

Building Stronger Communities

10 Year Housing & Homelessness Plan (2020-2029) 2021 Annual Report

June 7, 2022



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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 second 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	2021 Work Plan Action & Lead	2021 Target Accomplishments
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	Complete MOUs for Coordinated Access System (CAS) and support services for By-Name List (BNL) inventory, regular operational activities will continue throughout the plan including regular annual review of program documents by Housing Services and Partner Agencies to incorporate any updates	20% completed (for 2021) – Continued work on MOUs
		Funding decisions are implemented	Annual funding to programs and services is maintained, reallocated, increased, etc.	Complete first performance, operational review based on new agreements	20% completed (for 2021) – Development of operational review materials underway
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)	Complete first annual report on 2020-29 Housing and Homelessness Plan	100% completed (for 2021) - annual report completed and received by council and submitted to MMAH

Objective	Outcome	Measure	Target / Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
1.3 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)	Create first annual report as discussed and approved at 2019 HHP Steering Committee based on Peterborough's Housing is Fundamental Report	20% completed (for 2021) – local data organized through enhanced internal data collection process, annual report to be created later in 2022 available early 2023 - census data will also be available in 2022
1.4 Conduct annual evaluations of the intake, assessment and referral process to the Coordinated Access System (CAS) 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 second annual CAS scorecard	0% completed (for 2021) – 2021 Homelessness enumeration exercise and staffing capacity challenges prevent this from occurring
1.5 Evaluate and track outcomes of our Homelessness Management	Real-time data that can inform local context decisions	Annual evaluation	Annual evaluation completed by March for previous year	Design annual evaluation process in order to conduct first evaluation in 2022 for 2021	75% completed (for 2021) - Informal evaluation through Built for Zero scorecards and updates at Homelessness

Objective	Outcome	Measure	Target / Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
Information System, ensuring that the system is being informed by real-time data					Response Steering Committee Meetings
		# of agencies providing updates	All Coordinated Access System participating agencies providing updates to By Name List	Monitor and establish follow up with agencies not providing updates	75% completed (for 2021) Informal evaluation through Built for Zero scorecards and updates at Homelessness Response Steering Committee Meetings, setup monthly meeting with key stakeholders to review BNL and capture updates
1.6 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	Create an internal template on various data points for quick access to support data needs in the community, eventually leading to data being posted quarterly on the CKL website, as well as an update to the HHP Needs Analysis	30% completed - local data organized through enhanced internal data collection process into new template with work underway in 2022 for distribution process, census data will also be available in 2022 to support the update of the update of the Needs Analysis

Objective	Outcome	Measure	Target / Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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	Complete research and design implementation in order to produce by 2022	0% completed (for 2021)

Policy Area Two: The Goal of Ending Homelessness

Objective	Outcome	Measure	Target/Frequency	2021 Work plan Action & Lead	2021 Target Accomplishments
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	Ensure portable housing benefits are funded and maintained	100% complete (for 2021) - 2021 funding approved by council to ensure portable benefits can continue
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	Ensure portable housing benefits are funded and maintained	100% complete (for 2021) - funding approved in order to increase benefits – use of increased benefits limited due to lack of housing supply

Objective	Outcome	Measure	Target/Frequency	2021 Work plan Action & Lead	2021 Target Accomplishments
2.3 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	Explore possibilities to engage Indigenous partner	100% complete (for 2021) - Nogojiwanong Friendship Centre participation
		Number of feedback opportunities	An annual opportunity for feedback, increasing to two opportunities a year	Continue feedback process in 2021 including reaching out to lived experience	50% completed (for 2021) – collection of feedback received through 2021 enumeration exercise, including the collection of names of those with lived experience willing to provide input on homelessness response work
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	# of re-prioritizations or re-evaluations of priority	Reprioritization and re-evaluation occur annually	Analyze data and make recommendations for re-prioritization to Homelessness Response Steering Committee	50% completed (for 2021) – collected and analyzed data during 2021 enumeration exercise

