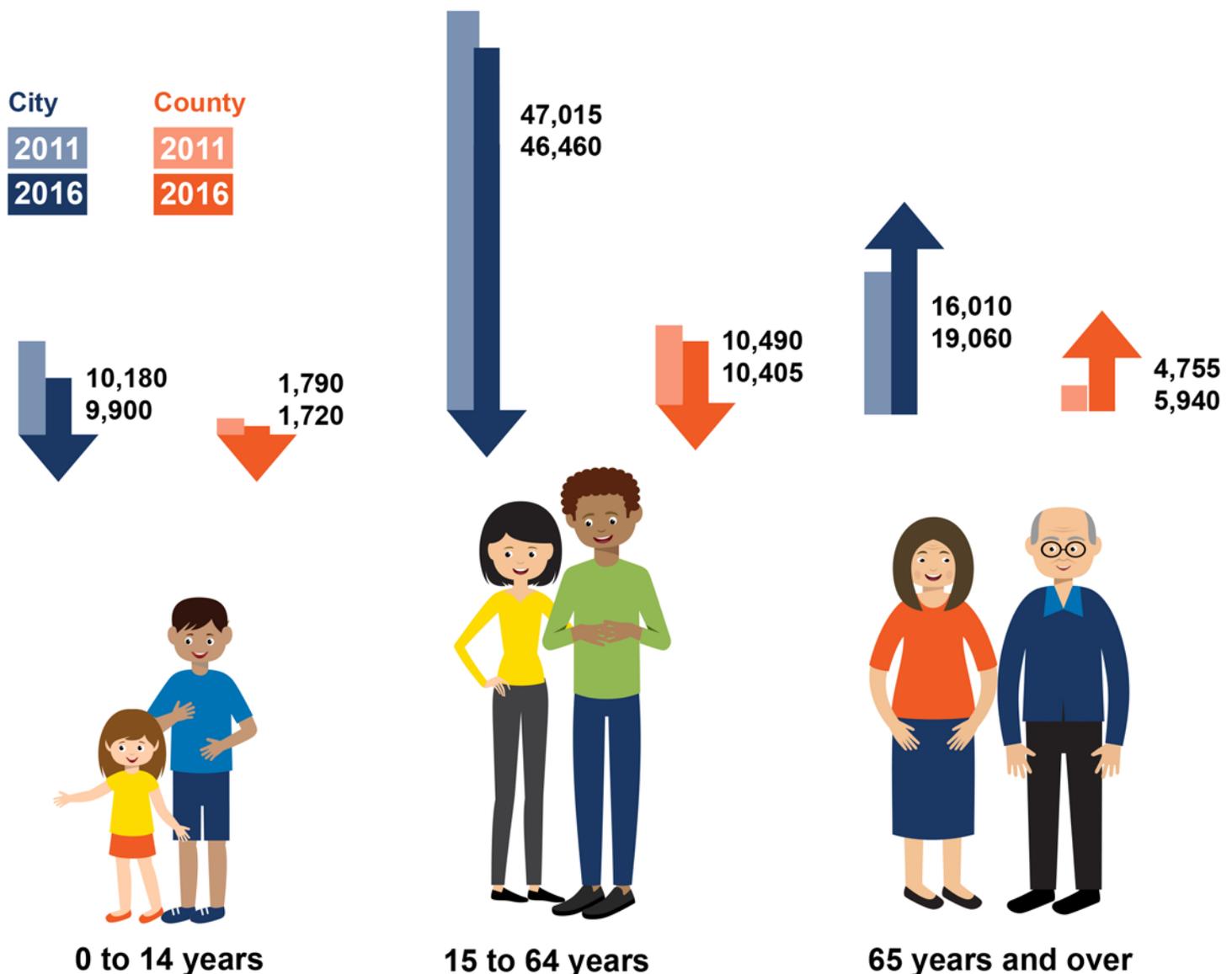
Two thirds of all housing across the service area is occupied by only one or two people.

Household Sizes (City)

	1 Person	2 Person	3 Person	4 Person	5+ Person
2011	23.8%	42.0%	14.3%	13.1%	6.9%
2016	24.7%	42.9%	14.2%	11.7%	6.6%

Household Sizes (County)

	1 Person	2 Person	3 Person	4 Person	5+ Person
2011	26.6%	46.9%	12.0%	9.9%	4.6%
2016	28.7%	48.5%	11.1%	8.3%	3.4%
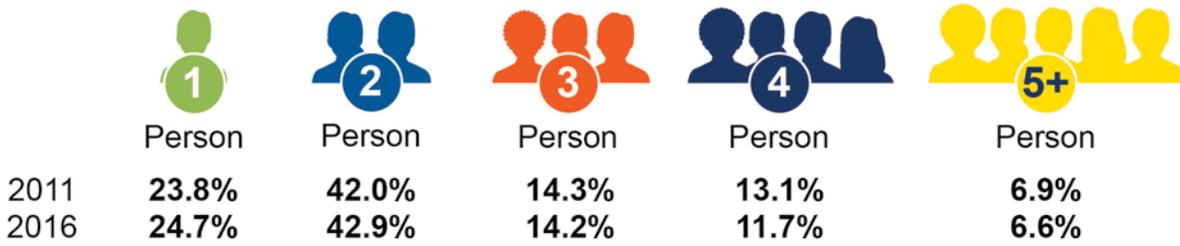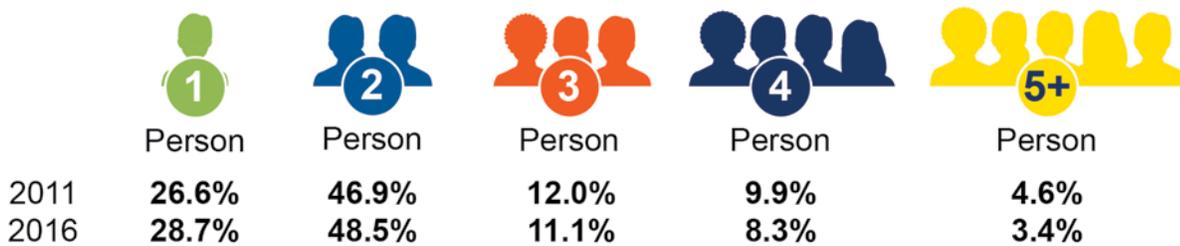
Single detached homes continue to make up the majority of the living spaces creating a mismatch to the aging population and the number of smaller households

- 83% in the City
- 90% in the County
- In the City between 2011-2016, 73% of all additional housing created were single detached homes
- In the County between 2011-2016, 88% of all additional housing created were single detached homes

Between 2011 and 2016 there has been an increase in the percentage of renters that are spending 30% or more of their income on rent

- Increased from 46% to 51.7% in the City
- Increased from 38.7% to 49.5% in the County

Shelter Costs for Renters in Service Area (City and County)

		City	County
Less than 30% of their income goes towards rent	2011	54.0%	61.3%
	2016	48.3%	50.5%
More than 30% of their income goes towards rent	2011	46.0%	38.7%
	2016	51.7%	49.5%

The average market rent for an occupied unit has increased approximately 20% since 2010 while vacancy rates decrease.

