



Peterborough

10-year housing & homelessness plan

2014-2024



Acknowledgements

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Introduction

Housing provides a solid foundation for people as they work, seek jobs, care for each other and live healthy, productive lives. Housing is fundamental to creating successful communities and preventing homelessness. Safe and stable housing provides a good basis to raise children. It is a crucial factor in a child's success at school and in continuing to higher education and employment.

Families and individuals must have housing that is affordable and meets their unique needs, for the well-being of the Peterborough community. A range and mix of homes for people living and working in this community and a housing market that creates jobs in the industry are key factors in a strong local economy.

The 10-year Housing and Homelessness Plan ("Plan") lays out a vision that will shape the City's leadership in the housing and homelessness sectors, from 2014-2024. A housing and homelessness plan that reflects local needs and provincial interests is required by the Ministry of Municipal Affairs and Housing, under provincial legislation. The Plan will come into effect beginning in 2014.

Peterborough's Plan contains twenty commitments that are organized by four themes that align along a continuum of housing and homelessness. The Plan takes into consideration rural and urban perspectives, as needs and opportunities may be different. Performance measures are proposed to monitor progress over the next ten years. Financial and staff resources from senior governments and municipalities will be required to fulfill many of the commitments. The Plan provides the vision to help establish priorities and to access funding opportunities as they may arise, over the next 10 years.





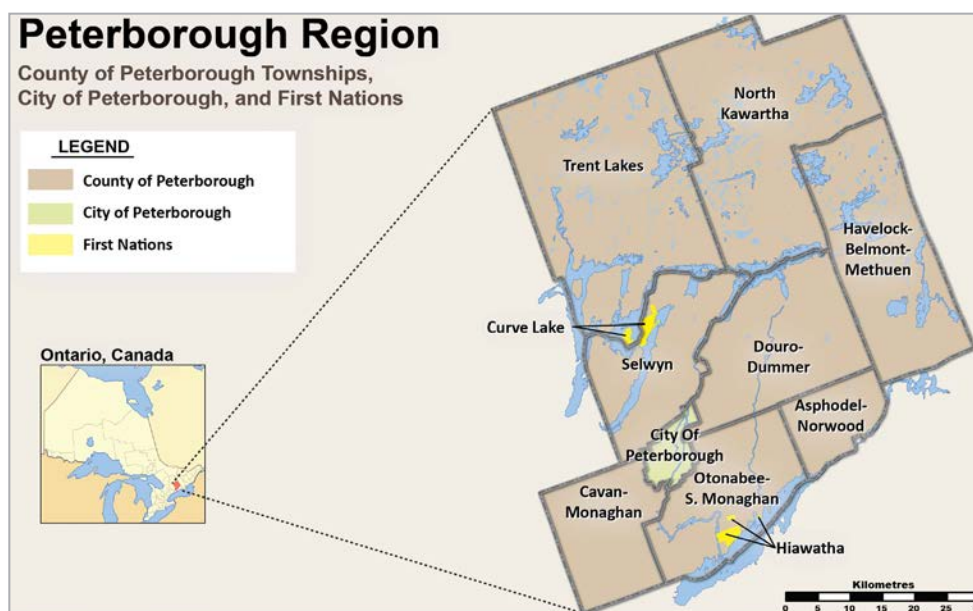
Vision for the Peterborough Region

We will eliminate long-term homelessness and ensure quality housing that all residents can afford by:

- Engaging those in need;
- Enhancing community and partner involvement; and
- Leveraging resources from the community, the private sector and government.

The Peterborough Region

The Peterborough region consists of rural and urban communities in the City and County, with its eight Townships. There are two First Nations communities within the geographic area. The City is the Service Manager for housing and social services under provincial legislation. The City and County jointly fund housing and homelessness services and collaborate through the Joint Services Steering Committee. Townships are represented by the County and cooperate on local solutions.





Four Themes and the Housing and Homelessness Continuum

The four themes and the main structure of this Plan emerged from community consultations through the winter of 2012-2013 and the findings in the 2013 Housing and Homelessness Needs Assessment.

The housing and homelessness continuum provides a scope for the Plan and is used to illustrate where four themes are positioned within this scope (see below).

Housing and Homelessness Continuum

Shelters and Street Outreach	Rental Housing			Market Home Ownership
	Rooming Houses, Transitional and Supportive	Social and Affordable	Private	
1. Providing People-Centred Services				
	2. Creating Housing Affordability			
	3. Preventing Homelessness and Promoting Housing Stability			
4. Transitioning Out of Homelessness				

Programs and services tend to be concentrated in the non-market areas of the continuum, where needs are greatest.

Developing and implementing this Plan provides an opportunity to pay more attention to the interconnectedness of the work in the housing and homelessness sector to achieve a shared vision and a more cohesive, people-centred service system.