Objective	Outcome	Measure	Target/Frequency	2021 Work plan Action & Lead	2021 Target Accomplishments
2.5 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	New partnership with CMHA allowing individuals selected from the By-Name List be housed in a KLH Housing Corp. unit, while receiving the CMHA Justice Case Management supports Our updated aim on ending chronic homelessness is now August 31, 2023
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 Coordinated Access System	Three system services participating in Coordinated Access System (i.e., jail, hospital, bail program) by Year 5	Concentrate on one system, develop system of care in order to reduce the number of discharges into homelessness	20% completed (for 2021) – some work completed with Ross Memorial Hospital
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 five	Draft diversion and prevention framework	0% completed (for 2021)

Objective	Outcome	Measure	Target/Frequency	2021 Work plan Action & Lead	2021 Target Accomplishments
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 By Name List from family violence programs	25% increase in individuals being added to both lists by year five	Discussions with other violence against women partner	0% completed (for 2021)
2.9 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	80% complete (for 2021) - training held through virtual methods
2.10 Engage with Indigenous partners to support their involvement in the Coordinated Access System and confirm that the processes are culturally appropriate and trauma-informed	Participation in planning and implementation of Coordinated Access System	One Indigenous partner engaged	Engagement will occur post 2020 enumeration	Begin conversations to explore how to provide appropriate supports	80% completed (for 2021) - Cultural competency training facilitated by Niijkiwendiaa offered to homelessness system staff. Nogojiwanong Friendship Centre engaged to initially support enumeration exercise. Commitment to join the Homelessness Response Steering Committee.

Objective	Outcome	Measure	Target/Frequency	2021 Work plan Action & Lead	2021 Target Accomplishments
2.11 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	Begin conversations with school systems	0% completed (for 2021)
		# of additions to By Name List (BNL) from school partners	Five percent increase in additions to BNL from school partners	No specific 2021 action identified	
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 Coordinated Access System	Strategy developed	Strategy developed and ready to implement by year three	Begin to outline strategy	25% completed (for 2021) – homelessness peer participant interest captured through the 2021 enumeration exercise
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 four	Conduct review of pilot position - Housing Navigator (finished in 2020) and other outreach programs	0% completed (for 2021)

Objective	Outcome	Measure	Target/Frequency	2021 Work plan Action & Lead	2021 Target Accomplishments
2.14 Increase system capacity to support individuals through the creation of Rapid Rehousing (RRH) 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	Conduct review of COVID RRH Program and other programs	80% completed (for 2021) – Secured additional temporary resources to support RRH work and work on tools to capture performance indicators
2.15 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	Begin conversations to explore how to support	0% complete (for 2021)
		# of additions to BNL from Coordinated Access System partners	5% increase in additions to BNL from Coordinated Access System partners	No specific 2021 action identified	
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 # 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 2021) – Occupancy of new KLH build in Minden which housed 6 households from the BNL KLH's purchase of 11 West Street in Fenelon Falls allowed 8 individuals and families experiencing homelessness obtain permanent housing

Objective	Outcome	Measure	Target/Frequency	2021 Work plan Action & Lead	2021 Target Accomplishments
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 homelessness or at risk of homelessness	Best practises developed and implemented	Best practices developed by year two, implemented by year three	Begin conversations to explore how to support homeless seniors	0% completed (for 2021)

Policy Area Three: Coordination with Other Community Services

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
3.1 Collaborate with the various support service sectors	improved relationships and service coordination	number of agencies/partners participating	two percent increase in partner agencies participating	begin work to establish relationship with various partners	100% completed (for 2021) - Partnership with Community Health Centre established for on-site primary care supports in supportive housing in Lindsay Partnership with CMHA Justice Case Management Nogojiwanong Friendship Centre engagement

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
		number of meetings	quarterly meetings	meetings with various partners regarding new Life Stabilization direction for Human Services	25% completed (for 2021) - Community partner meeting took place informing partners of new life stabilization approach and employment services transformation
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 four	no specific 2021 action identified	needs analysis completed of the existing tenants in the Supportive Housing program in 2021 needs data captured in 2021 enumeration
			implementation of plan over years five to 10	no specific 2021 action identified	
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	no specific 2021 action identified	