Vacancy Rates (Service Area)
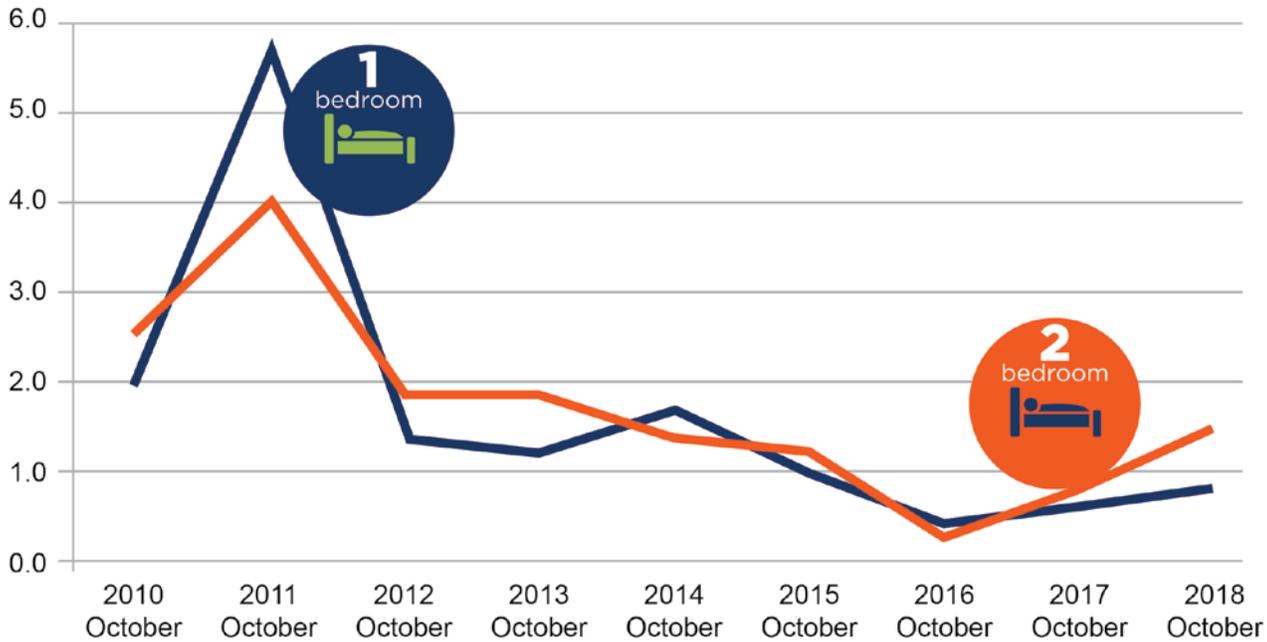
Market Rent Increase (Service Area)
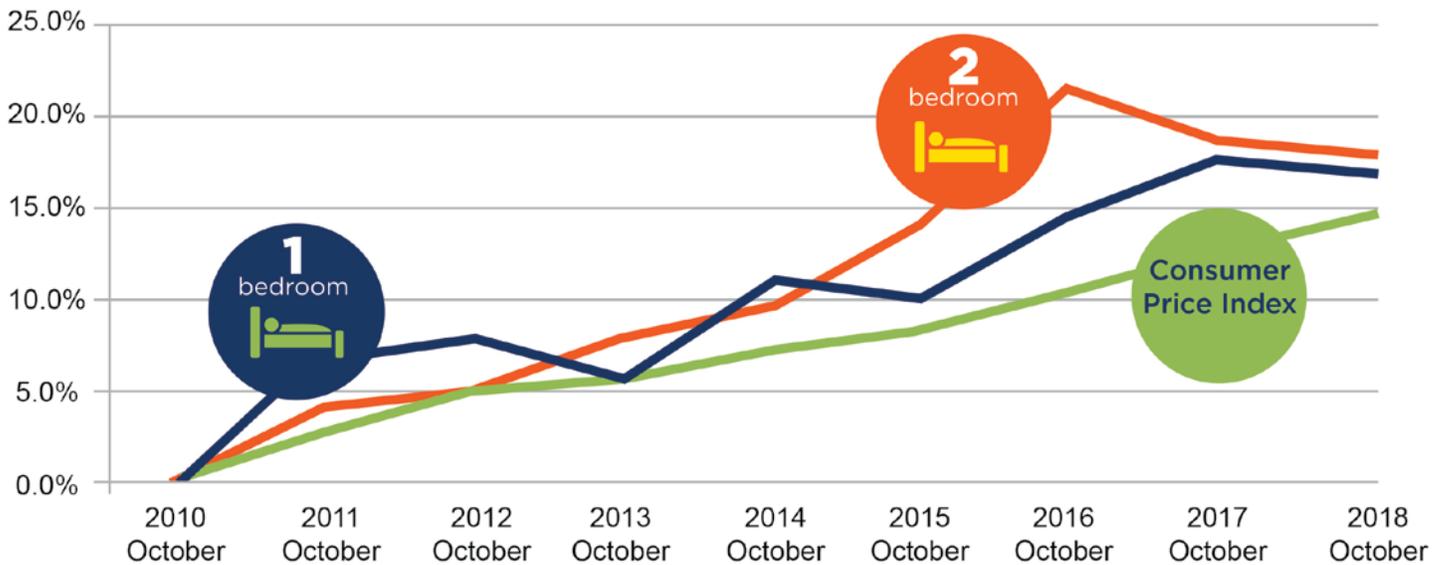
There are almost 1,700 unique households on the CKL-H Community Housing waiting list

- 375% increase since 2013
- Less than 100 of the just over 1,000 units vacate annually resulting in an average waiting time of just over 4 years

Centralized Waiting List for Community Housing Units

513 → **150**
2013

715 → **132**
2014

1,018 → **146**
2015

1,201 → **88**
2016

1,375 → **83**
2017

1,672 → **98**
2018

Households who apply today may wait as long as 7 years.

Unit Size	Over the past 4 years, average wait time for most applicants (years)			
	All	**Haliburton**	**Lindsay**	**Kawartha Lakes (not Lindsay)**
1 bedroom	4.64	3.61	5.23	3.40
2 bedroom	4.01	2.78	4.11	1.58
3 bedroom	3.60	1.29	3.61	N/A
4 bedroom	1.13	1.13	N/A	N/A
Bachelor	4.56	N/A	4.56	N/A
Total	**4.30**	**3.58**	**4.83**	**3.39**

Homelessness By-Name List (BNL)

Demographics of Those Actively Homeless as of June 30, 2019

Family: 10
Single: 37
Senior: 9
Youth: 13
Couple: 1
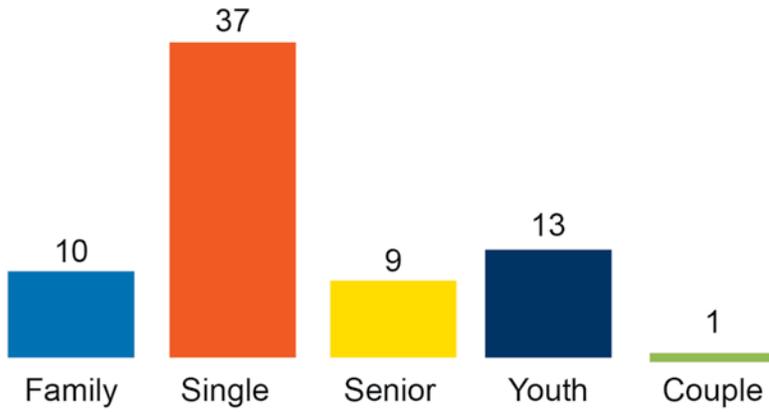
Total Number of Chronically* Homeless on the BNL: August 2018-June 2019

August 2018: 57
September 2018: 44
October 2018: 46
November 2018: 46
December 2018: 25
January 2019: 28
February 2019: 34
March 2019: 51
April 2019: 55
May 2019: 58
June 2019: 57

● Active Homelessness   ▬ Median
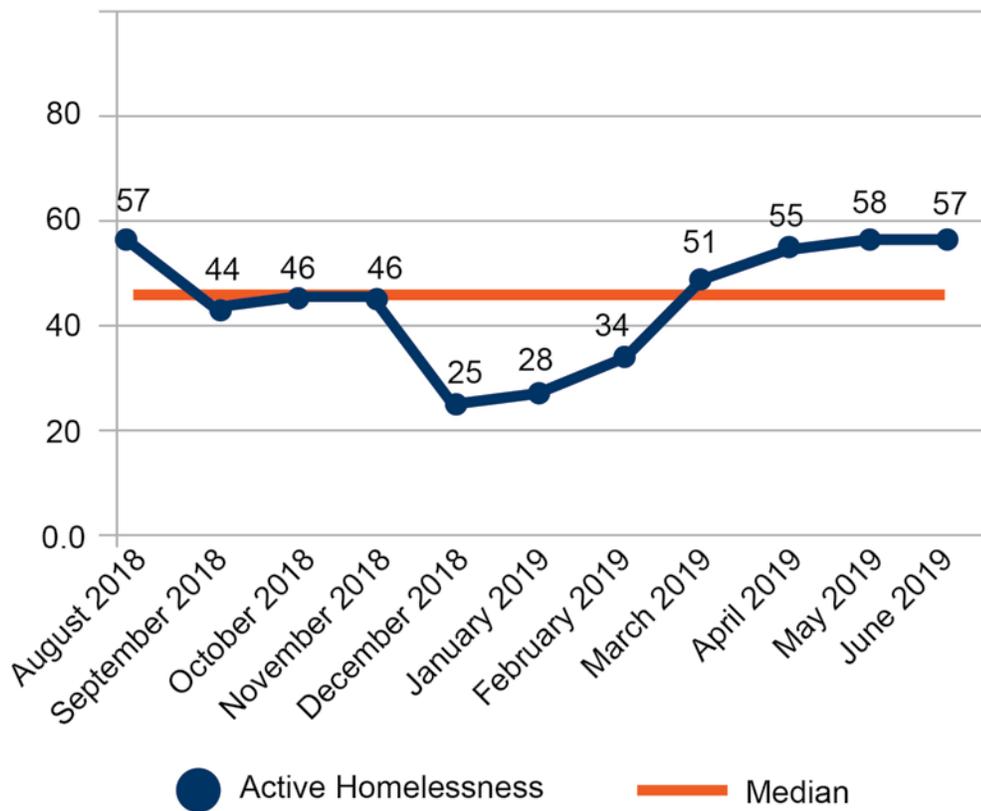
*homeless for 6 or more months in a year

What We Heard

Consulting with the community was an important piece of developing this plan. In addition to looking at statistical data we wanted to hear directly from the community. This was completed in two different ways: surveys and community consultations.

