

Building Stronger Communities

**10 Year Housing & Homelessness Plan (2020-2029)
2020 Annual Report**



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The City of Kawartha Lakes

As Service Manager (SM) for Kawartha Lakes and Haliburton County, the City of Kawartha Lakes is responsible for the financial support of existing community housing and serves a key role in the delivery of new affordable housing programs. The SM also administers homeless response and homelessness prevention programs.

SMs are required, as part of the Province's Long-term Affordable Housing Strategy and the Housing Services Act, to complete a 10 Year Housing and Homelessness Plan (HHP). The City adopted its refreshed 10 Year Plan in November 2019. This is the first annual report on the progress of this refreshed 10 Year Plan and serves to meet the reporting requirement by the Province.

Policy Area One: Accountability & Outcomes

Other plans that share similar objectives: Affordable Housing Framework

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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	complete co-design sessions to create value statements and system of care for various program areas (shelter, Housing First, Homeless Prevention), update program documents (Coordinated Access System guide, Memorandum of Understanding, Referral Agreement), adoption by Homeless Response Steering Committee and partner agencies	85% completed - value statements/standards of care completed, program document updates completed

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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	funding decisions are implemented	annual funding to programs and services is maintained, reallocated, increased, etc.	create new purchase of service agreements for funded agencies (A Place Called Home, John Howard Society, Women's Resources-Amy's, FourCAST), review agreements including funding level, reporting and performance targets with agencies, new agreements executed and in place for April 2020	100% completed - John Howard Society, FourCAST and A Place Called Home have executed agreements with revised funding levels
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)	complete last annual report on 2014-23 Housing and Homelessness Plan	100% completed (for 2020) - annual report completed and published in September

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
Produce annual affordable housing framework report card including rental vacancy, rental units created, average prices, applicants waiting and proportion housed, homelessness	annual report	annual report produced and distributed publically	produced and distributed by March 1st each year for year prior (March 1, 2021 for 2020)	no specific 2020 action identified	
Conduct annual evaluations of the intake, assessment and referral process to the Coordinated Access System and update policies and procedures as necessary	Increased community participation and efficiency of the Coordinated Access System	create Coordinated Access System scorecard	produce and distribute annual scorecard	create first annual coordinated Access System scorecard	100% completed (for 2020) - coordinator presented information to Homelessness Steering Committee, recommended changes completed
Evaluate and track outcomes of our Homelessness Management Information	Real-time data that can inform local context decisions	annual evaluation	annual evaluation completed by March for previous year	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
System, ensuring that the system is being informed by real-time data		# of agencies providing updates	all Coordinated Access System participating agencies providing updates to By Name List	no specific 2020 action identified	
Identify, compile and analyze data from multiple data sets including ensuring that at all times data is locally focused as much 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	no specific 2020 action identified	
Research and implementation of a community information bank, available both online and in hard copy, to assist	electronic and hard copies resource	updating annually at a minimum	produce by 2021, update annually	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
people looking for or agencies assisting people to look for, programs and services					

Policy Area Two: The Goal of Ending Homelessness

Objective	Outcome	Measure	Target/Frequency	2020 Work plan Action & Lead	2020 Target Accomplishments
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	ensure portable housing benefits are funded and maintained	100% complete (for 2020) - 2020 funding approved by council to ensure portable benefits can continue
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	ensure portable housing benefits are funded and maintained	100% complete (for 2020) - funding approved in order to increase benefits to those housed with supports from new Local Health Integration Network funding

Objective	Outcome	Measure	Target/Frequency	2020 Work plan Action & Lead	2020 Target Accomplishments
Improve the Coordinated Access System (CAS) through regular feedback from stakeholders, including individuals with lived experience	Increased community participation and efficiency of the CAS	number of participants/agencies	One additional participants/agencies engage annually	no specific 2020 action identified	100% complete (for 2020) - Ontario Disability Support Plan participation
		number of feedback opportunities	an annual opportunity for feedback, increasing to two opportunities a year	no specific 2020 action identified	100% completed (for 2020) - agency survey conducted and analyzed
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	# of re-prioritizations or re-evaluations of priority	reprioritization and re-evaluation occur annually	no specific 2020 action identified	100% completed (for 2020) - amended priority status based on local data - removed one in four youth priority

