

# Building Stronger Communities

**10 Year Housing & Homelessness Plan (2020-2029)  
2022 Annual Report**

June 7, 2023



## Table of Contents

Policy Area One: Accountability & Outcomes.....	4
Policy Area Two: The Goal of Ending Homelessness .....	6
Policy Area Three: Coordination with Other Community Services.....	12
Policy Area Four: Indigenous Peoples.....	13
Policy Area Five: Broad Range of Community Needs .....	13
Policy Area Six: Community Housing .....	15
Policy Area Seven: The Private Market.....	19
Policy Area Eight: Climate Change & Environmental Sustainability .....	23

# 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 third 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	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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, researched methods and Housing First philosophy considering both local condition and need		X		2022 included many transitions for both the emergency shelter and the supportive housing program. After a two-year temporary relocation of the emergency shelter, they transitioned back to their redeveloped building. While working with a consultant, a new housing model was implemented within the supportive housing program. Quality assurance reviews will be conducted in 2023 to review these programs.
1.2 Monitor outcomes and targets and communicate results to funders, stakeholders and the broader community at regular intervals	Annual report			X	Annual progress reports, like this one, continue to be developed.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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	X			The City is in the process of exploring an opportunity to do this work with a working group of the Ending Poverty Roundtable.
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		X		Survey was provided to stakeholders, with evaluation and implementation of recommendations to occur in 2023. Further investigation into alternatives to the current homelessness assessment tool and the impacts that a change would have on the CAS are in progress.
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		X		There has been greater coordination of contact with those unsheltered. This, along with elevated winter response work has helped support accuracy of the By-Name List. Additionally, intensive work with the emergency shelter also increased real-time data reliability.
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	Access to data that is relevant, timely and exhibits actual local conditions		X		Late fall 2022 new census data was released, Data Analysis Coordinator working on data analysis for community in 2023.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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	Electronic and hard copies resource		X		The Kawartha Lakes Ontario Health Team, through their Care dove project, is implementing a community-wide online health and human service referral platform, which will be rolled out in 2023.

### Policy Area Two: The Goal of Ending Homelessness

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
2.1 Maintain existing homelessness portable housing benefits	Improved affordability for households			X	2022 budget approved which includes the ability to continue the same level of portable benefits.
2.2 Increase homelessness portable housing benefits	Increase in affordable units			X	34 homeless individuals and families were prioritized by Housing Services for the Canada-Ontario Housing Benefit.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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		X		A project for Q2 and Q3 of 2023 is planned to include feedback from people with lived experience in a supportive housing and homelessness needs analysis.
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	X			Enumeration was not scheduled for 2022, a data review will be completed in 2023.
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	X			Efforts to create additional housing opportunities were achieved through a new housing opportunity for five individuals experiencing homelessness at A Place Called Home in Lindsay, along with 34 homeless individuals and families prioritized for the Canada-Ontario Housing Benefit.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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	X			Strengthening of the partnership between the Ross Memorial Hospital Mental Health Program and Housing Services has happened. Further work to improve systems to prevent discharges into homelessness are still needed. More connections are required to better support CECC to prevent discharges into homelessness.
2.7 Implement diversion and prevention programs	Improved access to a variety of system services based on the housing and homelessness continuum	X			The Kawartha Participation Projects and information around the programming they provide is now regularly included in the weekly rental listings that are distributed throughout the community. The Housing Services team received a presentation from the Housing Navigator from Developmental Services Ontario Central East Region. These connections improve the ability of Housing Services to provide support for individuals at risk of homelessness.



Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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		X		We continue to have applications for special priority consideration to the community housing waiting list from people working with agencies serving women fleeing domestic violence. Those agencies are active participants in the Homelessness Coordinated Response Team (HCRT) meetings and connecting families experiencing homelessness to the By-Name List.
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	X			After a lengthy staffing vacancy, staffing resources were in place later in 2022, with staff preparing training for community agencies in 2023.
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	X			No specific action identified.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
2.11 Develop relationships with the local school system to identify and support youth who are experiencing homelessness	Reduction in youth experiencing homelessness		X		A Homelessness System Coordinator has become a member of the Youth Engagement subcommittee of the Community Planning Table in 2023, which includes representation from TLDSB. This relationship and those with other youth serving organizations will be important to improve the support for youth experiencing homelessness.
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		X		The introduction of the Homelessness Outreach Workers approved in 2022 has increased meaningful interactions and connections with those experiencing homelessness. Further work is planned to better communicate the CAS process to those experiencing homelessness in 2023.
2.13 Explore outreach possibilities, connecting with individuals who are experiencing homelessness	All individuals are connected to the homelessness-serving system		X		Two new Homelessness Outreach Workers approved in fall of 2022, one for Kawartha Lakes and one for the County of Haliburton. The new staff began training in January 2023.
2.14 Increase system capacity to support individuals through the creation of Rapid Rehousing (RRH) Programs	Individuals moving from homelessness to housed quicker		X		Short-term RRH pilot concluded in 2022. New Homelessness Outreach staffing resources are in place to assist those who are unsheltered in making connections to various supports and services, including housing options. Staff also are regularly meeting with shelter staff to help shelter