Survey Results:

From December 2018 through February 2019 we connected with the community through two survey methods, online and in person.

Type:

40 — Housed (Paper)
34 — Homeless (Paper)
202 — Online

= 276

Area:

Haliburton County	101
Kawartha Lakes (Excluding Lindsay)	52
Lindsay	109
Other	14

= 276

What is your age?

Age	Haliburton	Kawartha Lakes	Lindsay	Total
Under 18	0.0%	0.0%	0.0%	**0.0%**
18-24	9.1%	6.0%	13.0%	**9.6%**
25-35	24.2%	18.0%	24.1%	**24.8%**
36-45	22.2%	16.0%	22.2%	**21.1%**
46-55	16.2%	18.0%	17.6%	**16.3%**
56-65	16.2%	26.0%	17.6%	**18.1%**
66-75	10.1%	10.0%	5.6%	**8.1%**
76+	2.0%	6.0%	0.0%	**1.9%**

What is your annual household income?

Annual Household Income	Haliburton	Kawartha Lakes	Lindsay	Total
Less than $20,000 per year	37.1%	30.0%	50.9%	**41.5%**
$20,000 to $30,000	15.5%	22.0%	13.2%	**16.6%**
$30,000 to $50,000	18.6%	24.0%	13.2%	**17.4%**
$50,000 to $70,000	11.3%	12.0%	7.5%	**9.4%**
$70,000 to $90,000	8.2%	2.0%	4.7%	**5.7%**
More than $90,000 per year	9.3%	10.0%	10.4%	**9.4%**

Struggling with the cost of living was a key concern overall.

Annual Household Income	Total
Less than $20,000 per year	**73.3%**
$20,000 to $30,000	**61.4%**
$30,000 to $50,000	**60.9%**
$50,000 to $90,000	**25%**
More than $90,000 per year	**12%**

When asked about the most important thing for us to know as we plan for future housing and homelessness programs and services the top responses were:

- Affordable rents, preferably geared to income
- The lack of affordable housing options in the community
- Having rent caps or rent controls
- The need to have safe housing
- Assistance for people to manage their existing housing
- The need for public transportation
- The need for more jobs

Community Consultations

During February and March 2019 we engaged with over 100 individuals from the community including seniors, students, members of the general public, agency staff and many others.

These consultations included presenting the objectives drafted by the Project Committee within each of the provincial policy areas. Each consultation session resulted in feedback on the draft objectives which the Project Committee has used to finalize the objectives seen in this plan.

The Vision and Focus

Vision

Everyone has a safe, secure and affordable home.

Principles

- Affordable housing is essential to our community's economy, vibrancy and sustainability

- Decisions will be informed from evidence-based, best-practices and local data that reflects the local context

- We recognize that housing is a right and that all people have the right to be treated with dignity and respect

- Homelessness prevention and rapid rehousing through a "Housing First" approach are key to ending chronic homelessness

- People have the opportunity and access to a range of safe, affordable housing in good repair

- People have the opportunity for, and access to, a range of safe, affordable housing that is within or close to a community of their choice

- Investing in affordable housing fosters sustainable, inclusive, healthy, and vibrant communities

- Investing in affordable housing supports economic development and contributes to an improved quality of life

- A variety of appropriate support services are required to help individuals find, maintain and stabilize in housing

Focus

As the Service Manager, Kawartha Lakes is required to develop a Housing and Homelessness Plan for Kawartha Lakes and the County.

The City and County are responsible for setting the local housing vision for homelessness prevention and affordable housing, and for championing the implementation of the strategy.

The Housing and Homelessness Plan also reflects provincial areas of interest across the full continuum of housing. While other Kawartha Lakes and County plans consider all households, the plan and the work of the service manager concentrate on low to moderate income households.

Housing, both ownership and rental, are said to be affordable if the accommodation costs or rent does not exceed 30% of gross annual household income for low or moderate income households.

Low or moderate income households have incomes falling at or below the 60th income percentile.

How Affordable Housing Translates in Our Community

Emergency & Temporary Housing	Affordable Permanent Housing		Supportive
	Low Income (Households with income at or below the 30th percentile)	**Middle Income** (Households with income between the 30th and 60th percentile)	**Supportive**
Households or individuals without permanent housing options	**Renter Income** (at or below) City - $22,800 County - $21,000 **Affordable Rent** (at or below) City: $570 County: $520 **Owner Income** (at or below) City - $46,500 County - $39,400 **Affordable Housing Price** (at or below) City - $164,900 County - $139,800	**Renter Income** (between) City - $22,800 & $42,100 County - $21,000 & $36,600 **Affordable Rent** (between) City - $570 & $1,050 County - $520 & $920 **Owner Income** (between) City - $46,500 & $84,600 County - $39,400 & $73,200 **Affordable Housing Price** (between) City - $164,900 & 299,900 County - $139,800 & $259,500	Households or individuals with need for permanent supportive housing
What is the need			
Shelter at capacity Lack of upfront diversion/ prevention Provincial shift away from emergency shelter and short term solutions	Smaller households are the predominant type Significant senior population which is expected to remain above average Limited supply of private market rental that is in affordable range Community Housing Provider portfolio is significant and must be maintained Few culturally-specific housing options and services for indigenous households		Frail health Physical disabilities Homelessness Mental Health Addictions
Type of housing required			
Quicker access to permanent housing	One and two bedroom rental units Smaller affordable homes Model where seniors can age in place Energy Efficient buildings		Accessible units Affordable units with support services provided

Housing Targets 2020-2029

Ownership:

In both Kawartha Lakes and the County the majority of new housing starts each year continue to focus on detached homes for the ownership market.

In order to encourage options where low and/or middle income needs are met in Kawartha Lakes and the County, these three approaches are recommended:

1. Resale market: The Service Manager will continue to offer Homeownership funding in both Kawartha Lakes and the County for this purpose as it has the ability to do so. This will allow some of the low and middle income earners who don't have the ability to secure a down payment, opportunity to move along the continuum from rental to ownership

2. New construction: Kawartha Lakes and the County will establish policies to ensure that there are some options available where low and/or middle income needs are met. This will be done through a community benefit program and/or their official plans.

3. Habitat for Humanity: Kawartha Lakes and the County will actively pursue ownership options with Habitat for Humanity and other similar not for profit organizations to ensure they have the ability to be actively increasing the number of ownership opportunities.

Rental:

The lack of purpose built rental has been and continues to be of concern in both Kawartha Lakes and the County. The vacancy rate has remained low for several years as supply is not keeping up with demand. The continued focus of single detached homes making up the majority of the living spaces will only escalate an already critical rental housing situation.

The Service Manager engaged OrgCode Consulting who are known nationally for their housing forecasting modelling. Modelling results can be used faithfully and effectively when the bigger picture is seen. The modelling is sensitive to two dozen current and historical variables which paints a picture of what is needed and by when.

Council was presented with three models. The model adopted by Councils will signifigantly increase the number of units currently being created in order to meet the demands within 10 years.

The targets are only achievable with funding and policy support from all levels of government as well as participation from private developers, KLH Housing Corp, Community Housing Providers, community agencies and residents.