Objective	Outcome	Measure	Target/Frequency	2020 Work plan Action & Lead	2020 Target Accomplishments
Reduce the number of individuals experiencing chronic homelessness and reach functional zero on chronic homelessness by 2021	Functional Zero on chronic homelessness for all populations in Kawartha Lakes and the County of Haliburton	number of household experiencing chronic homelessness	Functional Zero on # households experiencing chronic homelessness is reached by 2021	explore housing programs and support funding opportunities in order to assist with permanent housing options to those on the BNL	100% completed (2020) - created COVID Rapid Rehousing Program to house from BNL, funding proposal successful for support services
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 Coordinated Access System	three system services participating in Coordinated Access System (i.e., jail, hospital, bail program) by Year 5	start informal conversations with community partners	60% completed (for 2020) - pandemic and the need to release from CECC and RMH/HHHS have provided educational and process oriented discussions to occur
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 five	using diversion pilot and guidelines drafted in 2019 build diversion formally into CAS and MOU with partner agencies	30% completed (for 2020) - drafted high level into CAS and MOU documents for review by HRSC

Objective	Outcome	Measure	Target/Frequency	2020 Work plan Action & Lead	2020 Target Accomplishments
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 By Name List from FV programs	25% increase in individuals being added to both lists by year five	further discussions with Women's Resources and addition of Amy's to BNL inventory	100% completed (for 2020) - Amy's units added as inventory to BNL
Provide training opportunities for community agencies and their staff to share best practices and increase Coordinated Access System capacity and sustainability	All agencies are utilizing best practices and participating in the Coordinated Access System	Number of trainings offered	Two trainings on the Coordinated Access System a year; at least two other additional trainings on best practices	exploring direct training and the use of Plan Do Study Act process improvement exercise in fall/winter 2020	100% complete (for 2020) - training through virtual methods underway
Engage with Indigenous partners to support their involvement in the Coordinated Access System and confirm that the processes are culturally	Participation in planning and implementation of Coordinated Access System	One Indigenous partner engaged	engagement will occur post 2020 enumeration	no specific 2020 action identified	30% completed (for 2020) - training through virtual methods underway

Objective	Outcome	Measure	Target/Frequency	2020 Work plan Action & Lead	2020 Target Accomplishments
appropriate and trauma-informed					
Develop relationships with the local school system to identify and support youth who are experiencing homelessness	Reduction in youth experiencing homelessness	# of meetings with school partners	meetings with school partners occur twice a year in first two years moving to annually in years three to 10	no specific 2020 action identified	
		# of additions to By Name List (BNL) from school partners	five percent increase in additions to BNL from school partners	no specific 2020 action identified	
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 Coordinated Access System	strategy developed	strategy developed and ready to implement by year three	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work plan Action & Lead	2020 Target Accomplishments
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 four	no specific 2020 action identified	
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 three and continue to increase annually for years four to 10	COVID program will be used to develop this in future years	
Develop relationships with local Children's Aid Society to identify and support youth who are experiencing homelessness	reduction in youth experiencing homelessness	# of meetings with Coordinated Access System partners	meetings with partners occur twice a year in first two years moving to annually in years three to 10	no specific 2020 action identified	
		# of additions to BNL from Coordinated Access System partners	5% increase in additions to BNL from Coordinated Access System partners	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work plan Action & Lead	2020 Target Accomplishments
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 # households experiencing homelessness is reached by 2025	explore housing programs and support funding opportunities in order to assist with permanent housing options to those on the BNL	100% complete (for 2020) - additional allocation of homelessness funding identified in 2020 budget to increase PHBs, attach to new LHIN Housing First support funding, FC is in midst of hiring staff
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 homelessness or at risk of homelessness	best practises developed and implemented	best practices developed by year two, implemented by year three	no specific 2020 action identified	