Policy Area Four: Indigenous Peoples

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
4.1 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 2021 action identified	
4.2 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 2021 action identified	Nogojiwanong Friendship Centre engaged to initially support enumeration exercise. Commitment to join Homelessness Response Steering Committee
4.3 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 2021 action identified	

Policy Area Five: Broad Range of Community Needs

Other Plan Connections: Human Services Life Stabilization Plans

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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 four	review and secure funding as it becomes available	100% completed (2021) - secured federal Reaching Home Funding for winter response program, partnership with CMHA for justice supportive housing supports
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	review needs by exploring through support partners, incorporate a portion of these PHB based on needs into 2022 budget	100% complete (2020) - Canada-Ontario Housing Benefit allocations assigned to homeless
5.3 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	review partnerships with senior focused agencies	0% completed (2021)
5.4 Develop opportunities for households to age in place and access the	keeping people in their homes longer and reduction in	number of households served	10% increase in applications received and approved by year five	no specific 2021 action identified	

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
KHR program for accessibility modification funding	EMS emergency responses	funding provided	5% increase in federal/provincial funding toward assistance by year five	no specific 2021 action identified	
5.5 Increase the number of referral agreement	expand number of referral agreements	number of new agreements	one new agreement by year five	no specific 2021 action identified	
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 five years	establish number of units from new Minden development	100% Complete (2021) - Occupancy of new KLH build in Minden which housed 6 households from the BNL
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 two, implementation by year three	continuous review of how new Life Stabilization Benefits are keeping people in their homes	50% Complete (2021) – Implemented Life Stabilization Benefits – review process to be established to measure outcomes
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 two	one collaborative project	100% Complete (2021) Worked on a collaborative off-campus housing guide for Fleming students

Policy Area Six: Community Housing

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

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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	funding remains available	100% completed (for 2020) - council approved budgets maintain existing allowances
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	2021 budget will include housing allowance for new Minden development	100% completed (for 2021) - new allowances available in new KLH units (Fenelon and Minden)
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	funding remains available	100% completed (for 2021)

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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 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	identify units through strategic planning with providers and through Affordable Housing Target Program applications	100% completed (for 2021) 2021 Affordable Housing Target Program has approved additional rent supplement in KLH Hwy 35 Minden development
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	identify units through strategic planning with providers and through Affordable Housing Target Program applications	First Intake of Affordable Housing Target Program will create 35 units in Minden (Gull River Project - KLH Housing) Community Housing Providers engaged in strategic planning exercises and many considered strategic goals to expand
6.6 Maintain the leveraging of KLH Housing Corp older single & semi detached units leading to new affordable units with	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 2021) - one house sold in 2021
		number of units created	46 new units built by KLH by year five	Hamilton Park development under construction	50% completed (for 2021) – Hamilton Park development

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
mixed income communities					obtained Site Plan approval in 2021
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 two	once new regulations including exit and service agreement conditions are established, continue to review future planning with Housing Providers	new regulations were not released until 2022
6.8 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	review and monitor as mortgages end, explore opportunities through regulation changes	new regulations were not released until 2022
6.9 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	review how OPHI and COCHI allocations can be directed to capital for Housing Providers, monitor and either lead or assist with other funding opportunities	100% completed (for 2021) - COCHI repair funding allocated to KLH to provide support 15 repair projects in 2021 – other Housing Providers will have COCHI repair funding opportunities in 2022

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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 four	start discussion with municipalities	0% completed (for 2021)
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 two	start discussions with municipalities	10% completed - discussions have started
6.12 Implement a financial plan which identifies an annual contribution from tax levy to a Community Housing New Housing	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	discuss and assist municipalities to draft policy and incorporate into 2022 budget going forward	0% completed - discussions to start in 2022

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
Reserve in order to financially support Community Housing proposed developments					
6.13 Develop a policy that will permit KLH Housing Corp. 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 Housing Corp.	policy is adopted by councils	policy is adopted by councils by year two	review and amend program and policies as needed following first annual program completion	100% completed (for 2021) – Affordable Housing Target Program polices updated in 2021
6.14 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	review and amend program and policies as needed following first annual program completion	20% completed (for 2021) - Affordable Housing Target Program technical team in the County of Haliburton met in 2021 to begin this policy work