It is important to realize that each affordable unit does not necessarily occur from purpose built rental developments. These units can be created in a variety of ways that include providing subsidies to tenants to affordable existing market rental units, the creation of a second unit within a new or existing single home or rehabilitation of an existing space currently used for rental housing.

Adopted Model:

The overall need is explored in the context of identifying the volume of housing needs by dwelling unit size The numbers of units increase significantly to meet the demand within 10 years.

Categories:

1. Low Income
   a. average annual gross household income at or below the 30th percentile; and
   b. rent is based on a geared to income model where the household's rent costs do not exceed 30% of gross income or maximum shelter if on social assistance
2. Middle Income
   a. average annual gross household income between the 30th and 60th percentile; and
   b. market rent is such that the household's rent costs do not exceed 30% of gross income
3. Supportive
   a. average annual gross household income at or below the 30th percentile;
   b. rent is based on a geared to income model where the household's rent costs do not exceed 30% of gross income or maximum shelter if on social assistance; and
   c. additional support services provided (history of homelessness, barriers to housing, mental illness, substance use, frail elderly, physical disabilities, etc)

Additional Rental Units to be Created Over 10 Years
(2020-2029) by Bedroom Size

• Kawartha Lakes
• County

1 bedroom
2 bedroom
3 bedroom

Total
• 1,290   • 380   • 330   • Kawartha Lakes: 2,000
• 480   • 150   • 120   • County: 750
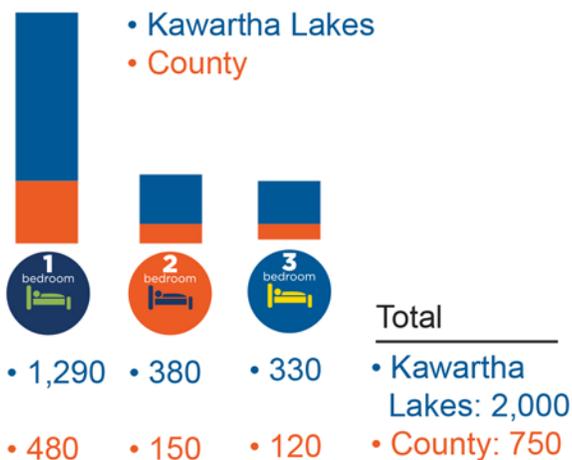
Additional Rental Units to be Created Over 10 Years
(2020-2029) by Category

• Kawartha Lakes
• County

Low Income   Middle Income   Supportive

Total
• 940   • 660   • 400   • Kawartha Lakes: 2,000
• 270   • 200   • 280   • County: 750
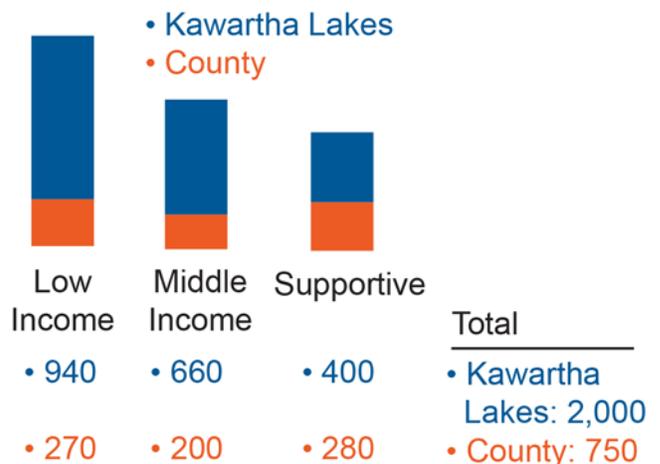
Types:

1. New – KLH Housing (KLH)
    a. new construction of units developed by the KLH Housing
2. New – Non Profit (NP)
    a. New construction of units developed by community housing non profits
3. New – Private market (PM)
    a. New construction of units developed by private developers;
    b. New units created by the rehabilitation of spaces not formerly provided as rental housing; or
    c. New units created by the addition of a second suite in a previous single family home
4. Subsidy in Existing
    a. A subsidy (housing benefit, rent supplement) provided to make a market unit affordable to a low or moderate income household

Additional Rental Units to be Created Over 10 Years
(2020-2029) by Type

• Kawartha Lakes
• County

	New KLH	New NP	New PM	Subsidy	Total
Kawartha Lakes	• 714	• 238	• 238	• 810	• Kawartha Lakes: 2,000
County	• 150	• 50	• 50	• 500	• County: 750
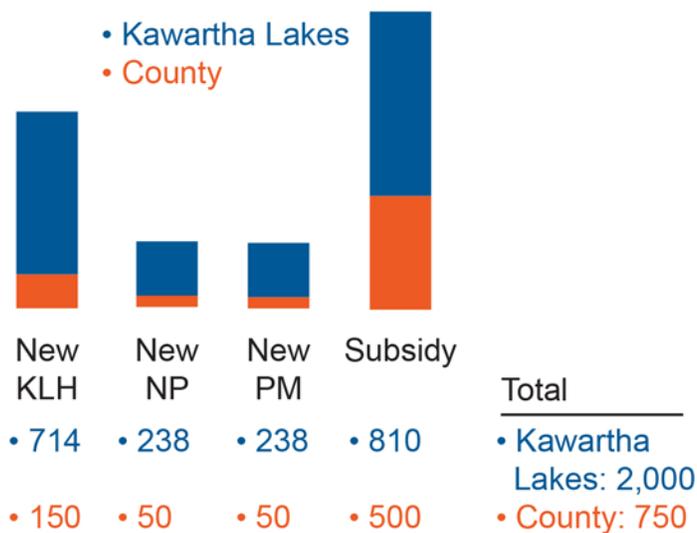
Eight Policy Areas to Guide the Plan

Policy Area One: Accountability and Outcomes

Kawartha Lakes in its role as Service Manager for the service area that includes both Kawartha Lakes and the County, has certain responsibilities related to housing and homelessness programs, services and plans. However responsibility for housing and homelessness is shared among multiple partners including federal, provincial and local governments, the local housing corporation, non-profits, service providers, the private market and community members.

Kawartha Lakes and the County account for the largest contribution of funding for local housing and homelessness services and programs.

The anticipated results of the objectives for this policy area lead toward a strategic planning approach with all partners to develop objectives to reduce homelessness and improve housing outcomes. In turn, this will result in improved access to locally responsive and coordinated housing and homelessness programs and services.

Accountability and Outcomes

Specific Provincial Policy Statement Requirement:

a. Demonstrate a system of coordinated housing and homelessness services that assist households to improve their housing stability and prevent homelessness

b. Include strategies to promote client-centred, coordinated access to housing and homelessness prevention services

c. Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness

d. Be coordinated and integrated with all municipalities in the service area

e. Include local housing policies and short and long-term housing targets

f. Include strategies to measure and report publicly on progress under the plan.

2020-2029 Objectives

1.1 Implement the recommendations of the system review of homelessness programs, services and funding including Housing Services, Housing First approach pilot, emergency shelter and transitional housing programs

1.2 Monitor outcomes and targets and communicate results to funders, stakeholders and the broader community at regular intervals

1.3 Produce annual affordable housing framework report card including rental vacancy, rental units created, average prices, applicants waiting and proportion housed

1.4 Conduct annual evaluations of the intake, assessment and referral process to the Coordinated Entry System (CES) and update policies and procedures as necessary

1.5 Evaluate and track outcomes of our Homelessness Management Information System, ensuring that the system is being informed by real-time data

1.6 Identify, compile and analyze data from multiple data sets including ensuring that at all times data is locally focused as possible so that programs and services as a result of this plan relate back directly to local needs.

1.7 Research and implementation of a community information bank, available both online and in hard copy, to assist people looking for or agencies assisting people to look for programs and services

## Policy Area Two: The Goal of Ending Homelessness

Kawartha Lakes and the County goal of ending homelessness is focused on assisting people who are homeless, or at risk of homelessness to quickly access safe, affordable and stable housing with support services as needed.

Kawartha Lakes and the County have conducted biannual homelessness enumerations since 2016 and will continue with that approach going forward. In addition to collecting information during a point in time, a system, Coordinated Entry and a list, the By-Name List have been developed and embraced by the community to address homelessness identification on an ongoing basis.

All programs and services will be based on local data to ensure that the most vulnerable are being prioritized for housing and supports placements.