Policy Area Three: Coordination with Other Community Services

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
Collaborate with the various support service sectors	improved relationships and service coordination	number of agencies/partners participating	two percent increase in partner agencies participating	no specific 2020 action identified	40% completed (for 2020) - discussion with RMH to coordinate discharge planning, improved communications with ODSP
		number of meetings	quarterly meetings	no specific 2020 action identified	
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 four	no specific 2020 action identified	
			implementation of plan over years five to 10		
Investigate and implement options to provide tenants with education and/or employment support programs in order to help	development of programs or services and/or partnership agreements	programs, services, partnership agreements implemented	programs, services, partnership agreements in place by year 5	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
them meet goals they have identified in the housing continuum					

Policy Area Four: Indigenous Peoples

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead
Create portable housing benefits targeted to homeless Indigenous 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	no specific 2020 action identified
Initiate and explore potential relationships with Indigenous organizations	participation in planning process of 2020 enumeration	1 Indigenous partner engaged	One Indigenous partner engages in the 2020 enumeration	no specific 2020 action identified

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead
Increase the number of referral agreements	expand number of agreements	1 new agreement with an Indigenous partner	One new agreement by year five	no specific 2020 action identified

Policy Area Five: Broad Range of Community Needs

Other Plan Connections: Human Services Life Stabilization Plans

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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 four	begin to establish criteria for new Central East Local Health Integration Network units assigned to partners	100% completed (2020) - new funding to Fourcast for Housing First - mid acuity
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	no specific 2020 action identified	100% complete (2020) - Canada-Ontario Housing Benefit allocations assigned to homeless and seniors

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
Evaluate effectiveness of partnerships with organizations that offer support services to tenants living in financially assisted units	improved relationships and service coordination	number of established protocols for referrals	review two protocols/processes annually	no specific 2020 action identified	100% completed (2020) - established in unit COVID testing with EMS
Develop opportunities for households to age in place and access the KHR program for accessibility modification funding	keeping people in their homes longer and reduction in EMS emergency responses	number of households served	10% increase in applications received and approved by year five	no 2020 actions - changes to program to address COVID	
		funding provided	5% increase in federal/provincial funding toward assistance by year five		
Increase the number of referral agreement	expand number of referral agreements	number of new agreements	one new agreement by year five		

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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 five years	establish number of units from new Minden development	
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 two, implementation by year three	no specific 2020 action identified	
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 two	no specific 2020 action identified	

Policy Area Six: Community Housing

Other plan connections: Housing Master Plan, Housing Asset Plan, Affordable Housing Framework

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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	funding remains available	100% completed (for 2020) - council approved budgets maintain existing allowances
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	no specific 2020 action identified	
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	number of households in receipt of a rent supplement	75 rent supplements available to households each year	funding remains available	100% completed (for 2020) - council approved budgets maintain existing rent supplements

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
	pays no more than 30%				
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 tenants 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	no specific 2020 action identified	
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	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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	27 older KLH homes sold by year five	continue to sell houses as they become vacant	100% completed (for 2020) - one house sold in 2021
		number of units created	46 new units built by KLH by year five		
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 two	no specific 2020 action identified	100% completed (for 2020) - strategic planning sessions with Housing Providers
Maintain the same level of financially assisted units as transferred housing providers obligations end	Service Level Standards 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 Service Level Standards year over year	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
Secure capital repair dollars from the federal and provincial governments 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	no specific 2020 action identified	
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 four	no specific 2020 action identified	
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	shovel ready land opportunities	Housing First policy is adopted by councils	policy is adopted by councils by year two	start discussions with municipalities	10% completed - discussions have started

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
Housing Providers at no cost or through long term lease					
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 Community Housing Providers can use to plan future housing developments	Financial Plan adopted by councils	policy is adopted by year two for the 2021 budget year	no specific 2020 action identified	
Develop a policy that will permit KLH Housing Corp. new developments to be exempt from any fee, charge,	any development costs imposed or controlled by the municipal would be provided as in kind contribution	policy is adopted by councils	policy is adopted by councils by year two	develop Affordable Housing Target Program	100% completed (for 2020) - program developed, policies adopted, first annual program