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
					stayers make connections to services and housing.
2.15 Develop relationships with local Children's Aid Society to identify and support youth who are experiencing homelessness	reduction in youth experiencing homelessness	X			No specific 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	X			Efforts to create additional housing opportunities was achieved through a new housing opportunity for five individuals experiencing homelessness at A Place Called Home in Lindsay, along with 34 homeless individuals and families prioritized for the Canada-Ontario Housing Benefit.
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		X		A pilot program in 2023 has been started working with a retirement home to supplement the costs for four seniors experiencing homelessness or at risk of homelessness to move into a retirement home.

### Policy Area Three: Coordination with Other Community Services

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
3.1 Collaborate with the various support service sectors	improved relationships and service coordination		X		Opportunities for new and increased service coordination was achieved with various partners. The John Howard Society assumed the Supportive Housing service contract, which has supported a positive change within that program. Additionally, the Ross Memorial Hospital Mental Health Crisis team, the John Howard Society Harm Reduction team, Community Care's Community Health Centre all provided regular services and supports to vulnerable tenants and those experiencing homelessness. A connection was also made with the new Canadian Mental Health Association Rural Mobile team.
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		X		Through the resetting of the Supportive Housing program, an alternative housing model was explored and implemented. This new Transition in Place model, provides another housing opportunity to help meet the needs of some individuals.
3.3 Investigate and implement options to provide tenants with education and/or employment support programs in order to help them meet goals they	development of programs or services and/or partnership agreements	X			With the Homelessness Outreach Workers approved in 2022 and coming online in 2023, they will be tasked with receiving RentSmart training in order to facilitate training for those experiencing homelessness or at risk of homelessness.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
have identified in the housing continuum					The goal of RentSmart training is to provide additional skills and techniques that will assist people in reaching their housing goals.

#### Policy Area Four: Indigenous Peoples

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
4.1 Create portable housing benefits targeted to homeless Indigenous living off reserve	increase in affordable units	X			No specific action identified.
4.2 Initiate and explore potential relationships with Indigenous organizations	participation in planning process of 2021 enumeration		X		Further development of partnerships with Indigenous organizations will be taking place in 2023 through our Homelessness System Coordinators.
4.3 Increase the number of referral agreements	expand number of agreements	X			No specific action identified.

#### Policy Area Five: Broad Range of Community Needs

Other Plan Connections: Human Services Life Stabilization Plans

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
5.1 Identify support service funding which will support tenancies with a housing benefit	additional services and funding	X			Coordinated a meeting with several agencies, with the goal to explore available/appropriate supports in 2023.
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	X			No specific action identified.
5.3 Evaluate effectiveness of partnerships with organizations that offer support services to tenants living in community housing units	improved relationships and service coordination		X		The Ross Memorial Hospital Mental Health Crisis team, the John Howard Society Harm Reduction team, Community Care's Community Health Centre and the Community Paramedics all provided regular services and supports to vulnerable tenants and those experiencing homelessness in our supportive housing program. Opportunities to formally expand this to other community housing buildings will be explored in 2023.
5.4 Develop opportunities for households to age in place and access the KHR	keeping people in their homes longer and reduction in EMS emergency responses		X		There continues to be seniors applying for and being approved for Kawartha Haliburton Renovates funding for both

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
program for accessibility modification funding					repairs and modifications to improve accessibility to allow them to remain in their homes. This program will continue into 2023.
5.5 Increase the number of referral agreement	expand number of referral agreements		X		With much work completed in 2022 on establishing new collaborative relationships with other agencies, opportunities will be explored in the future to formalize the supports currently being provided.
5.6 Increase the number of units with attached supports through existing referral agreements	increase the number of units with supports		X		See progress notes in 5.5.
5.7 Investigate and implement municipal programs that support different demographic groups needs	keeping people in their homes	X			Along with the notes for items 5.5 and 5.6, preliminary discussions around how to further support seniors has begun and we expect further progress in 2023.
5.8 Investigate collaborative opportunities to include students in objectives and to understand their housing needs	improved relationships and service coordination	X			No specific action identified.

**Policy Area Six: Community Housing**

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

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
6.1 Maintain the number of housing allowances currently available in Community Housing affordable units	improved affordability for households		X		There are presently over 200 units receiving a housing allowance or rent supplement.
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%	X			No new builds in 2022.
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%		X		There are presently over 200 units receiving a housing allowance or rent supplement.
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	X			No new builds in 2022.



Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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	X			No new builds in 2022.
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		X		KLH Housing Corp. sold one older unit in 2022, with proceeds going towards the new development on Hamilton Street in Lindsay.
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 Service Level Standards maintained ensuring units are available and the City is in compliance with provincial legislation		X		Provincial Regulations released in 2022 now allow municipally-funded housing benefits to be counted towards Service Level Standards. Additionally, other Provincial Regulations released in 2022 will help support negotiations with Community Housing providers to enter into new service agreements to maintain Community Housing stock.
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		X		
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		X		COCHI repairs in 2022: 2 buildings – accessible doors to building 1 building – three water tanks replaced 1 building – hot water tank replaced 13 units – window replacement 1 unit – accessible door

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
					3 units – automatic doors for accessible units
6.10 Implement alternative design standards for affordable housing units being built by Community Housing Providers	avoid minor variance applications	X			Discussions with municipalities in 2023.
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		X		Worked with Realty Services to identify land options. Reports going to the Committee of the Whole in 2023.
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 Community Housing Providers can use to plan future housing developments	X			Discussions started in 2022 only.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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.			X	Affordable Housing Target Program policies were updated in 2021 and are currently in place.
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		X		There is a policy in place, but it requires revision. Affordable Housing Target Program technical team in the County of Haliburton has a draft policy in development.

### Policy Area Seven: The Private Market

Other plan connections: Affordable Housing Framework

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
7.1 Increase the number of rent supplements by providing within new or existing private market units - percentage will be based on	increase the number of units where the tenants pays no more than 30% of their income on rent		X		There is potential for 73 new units for rent supplement to come online. These projects are going through the Affordable Housing Targets program. Final confirmation has not been received yet. Proposal for new policy is that two thirds

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
ensuring mixed income and not all low income					of new, affordable units have access to rent supplements.
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		X		There are 73 apartment units and 4 affordable homes in the application process.
7.3 Continue to offer Habitat and KLH Housing Corp. Tenants homeownership grants through revolving funds	increase in homeownership		X		There were no new opportunities in 2022, but there is potential for one home to be made available in 2023 for this program.
7.4 Allocate portion of potential new Provincial funding toward resale homeownership	increase in homeownership	X			Homeownership Program feasibility is challenged due to the current state of the housing market. We continue to monitor opportunities that could contribute to possibilities for this program.
7.5 Explore education and/or financing options for those interested in the home ownership program	programs developed for implementation	X			
7.6 Expand Official Plan Policy and Zoning Bylaws to broaden secondary suite options	policies will attract owners to create second suites			X	Policy in place.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
7.7 Creation of new affordable housing through secondary suites	more affordable housing		X		There is presently one secondary suite going through the Affordable Housing Target Program. Construction began in 2022.
7.8 Review current affordable housing targets in official plans	to ensure an achievable target	X			No specific 2022 action.
7.9 Engage private sector builders and developers to create housing that meets the full range of affordability	increased opportunities for participation		X		The program is advertised on the website. There are 73 apartment units and 4 affordable homes in the application process.
7.10 Expand the home repair & renovation improvement program for low income homeowners	more homes in better state of repair		X		Kawartha Haliburton Renovates continues to run yearly with an increased amount of funding directed to this program in 2023. In 2022 15 households were assisted.
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	X			No specific action identified.
7.12 Implement alternative design standards for affordable housing units being built by private market developers	avoid minor variance applications	X			Discussions have started with municipalities. These will continue in 2023.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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		X		Financial plan is approved by council. There is ongoing discussion about the impact of Bill 23 on this work. Ongoing communication with municipalities around the tax levy program.
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		X		The program is advertised on the website. There are 73 apartment units and 4 affordable homes in the application process. However, Bill 23 will impact this work.
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			X	Policy has been adopted by councils. There is ongoing discussion with municipalities around property tax exemption programs. The policy will be reviewed and amended as needed on a go forward basis.
7.16 Implement a Landlord Specialist role	matching applicants to private landlords and providing support to the landlord	X			No specific action identified.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
7.17 Implementation of inclusionary zoning including the threshold size of the development and methods to accept cash in lieu	meeting affordable housing targets	X			Need to monitor provincial policy direction. There may be indirect opportunities related to the projects that received MZO's in the Lindsay area.

#### Policy Area Eight: Climate Change & Environmental Sustainability

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
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		X		There were three major projects completed in 2022 that totalled over \$62,000.
8.2 Expand the home energy upgrade program for low income homeowners	more homes are energy efficient		X		Within the Kawartha Haliburton Renovates program 11 projects in 2022 included repairs and renovations that would improve energy efficiency improvements.
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	X			No specific action identified.

Objective	Outcome	Overall Progress			2022 Action Summary
		Planning and Development	Underway and On Track	Implemented/ Completed	
8.4 Establish cooling centres for tenants using common rooms in building where air conditioning is not provided	minimize impact on vulnerable population			X	KLH has installed air conditioning in their common rooms.