The anticipated results of the objectives for this policy area lead toward a reduction in the number of individuals experiencing chronic homeless (6 months or more in a 12 month period) and reaching functional zero on chronic homelessness by 2021 and overall homelessness by 2025. In addition the development of programs and systems that include prevention and diversion will lead toward addressing situations that prevent homelessness.
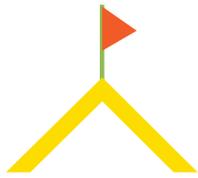
The Goal of Ending Homelessness

Specific Provincial Policy Statement Requirement:

a. Be informed by the results of local homelessness enumeration

b. Include a strategy to prevent and reduce homelessness, incorporating innovative approaches and a Housing First philosophy

c. Include strategies to reduce and prevent the number of people experiencing chronic homelessness and homelessness among youth and Indigenous peoples, as appropriate to the local context

d. Address collaboration with community partners and provincial ministries to reduce and prevent homelessness amongst those transitioning from provincially funded institutions and service systems, as appropriate to the local context

2020-2029 Objectives

2.1 Maintain existing homelessness portable housing benefits

2.2 Increase homelessness portable housing benefits

2.3 Improve the Coordinated Entry system through regular feedback from stakeholders, including individuals with lived experience

2.4 Analyze local data from enumerations and the By-Name List to ensure that vulnerable populations are being prioritized for housing and support placements

2.5 Reduce the number of individuals experiencing chronic homelessness and reach functional zero on chronic homelessness by 2021

2.6 Explore future partnerships with system services to develop and maintain the system of care, reducing the number of discharges into homelessness

2.7 Implement diversion and prevention programs

2.8 Increase the integration of homelessness options between family violence and the homelessness-serving system

2.9 Provide training opportunities for community agencies and their staff to share best practices and increase Coordinated Entry System capacity and sustainability

2.10 Engage with Indigenous partners to support their involvement in the Coordinated Entry System and confirm that the processes are culturally appropriate and trauma-informed

2.11 Develop relationships with the local school system to identify and support youth who are experiencing homelessness

2.12 Develop marketing strategy to ensure individuals experiencing homelessness are aware of and know how to access the homelessness-serving system

2.13 Explore outreach possibilities, connecting with individuals who are experiencing homelessness

2.14 Increase system capacity to support individuals through the creation of Rapid ReHousing Programs

2.15 Develop relationships with local Children's Aid Society to identify and support youth who are experiencing homelessness

2.16 Reduce the number of individuals experiencing homelessness and reach functional zero on homelessness by 2025

2.17 Explore the number and needs of seniors in the community who are homeless, living at hospitals, at risk of homeless, etc in order to determine best practices for this population

Policy Area Three: Coordination with Other Community Services

Housing stability is improved when collaboration and partnerships are built across different human services systems and providers. Kawartha Lakes in its Service Manager role has used its unique position as system manager and service provider to date in its housing and homelessness work and will continue to use that unique position going forward.

The anticipated results of the objectives for this policy area lead toward continuous improvement of the coordination of housing and homelessness services with other community services. Building on successes of the past, Kawartha Lakes and the County will look for further service coordination opportunities including current partners and new partners. To ensure funding and services are being allocated based on identified local needs; a comprehensive analysis of gaps within the range of housing with supports will be completed. This will include looking at options that are available or might be expanded to provide tenants with education and/or employment supports in order to help them meet goals they have identified to move along the housing continuum.

Coordination with Other Community Services

Specific Provincial Policy Statement Requirement:

a. Demonstrate a commitment to working with partners across service systems to improve coordination and client access to housing, homelessness prevention services and other human services

b. Demonstrate progress in moving toward integrated human services planning and delivery

c. Address collaboration, where possible, with Local Health Integration Networks (LHINs), to coordinate Service Manager social and affordable housing and homelessness services with LHIN-funded services

2020-2029 Objectives

3.1 Collaborate with the various support service sectors

3.2 Identify gaps and plan for a range of housing with supports across the Service Manager area

3.3 Investigate and implement options to provide tenants with education and/or employment support programs in order to help them meet goals they have identified in the housing continuum

Policy Area Four: Indigenous Peoples

Kawartha Lakes and the County consistently see Indigenous peoples over-represented specifically among individuals experiencing homelessness. Kawartha Lakes and the County are committed to building constructive, cooperative relationships that are based on mutual respect and lead to improved opportunities and outcomes for all Indigenous peoples. Engagement with local Indigenous organizations is vital to build strong partnerships and to support access to culturally appropriate housing and homelessness programs and services.

The anticipated results of the objectives for this policy area lead toward exploring and initiating potential relationships with the Indigenous organizations that cover Kawartha Lakes and the County area. This will start by engaging them to take part in the planning and implementation of the next homelessness enumeration in 2020. Based on that enumeration projects results and Kawartha Lakes and the County Homelessness By-Name List, work toward providing portable housing benefits and potentially access to some existing housing stock targeted to homeless Indigenous living off reserve will be a key priority.

Indigenous Peoples

Specific Provincial Policy Statement Requirement:

a. Include a strategy for engagement with Indigenous organizations and communities – including First Nation, Métis, Inuit organizations and communities, where present in the service area

b. Demonstrate a commitment to coordination and collaboration with Indigenous housing providers and service providers to support access to culturally appropriate housing and homelessness services for Indigenous peoples

2020-2029 Objectives

4.1 Create portable housing benefits targeted to homeless indigenous individuals living off reserve

4.2 Initiate and explore potential relationships with Indigenous organizations

4.3 Increase the number of referral agreements connected to the Coordinated Entry System

Policy Area Five: Community Needs

Kawartha Lakes and the County have developed this plan recognizing the complexity and the diversity of the people seeking housing and homelessness assistance. Engagement with a broad range of community stakeholders, organizations and those with lived experience helped Kawartha Lakes and the County to identify the diversity of local needs and to create the objectives of this plan.

The anticipated results of the objectives for this policy area lead toward providing a variety of programs and services that address the varying needs of Kawartha Lakes and the County's different demographic groups such as seniors, people with physical disabilities, people with mental health concerns, children and youth, women, LGBTQ2S, students, etc. The objectives demonstrate a commitment to deliver services based on inclusive and culturally appropriate responses to the board range of community needs. Kawartha Lakes and the County will continue to partner with agencies and organizations that support these different diverse groups with an outcome linked to improving relationships and service coordination.

Community Needs

Specific Provincial Policy Statement Requirement:

a. Include a strategy to address accessible housing and homelessness services for people with disabilities, as well as those who have mental health needs and/or addictions

b. Include a strategy to address the housing needs for survivors of domestic violence, in coordination with other community-based services and supports

c. Address the needs of different demographic groups within their community. This could include: seniors, Indigenous peoples, people with developmental disabilities, children and youth, LGBTQ youth, women, immigrants and refugees, persons released from custody or under community supervision, youth transitioning from the child welfare system and Franco-Ontarians

d. Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of community need

2020-2029 Objectives

5.1 Identify support service funding which will support tenancies with a housing benefit

5.2 Create portable housing benefits available to different demographic groups with support services provided through community partners

5.3 Evaluate effectiveness of partnerships with organizations that offer support services to tenants living in Community Housing units

5.4 Develop opportunities for households to age in place and access the Kawartha Haliburton Renovates program for accessibility modification funding

5.5 Increase the number of referral agreements

5.6 Increase the number of units with attached supports through existing referral agreements

5.7 Investigate and implement municipal programs that support different demographic groups needs

5.8 Investigate collaborative opportunities to include students in objectives and to understand their housing needs

Policy Area Six: Community Housing Providers

Kawartha Lakes and the County recognize the important role that Kawartha Lakes Haliburton Housing (KLH) and the non-profit housing corporations have in providing safe and affordable housing and supporting community development. KLH and the non-profits provide just over 1,000 units of housing in Kawartha Lakes and the County and a key priority is supporting these housing providers in maintaining sustainable and long term affordable housing options.

The anticipated results of the objectives for this policy area lead toward not only sustaining but growing. Kawartha Lakes and the County will continue to support KLH's regeneration, through the sale of older homes, in order to improve and increase housing choices. Kawartha Lakes and the County will also continue its focus of prioritizing funding and municipal incentives to KLH and non-profit housing corporation's new developments. The key theme overall in this policy area is to ensure that new developments lead to mixed income communities in order to address the three target income levels, low, middle and supportive. Adding a layer of above market rental to each development will also help to financially support the housing corporation overall and bring an even greater mix to the community.