Policy Area Seven: The Private Market

Other plan connections: Affordable Housing Framework

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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 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	identify units through the Affordable Housing Target Program applications	3% completed 16 number of new Rent Supplement units through the Affordable Housing Target Program (all 16 located in the County of Haliburton) some existing units may start declining with one Rent Supplement cancelling agreement in 2021
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	identify units through the Affordable Housing Target Program applications	2% completed 7 new private rental units approved through the AHTP in 2022 (all 7 located in the County of Haliburton)
7.3 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	monitor funding and opportunities for these groups	100% completed (for 2021) – Use of Revolving Loan Funds to support any future Habitat home-buyer
		dollars received from returned down payment assistance	\$250,000	monitor funding and opportunities for these groups	100% completed (for 2021) – \$128,026 received from returned down payment assistance in 2021

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
	increase in rental units	number of rental units made available when tenant moves to ownership	Five rental units made available by year six	monitor funding and opportunities for these groups	No new opportunities in 2021
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	continue to monitor funding and offer program accordingly	Homeownership Program feasibility challenged due to housing market
		funding provided with an option to use for down payment assistance	1 million of new Provincial funding used for down payment assistance	continue to monitor funding and offer program accordingly	Homeownership Program feasibility challenged due to housing market
	increase in rental units	number of rental units made available when tenant moves to ownership	30 rental units made available by year 10	continue to monitor funding and offer program accordingly	Transition to ownership not feasible due to housing market
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 three	no specific 2021 action identified	Transition to ownership not feasible due to housing market
7.6 Expand Official Plan Policy and Zoning Bylaws to	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 2021 action identified	

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
broaden secondary suite options					
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	review and amend program and policies and needed following first annual program completion	100% completed (for 2021) – Secondary Suite unit approved in 2021
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 by year five	no specific 2021 action identified	
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 one to five and quarterly in years six to 10	develop the consultation process	0% completed (for 2021)
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 five	monitor funding and opportunities for these groups	100% completed (for 2021) – 33% increase in households approved over 2020 households
			\$150,000 in additional Provincial funding allocated to repair program	monitor funding and opportunities for these groups	100% completed (for 2021) – no new additional funding opportunities in 2021

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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 three	start to research models	0% completed (for 2021)
7.12 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	start discussion with municipalities	0% completed (for 2021)
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 council	financial plan is adopted in year two	review and amend program and policies and needed following first annual program completion	100% completed (for 2021) – Affordable Housing Target Program polices updated in 2021

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
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 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	review and amend program and policies and needed following first annual program completion	100% completed (for 2021) – Affordable Housing Target Program polices updated in 2021
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 two	review and amend program and policies as needed following first annual program completion	20% completed (for 2021) - Affordable Housing Target Program technical team in the County of Haliburton met in 2021 to begin this policy work
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 two	develop job description and request in 2022 budge	0% completed (for 2021) – fewer rental market units available due to housing market, staffing priority focused on RRH

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
7.17 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	monitor provincial policy direction	No new opportunities – indirect opportunities may come in future years from two developers who received an MZO in Lindsay

Policy Area Eight: Climate Change & Environmental Sustainability

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
8.1 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	monitor and make applications if funding becomes available	COCHI funding committed to KLH to support 4 energy related capital projects
8.2 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	continue to monitor funding and offer program accordingly	100% completed (for 2021) – 55% increase in households completing energy efficiency repairs over 2020 program households
			\$150,000 in additional Provincial funding allocated to repair program	continue to monitor funding and offer program accordingly	100% completed (for 2021) – no new additional funding opportunities in 2021

Objective	Outcome	Measure	Target/Frequency	2021 Work Plan Action & Lead	2021 Target Accomplishments
8.3 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	develop strategy outline	0% completed
8.4 Establish cooling centres for tenants using common rooms in building where air conditioning is not provided	minimize impact on vulnerable population	cooling centre established in common room	cooling centre ready for summer of year two	identify funding source and implement work	100% completed – KLH installed air conditioning in common rooms within all their buildings