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
levy, permit cost, etc. that is imposed or controlled by the municipality	to KLH Housing Corp.				implemented (Affordable Housing Target Program)
Develop policy where all affordable housing that meets the Municipal Housing Facilities Agreement definition built by either Community Housing 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 two	develop Affordable Housing Target Program	100% completed (for 2020) - program developed, policies adopted, first annual program implemented (Affordable Housing Target Program)

Policy Area Seven: The Private Market

Other plan connections: Affordable Housing Framework

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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 tenants 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	develop Affordable Housing Target Program	
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	develop Affordable Housing Target Program	
Continue to offer Habitat and KLH Housing Corp. Tenants homeownership grants through revolving funds	increase in homeownership	number of households receiving down payment funding	5 Habitat or KLH Housing Corp. tenants receive down payment funding by year 6	no specific 2020 action identified	100% completed (for 2020) - one Habitat home transferred ownership
		dollars received from returned down payment assistance	\$250,000	no specific 2020 action identified	100% completed (for 2020) - KLH tenant successful obtained

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
					transferred Habitat home
	increase in rental units	number of rental units made available when tenant moves to ownership	Five rental units made available by year six	no specific 2020 action identified	100% completed (for 2020) - tenant moved from home scheduled for sale
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	no specific 2020 action identified	
		funding provided with an option to use for down payment assistance	1 million of new Provincial funding used for down payment assistance	no specific 2020 action identified	
	increase in rental units	number of rental units made available when tenant moves to ownership	30 rental units made available by year 10	no specific 2020 action identified	
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 three	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
Expand Official Plan Policy and Zoning Bylaws to broaden secondary suite options	policies will attract owners to create second suites	policy is developed and adopted by council	policy developed and adopted by council by year three	no specific 2020 action identified	100% completed (2020) - Kawartha Lakes adopted new bylaw and policies for auxiliary dwelling units
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	develop AHTP Assigned to Manager, Human Services Housing	100% completed (for 2020) - program developed, policies adopted, first annual program implemented (Affordable Housing Target Program)
Review current affordable housing targets in official plans	to ensure an achievable target	review completed and targets updated	review is completed and targets amended by year five	no specific 2020 action identified	
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 one to five and quarterly in years six to 10	no specific 2020 action identified	
Expand the home repair & renovation improvement	more homes in better state of repair	number of households approved for program funding	25% increase in households approved	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
program for low income homeowners			for program funding by year five		
			\$150,000 in additional Provincial funding allocated to repair program	no specific 2020 action identified	
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 three	no specific 2020 action identified	
Implement alternative design standards for affordable housing units being built by private market developers	avoid minor variance applications	alternative design standards policy is adopted by councils	policies are adopted by year four	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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 council	financial plan is adopted in year two	develop Affordable Housing Target Program	100% completed (for 2020) - program developed, policies adopted, first annual program implemented (Affordable Housing Target Program)
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 is 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 two	develop Affordable Housing Target Program	100% completed (for 2020) - program developed, policies adopted, first annual program implemented (Affordable Housing Target Program)

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
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 two	develop Affordable Housing Target Program	100% completed (for 2020) - program developed, policies adopted, first annual program implemented (Affordable Housing Target Program)
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 two	no specific 2020 action identified	
Implementation of inclusionary zoning including the threshold size of the development and methods to accept cash in lieu	meeting affordable housing targets	policy is adopted by councils	policy is adopted by councils in year three	no specific 2020 action identified	

Policy Area Eight: Climate Change & Environmental Sustainability

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
Pursue federal/provincial funding to undertake energy renovations to existing financially assisted 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	no specific 2020 action identified	
Expand the home energy upgrade program 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 five	no specific 2020 action identified	
			\$150,000 in additional Provincial funding allocated to repair program	no specific 2020 action identified	
Develop strategies to implement in order to deal with climate changes for tenants residing in financially assisted housing	minimize impact on vulnerable population	strategies are developed for implementation	strategies are developed by year three	no specific 2020 action identified	
Establish cooling centres for tenants using common rooms in building where air	minimize impact on vulnerable population	cooling centre established in common room	cooling centre ready for summer of year two	no specific 2020 action identified	

Objective	Outcome	Measure	Target/Frequency	2020 Work Plan Action & Lead	2020 Target Accomplishments
conditioning is not provided					