Community Housing Providers

Specific Provincial Policy Statement Requirement:

a. Include strategies to engage non-profit housing corporations and co-operatives in current and future planning

b. Include strategies to support non-profit housing corporations and co-operatives in the delivery of affordable housing

c. Include strategies to support capacity building and sustainability in the non-profit housing sector

2020-2029 Objectives

6.1 Maintain the number of housing allowances currently available in Community Housing affordable units

6.2 Increase the number of housing allowances by providing within new affordable units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income

6.3 Maintain the rent supplements currently available in Community Housing market units

6.4 Increase the number of rent supplements by providing within new market units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income

6.5 Increase the number of affordable units being built by Community Housing by supporting proposed developments

6.6 Maintain the leveraging of KLH Housing Corp older single & semi detached units leading to new affordable units with mixed income communities

6.7 Develop a plan to maintain service level standards within existing Community Housing stock after operating agreements and/or mortgages expire

6.8 Maintain the same level of Community Housing units as Community Housing Providers obligations end

6.9 Secure capital repair dollars from the federal and provincial gov'ts in order to support capital needs in the transferred housing providers portfolio

6.10 Implement alternative design standards for affordable housing units being built by Community Housing

6.11 Develop a housing first policy for all municipal properties, identify the properties for future Community Housing developments, pre zone where applicable and provide to Community Housing at no cost or through long term lease

6.12 Implement a financial plan which identifies an annual contribution from tax levy to a Community Housing New Housing Reserve in order to financially support Community Housing proposed developments

6.13 Develop a policy that will permit KLH new developments to be exempt from any fee, charge, levy, permit cost, etc. that is imposed or controlled by the municipality

6.14 Develop policy where all affordable housing that meets the affordable definition built by Community Housing Providers is exempt from property tax on a sliding scale

Policy Area Seven: The Private Market

Kawartha Lakes and the County will not be able to meet its housing targets without the involvement of the private market. The private sector is critical to the provision of a range and mix of housing including affordable rental and ownership for low to moderate income households. The private housing market can include building new, rehabilitation, second units and providing rent supplements or portable benefits to make above market affordable. Kawartha Lakes and the County have adopted an Affordable Housing Framework, outlining a range of tools and incentives it will implement over the next few years to help encourage the private market to assist in creating affordable housing.

The anticipated results of the objectives for this policy area lead toward ways to encourage the private market to provide affordable housing. The objectives range from providing funding and incentives toward new affordable rental and ownership housing, providing rent supplements for existing above market units, providing funding to encourage rehabilitation of unused spaces into affordable housing up to and including funding to encourage homeowners to create second units in their homes. A key priority overall is ensuring a mixed income community that continues to provide above market in addition to affordable options for the low income, middle income and the supportive population groups. Kawartha Lakes and the County will use these tools to encourage the developers to meet the affordable housing targets within this plan and their official plans.
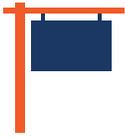
The Private Market

Specific Provincial Policy Statement Requirement:

a. Identify an active role for the private sector in providing a mix and range of housing, including affordable rental and ownership housing, to meet local needs

b. Identify and encourage actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools

c. Reflect a coordinated approach with Ontario's land use planning framework, including the Provincial Policy Statement and where applicable, the Growth Plan for the Greater Golden Horseshoe

d. Align with housing strategies required by the Growth Plan for the Greater Golden Horseshoe, where applicable

2020-2029 Objectives

7.1 Increase the number of rent supplements by providing within new or existing private market units - percentage will be based on ensuring mixed income and not all low income

7.2 Increase the number of affordable units being built in the private market by ensuring that official plan targets are being imposed

7.3 Continue to offer Habitat and KLH Tenants homeownership grants through revolving funds

7.4 Allocate portion of potential new Provincial funding toward resale homeownership

7.5 Explore education and/or financing options for those interested in the home ownership program

7.6 Expand official plan policy and zoning bylaws to broaden secondary suite options

7.7 Creation of new affordable housing through secondary suites

7.8 Review current affordable housing targets in official plans

7.9 Engage private sector builders and developers to create housing that meets the full range of affordability

7.10 Expand the home repair & renovation improvement program for low income homeowners

7.11 Explore and develop a home-share pilot program

7.12 Implement alternative design standards for affordable housing units being built by private market developers

7.13 Implement a financial plan which identifies an annual contribution from tax levy to provide grants to developers meeting the official plan affordable targets in order to offset development charges they would be otherwise required to pay

7.14 Develop a policy that will permit private market new developments meeting the official plan affordable targets to be exempt from specific fees, charges, levies, permit costs, etc. that are imposed or controlled by the municipality

7.15 Develop policy where all affordable housing created by the private market that meets the affordable definition and official plan targets is exempt from property tax on a sliding scale

7.16 Implement a Landlord Specialist role

7.17 Implementation of inclusionary zoning including the threshold size of the development and methods to accept cash in lieu

Policy Area Eight: Climate Change and Environmental Sustainability

Kawartha Lakes and the County is taking a leadership role in addressing climate change, supporting renewable energy, encouraging energy and water conservation and supporting initiatives that build a stronger, leaner and more climate resilient economy.

The anticipated results of the objectives for this policy area lead toward securing funding in order to renovate existing housing stock that is less efficient. The funding will not only concentrate on larger scale housing communities but also be available for homeowners. Kawartha Lakes and the County must also prepare in order to deal with how climate change will affect low to moderate income tenants residing in community housing. While it may not be cost effective to introduce air conditioning overall to an older rental building, the common room can be equipped to act as a cooling centre for tenants; a place to come for a couple of hours to cool off versus leaving their community completely.

Climate Change and Environmental Sustainability

Specific Provincial Policy Statement Requirement:

a. Demonstrate a commitment to improve the energy efficiency of social and affordable housing stock. This can include support for energy conservation and energy efficiency, tenant engagement, and locating affordable housing near transportation. It can also include innovative investment decisions such as the installation of renewable energy and low carbon technologies

b. Demonstrate a commitment to improve the climate resilience of social and affordable housing stock. This can include taking steps to limit vulnerability to flooding and extreme weather

2020-2029 Objectives

8.1 Pursue federal/provincial funding to undertake energy renovations to existing Community Housing stock

8.2 Expand the Kawartha Haliburton Renovates program to encourage home energy upgrades for low income homeowners

8.3 Develop strategies to implement in order to deal with climate changes for tenants residing in Community Housing

8.4 Establish cooling centres for tenants using common rooms in buildings where air conditioning is not provided

Appendix A

Policy Area One: Accountability & Outcomes			
Number	**Objective**	**Outcome**	**Measure**	**Target/Frequency**
1.1	Implement the recommendations of the system review of homelessness programs, services and funding including Housing Services, Housing First approach pilot, emergency shelter and transitional housing programs	recommendations to adopt or adapt to meet best practises, reached methods and Housing First philosophy considering both local condition and need	consultants report received and recommendations approved	report received and recommendations approved by Q2 2020
			funding decisions are implemented	annual funding to programs and services is maintained, reallocated, increased, etc
1.2	Monitor outcomes and targets and communicate results to funders, stakeholders and the broader community at regular intervals	annual report	annual report produced, approved and distributed publicly	produced, approved and distributed by June 30th each year for prior year (first report is June 30th, 2021 for 2020)
1.3	Produce annual affordable housing framework report card including rental vacancy, rental units created, average prices, applicants waiting and proportion housed	annual report	annual report produced and distributed publically	produced and distributed by March 1st each year for year prior (March 1, 2021 for 2020)
1.4	Conduct annual evaluations of the intake, assessment and referral process to the Coordinated Entry System (CES) and update policies and procedures as necessary	Increased community participation and efficiency of the Coordinated Entry System	create CES scorecard	produce and distribute annual scorecard

Policy Area One: Accountability & Outcomes			
Number	**Objective**	**Outcome**	**Measure**	**Target/Frequency**
1.5	Evaluate and track outcomes of our Homelessness Management Information System, ensuring that the system is being informed by real-time data	Real-time data that can inform local context decisions	annual evaluation

number of agencies providing updates | annual evaluation completed by March for previous year

all CES participating agencies providing updates to By Name List |
| 1.6 | Identify, compile and analyze data from multiple data sets including ensuring that at all times data is locally focused as possible so that programs and services as a result of this plan relate back directly to local needs | Access to data that is relevant, timely and exhibits actual local conditions | quarterly and annual data sets compiled | produce and distribute quarterly and annually |
| 1.7 | Research and implementation of a community information bank, available both online and in hard copy, to assist people looking for or agencies assisting people to look for programs and services | electronic and hard copies resource | updating annually at a minimum | produce by 2021, update annually |

Policy Area Two: The Goal of Ending Homelessness

Number	Objective	Outcome	Measure	Target/Frequency
2.1	Maintain existing homelessness portable housing benefits	improved affordability for households	number of households in receipt of portable benefit	47 portable benefits continue to be available and issued to households annually
2.2	Increase homelessness portable housing benefits	increase in affordable units	number of households in receipt of portable benefit	175 additional households are receiving the portable benefit by Year 10
2.3	Improve the Coordinated Entry System (CES) through regular feedback from stakeholders, including individuals with lived experience	Increased community participation and efficiency of the CES	number of participants/ agencies number of feedback opportunities	1 additional participants/ agencies engage annually an annual opportunity for feedback, increasing to two opportunities a year
2.4	Analyze local data from enumerations and the By-Name List to ensure that vulnerable populations are being prioritized for housing and support placements	housed and supported the most vulnerable populations in the community	number of re-prioritizations or re-evaluations of priority	reprioritization and re-evaluation occur annually
2.5	Reduce the number of individuals experiencing chronic homelessness and reach functional zero on chronic homelessness by 2020	Functional Zero on chronic homelessness for all populations in CKL-H	number of households experiencing chronic homelessness	Functional Zero on number of households experiencing chronic homelessness is reached by 2021
2.6	Explore future partnerships with system services to develop and maintain the system of care, reducing the number of discharges into homelessness	No more discharges into homelessness from system services	number of system services participating in the CES	three system services participating in CES (ie, jail, hospital, bail program) by Year 5

Policy Area Two: The Goal of Ending Homelessness

Number	Objective	Outcome	Measure	Target/Frequency
2.7	Implement diversion and prevention programs	Improved access to a variety of system services based on the housing and homelessness continuum	number of individuals diverted from shelters	25% increase in individuals being diverted by Year 5
2.8	Increase the integration of homelessness options between family violence and the homelessness-serving system	Sharing of resources and connections of individuals between both systems	number of individuals being added to BNL from FV programs	25% increase in individuals being added to both lists by Year 5
2.9	Provide training opportunities for community agencies and their staff to share best practices and increase Coordinated Entry System capacity and sustainability	All agencies are utilizing best practices and participating in CES	number of trainings offered	2 trainings on CES a year; at least 2 other additional trainings on best practices
2.10	Engage with Indigenous partners to support their involvement in the Coordinated Entry System and confirm that the processes are culturally appropriate and trauma-informed	Participation in planning and implementation of CES	1 Indigenous partner engaged	engagement will occur post 2020 enumeration
2.11	Develop relationships with the local school system to identify and support youth who are experiencing homelessness	Reduction in youth experiencing homelessness	number of meetings with school partners

number of additions to By Name List (BNL) from school partners | meetings with school partners occur twice a year in first two years moving to annually in years 3-10

5% increase of additions to BNL from school partners |

Policy Area Two: The Goal of Ending Homelessness

Number	Objective	Outcome	Measure	Target/Frequency
2.12	Develop marketing strategy to ensure individuals experiencing homelessness are aware of and know how to access the homelessness-serving system	Individuals experiencing homelessness know how to access the CES system	strategy developed	strategy developed and ready to implement by year 3
2.13	Explore outreach possibilities, connecting with individuals who are experiencing homelessness	All individuals are connected to the homelessness-serving system	outreach program developed	outreach program developed and ready to implement by year 4
2.14	Increase system capacity to support individuals through the creation of Rapid ReHousing Programs	Individuals moving from homelessness to housed quicker	10% increase in system capacity	system capacity will increase by year 3 and continue to increase annually for years 4-10
2.15	Develop relationships with local Children's Aid Society to identify and support youth who are experiencing homelessness	reduction in youth experiencing homelessness	number of meetings with CAS partners number of additions to BNL from CAS partners	meetings with partners occur twice a year in first two years moving to annually in years 3-10 5% increase in additions to BNL from CAS partners
2.16	Reduce the number of individuals experiencing homelessness and reach functional zero on homelessness by 2025	Functional Zero on homelessness for all populations in CKL-H	number of household experiencing homelessness	Functional Zero on number households experiencing homelessness is reached by 2025
2.17	Explore the number and needs of seniors in the community who are homeless, living at hospitals, at risk of homeless, etc in order to determine best practices for this population	best practises for seniors who are homeless or at risk of homelessness	best practises developed and implemented	best practices developed by year 2, implemented by year 3

Policy Area Three: Coordination with Other Community Services

Number	Objective	Outcome	Measure	Target/Frequency
3.1	Collaborate with the various support service sectors	improved relationships and service coordination	number of agencies/ partners participating	2% increase in partner agencies participating
			number of meetings	quarterly meetings
3.2	Identify gaps and plan for a range of housing with supports across the SM area	comprehensive analysis of gaps and a defined plan	analysis completed and plan adopted	analysis completed and plan adopted by year 4
				implementation of plan over years 5-10
3.3	Investigate and implement options to provide tenants with education and/or employment support programs in order to help them meet goals they have identified in the housing continuum	development of programs or services and/or partnership agreements	programs, services, partnership agreements implemented	programs, services, partnership agreements in place by year 5

Policy Area Four: Indigenous Peoples

Number	Objective	Outcome	Measure	Target/Frequency
4.1	Create portable housing benefits targeted to homeless Indigenous individuals living off reserve	increase in affordable units	number of households in receipt of benefit and culturally specific supports	68 households receiving benefits created over 9 years
4.2	Initiate and explore potential relationships with Indigenous organizations	participation in planning process of 2020 enumeration	1 Indigenous partner engaged	1 Indigenous partner engages in the 2020 enumeration
4.3	Increase the number of referral agreements connected to the Coordinated Entry System	expand number of agreements	1 new agreement with an Indigenous partner	1 new agreement by year 5

Policy Area Five: Community Needs

Number	Objective	Outcome	Measure	Target/Frequency
5.1	Identify support service funding which will support tenancies with a housing benefit	additional services and funding	increased services and funding available	10% increase in services and funding available by Year 4
5.2	Create portable housing benefits available to different demographic groups with support services provided through community partners	increase in the number of supportive units	number of households in receipt of portable benefit and support services	100 additional households receiving housing benefit and support by year 10
5.3	Evaluate effectiveness of partnerships with organizations that offer support services to tenants living in Community Housing units	improved relationships and service coordination	number of established protocols for referrals	review two protocols/ processes annually
5.4	Develop opportunities for households to age in place and access the Kawartha Haliburton Renovates program for accessibility modification funding	keeping people in their homes longer and reduction in EMS emergency responses	number of households served funding provided	10% increase in applications received and approved by year 5 5% increase in fed/prov funding toward assistance by year 5
5.5	Increase the number of referral agreement	expand number of referral agreements	number of new agreements	one new agreement by year 5
5.6	Increase the number of units with attached supports through existing referral agreements	increase the number of units with supports	number of new units within existing agreements	10 additional units added to existing agreements in next 5 years

Policy Area Five: Community Needs				
Number	**Objective**	**Outcome**	**Measure**	**Target/Frequency**
5.7	Investigate and implement municipal programs that support different demographic groups needs	keeping people in their homes	programs and policies researched and implemented	research by year 2, implementation by year 3
5.8	Investigate collaborative opportunities to include students in objectives and to understand their housing needs	improved relationships and service coordination	number of collaborative approaches	one collaborative effect per year starting in year 2

Policy Area Six: Community Housing Providers

Number	Objective	Outcome	Measure	Target/Frequency
6.1	Maintain the number of housing allowances currently available in Community Housing affordable units	improved affordability for households	number of households in receipt of a housing allowance	112 housing allowances available to households each year
6.2	Increase the number of housing allowances by providing within new affordable units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income	increase in the number of units built under the affordable definition where the tenant receives a subsidy to ensure they pay no more than 30%	number of households in receipt of a housing allowance	250 additional households assisted with a housing allowance by Year 10
6.3	Maintain the rent supplements currently available in Community Housing market units	improved affordability for households in market units by providing a subsidy to ensure tenant pays no more than 30%	number of households in receipt of a rent supplement	75 rent supplements available to households each year
6.4	Increase the number of rent supplements by providing within new market units built by Community Housing Providers - percentage will be based on ensuring new build is mixed income and not all low income	increase the number of units where the tenant pays no more than 30% of their income on rent	number of households in receipt of a rent supplement	275 additional households assisted with a rent supplement by Year 10
6.5	Increase the number of affordable units being built by Community Housing by supporting proposed developments	increase the number of units where the tenant pays no more than 50% of their income on rent	number of new affordable market units created by Community Housing Providers	1,152 new affordable market units created by Community Housing Providers by Year 10

Policy Area Six: Community Housing Providers

Number	Objective	Outcome	Measure	Target/Frequency
6.6	Maintain the leveraging of KLH Housing Corp older single & semi detached units leading to new affordable units with mixed income communities	completion of Parts 3 & 4 to increase the supply of affordable housing, increase energy efficiency and accessibility	number of units sold number of units created	27 older KLH homes sold by Year 5 42 new units built by KLH by Year 5
6.7	Develop a plan to maintain service level standards within existing Community Housing stock after operating agreements and/or mortgages expire	Action plan to have SLS maintained ensuring units are available and the City is in compliance with provincial legislation	completed plan	plan is completed by Year 2
6.8	Maintain the same level of Community Housing units as Community Housing Providers obligations end	SLS maintained ensuring units are available and the City is in compliance with provincial legislation	number of units contributing toward service level standards	the number of units is equal to or greater than SLS year over year
6.9	Secure capital repair dollars from the federal and provincial gov'ts in order to support capital needs in the Community Housing Providers portfolio	funding to complete necessary capital repairs is available as needed	increased funding	50% of the funding needed to complete necessary repairs will be available through federal/provincial funding
6.10	Implement alternative design standards for affordable housing units being built by Community Housing Providers	avoid minor variance applications	alternative design standards policy is adopted by councils	policies are adopted by year 4

Policy Area Six: Community Housing Providers

Number	Objective	Outcome	Measure	Target/Frequency
6.11	Develop a housing first policy for all municipal properties, identify the properties for future Community Housing developments, pre zone where applicable and provide to Community Housing Providers at no cost or through long term lease	shovel ready land opportunities	Housing First policy is adopted by councils	policy is adopted by councils by year 2
6.12	Implement a financial plan which identifies an annual contribution from tax levy to a Community Housing New Housing Reserve in order to financially support Community Housing proposed developments	capital reserves that KLH and/or transferred NPs can use to plan future housing developments	Financial Plan adopted by councils	policy is adopted by year 2 for the 2021 budget year
6.13	Develop a policy that will permit KLH new developments to be exempt from any fee, charge, levy, permit cost, etc. that is imposed or controlled by the municipality	any development costs imposed or controlled by the municipal would be provided as in kind contribution to KLH	policy is adopted by councils	policy is adopted by councils by year 2
6.14	Develop policy where all affordable housing that meets the affordable definition built by either Community Housing Providers is exempt from property tax on a sliding scale	property tax exemptions to assist with operating expense	policy is adopted by councils	policy is adopted by councils in year 2

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.1	Increase the number of rent supplements by providing within new or existing private market units - percentage will be based on ensuring mixed income and not all low income	increase the number of units where the tenant pays no more than 30% of their income on rent	number of households in receipt of a rent supplement	442 additional households assisted with a rent supplement by Year 10
7.2	Increase the number of affordable units being built in the private market by ensuring that official plan targets are being imposed	increase the number of units where the tenant pays no more than 50% of their income on rent	number of new affordable market units created	288 new affordable market units created by Year 10
7.3	Continue to offer Habitat and KLH Tenants homeownership grants through revolving funds	increase in homeownership	number of households receiving down payment funding	5 Habitat or KLH tenants receive down payment funding by Year 6
			dollars received from returned down payment assistance	$250,000
		increase in rental units	number of rental units made available when tenant moves to ownership	5 rental units made available by Year 6

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.4	Allocate portion of potential new Provincial funding toward resale homeownership	increase in homeownership	number of households receiving down payment funding	30 households receive down payment funding by Year 10
			funding provided with an option to use for down payment assistance	1 million of new Provincial funding used for down payment assistance
		increase in rental units	number of rental units made available when tenant moves to ownership	30 rental units made available by Year 10
7.5	Explore education and/or financing options for those interested in the home ownership program	programs developed for implementation	program development	program development completed by Year 3
7.6	Expand official plan policy and zoning bylaws to broaden secondary suite options	policies will attract owners to create additional suites	policy is developed and adopted by council	policy developed and adopted by council by Year 5
7.7	Creation of new affordable housing through secondary suites	more affordable housing	number of affordable secondary units created	25% of secondary units created each year are affordable

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.8	Review current affordable housing targets in official plans	to ensure an achievable target	review completed and targets updated	review is completed and targets amended as needed by year 5
7.9	Engage private sector builders and developers to create housing that meets the full range of affordability	increased opportunities for participation	number of formal consultation opportunities	formal consultation opportunities will be offered annually in years 1-5 and quarterly in Years 6-10
7.10	Expand the home repair & renovation improvement program for low income homeowners	more homes in better state of repair	number of households approved for program funding	25% increase in households approved for program funding by year 5 $150,000 in additional Provincial funding allocated to repair program
7.11	Explore and develop a home-share pilot program	improve the diversity of housing options for smaller households, and provide financial stability to homeowners	Home share program developed	Home share program is developed by year 3
7.12	Implement alternative design standards for affordable housing units being built by private market developers	avoid minor variance applications	alternative design standards and reduced dwelling unit size policy is adopted by councils	policies are adopted by year 4

Policy Area Seven: The Private Market

Number	Objective	Outcome	Measure	Target/Frequency
7.13	Implement a financial plan which identifies an annual contribution from tax levy to provide grants to developers meeting the official plan affordable targets in order to offset development charges they would be otherwise required to pay	developers are encouraged to meet affordable housing targets as they will receive a grant upfront to offset their development fees in any units that meet the affordable housing definition	financial plan is approved by councils	financial plan is adopted in year 2
7.14	Develop a policy that will permit private market new developments meeting the official plan affordable targets to be exempt from specific fees, charges, levies, permit costs, etc. that are imposed or controlled by the municipality	developers are encouraged to meet affordable housing targets as they will know in kind contributions that can be accessed	policy is adopted by councils	policy is adopted by councils in year 2
7.15	Develop policy where all affordable housing created by the private market that meets the affordable definition and official plan targets is exempt from property tax on a sliding scale	property tax exemptions to assist with operating expense	policy is adopted by councils	policy is adopted by councils in year 2
7.16	Implement a Landlord Specialist role	matching applicants to private landlords and providing support to the landlord	position funded and approved	position funding secured by year 2
7.17	Implementation of inclusionary zoning including the threshold size of the development and methods to accept cash in lieu	meeting affordable housing targets	research is completed policy is adopted by councils	research presented to councils by year 3 policy is adopted by councils by year 5

Policy Area Eight: Climate Change & Environmental Sustainability

Number	Objective	Outcome	Measure	Target/Frequency
8.1	Pursue federal/provincial funding to undertake energy renovations to existing Community Housing housing stock	a portion of each energy upgrade completed is funded federally and/or provincially	50% of energy upgrades are funded through federal/ provincial programs	new federal and/or provincial funding meets 50% of the needs energy capital projects within the Asset Management Plan each year
8.2	Expand the Kawartha Haliburton Renovates program to encourage home energy upgrades for low income homeowners	more homes are energy efficient	number of households approved for program funding	25% increase in households approved for program funding by year 5 $150,000 in additional Provincial funding allocated to repair program
8.3	Develop strategies to implement in order to deal with climate changes for tenants residing in Community Housing	minimize impact on vulnerable population	strategies are developed for implementation	strategies are developed by year 3
8.4	Establish cooling centres for tenants using common rooms in buildings where air conditioning is not provided	minimize impact on vulnerable population	cooling centre established in common room	cooling centre ready for summer of year 2