A World of Difference – The Key Outcomes of the Plan

The outcomes that have the potential for the broadest positive impact for this community are listed below:

- More people will engage and provide feedback on housing and homelessness related programs and services. (Commitment #1)
- Low-income households are more stable and secure in their rental housing. (Commitment #6)
- 500 new affordable rental homes are created using new and existing resources including senior government funding, municipal incentives, non-profit and private sector equity and publicly-owned land. (Commitment #7)
- 200 low and moderate-income homeowners have access to grants and loans to complete necessary repairs, energy efficiency and accessibility upgrades. (Commitment #9)
- A Strategic Plan for Social Housing that guides decisions about the future of existing social housing and is supported by the City, County, non-profit, co-operative and aboriginal housing stakeholders. (Commitment #10)
- 200 households (including those from a Single Room Occupancy Pilot Project) living in rental units in older housing stock will have improved living conditions. (Commitment #11)
- People who have experienced long-term homelessness are appropriately housed and supported using a “Housing First” model that is locally relevant. (Commitment #17)
- Men experiencing homelessness will have improved physical space, enhanced services, with the potential for semi-independent living units in a safe and supportive environment. (Commitment #18)





Financial and Staff Resources

Resources, including funding, are required for many of the commitments in this Plan. By and large, funding will need to be provided by senior governments, but there may be opportunities for redirection of existing funding, innovations in service delivery, and allocation of municipal staff and financial resources through annual budget processes. The use of consultants may be proposed and/or pilot projects may be undertaken to make progress on some of the commitments in this Plan. Also, there is a role for the private sector, which can lead new housing supply solutions, if appropriate incentives are in place.

Anticipating the direction of funding from senior governments is challenging, but there are several signs pointing to new and renewed funding, including:

- The federal government announced that:
 - *Affordable Housing Initiative* which requires provincial participation, will continue past 2014; and
 - *Homelessness Partnering Strategy* will continue past 2014.
- The provincial government announced a funding opportunity for youth in shelters. The *Youth-In-Transition Worker Program*, which will contribute to services for youth.

Support from the private sector and community-based non-profit organizations will help with the progress as well. The Plan proposes several commitments that explicitly involve partnerships in these sectors, and investments of time and staff resources.

Robust participation of provincial ministries will be key to success. For example:

- Ministry of Municipal Affairs and Housing (MMAH) for funding commitments related to housing and homelessness, and direction related to social housing, land use planning and other municipal authorities;
- Ministry of Community and Social Services (MCSS) for funding commitments related to support services and social assistance;
- Central-East Local Health Integration Network (CE-LHIN) for funding commitments related to health, addictions and mental health support;
- Ontario Women's Directorate, Ministry of Citizenship and Immigration to address services for victims of domestic violence; and
- Ministry of Children and Youth Services especially for services for transitional aged youth.

Building on Strengths

The Plan builds on the passionate contributions from individuals and organizations that have been engaged in the local housing and homelessness sector for many years.

Peterborough has over a decade of housing-related experience since “*Taking Charge: An Investment in Affordability*” was adopted by City Council in 2002. It accomplished several objectives:

- Committed modest capital investments and other incentives to stimulate the development of affordable housing;
- Laid the foundation for participation in senior government housing programs; and
- Signalled a change in municipal attitude – as a City we were going to take a different path.

“*Taking Charge*” resulted in specific initiatives as well, including:

- Affordable Housing Property Reserve (\$75,000 per year for 5 years)
- Central Area Conversion Loan Fund (\$100,000 for 5 years)
- Affordable Housing Community Improvement Plan
- Review of the zoning by-law to remove impediments to the creation of new affordable housing in the Central Area
- Woollen Mill project development fund (\$200,000 capital grant) – this is the City’s signature project of the “*Taking Charge*” policy

The County of Peterborough has approved a new multi-residential property tax class, enabling Township participation in senior government affordable housing programs. As well, several Townships have contributed land and other incentives for affordable housing development in their communities.





In addition, there have been other important undertakings in the housing sector, including:

- Trent University now works with student renters and their private sector landlords by providing information, conflict mediation and neighbour relations services. This service began as a result of discussions with City officials in early 2013.
- The City's new approach to licensing rooming, lodging and boarding houses has strengthened enforcement and accountability for property maintenance, insurance, fire, health and safety compliance and for noise at any property that is likely to disturb neighbours.

Peterborough has reinforced its role in homelessness services since the "*Strengthening the Foundations*" was adopted by City Council in 2010. This report directed that surplus municipal homelessness funding be invested into transitional housing and other long-term solutions to homelessness. The results include:

- Continuing the Service Resolution Protocol to help address persistent homelessness;
- Creating Trustee services and housing retention supports;
- Strengthening support to emergency shelters; and
- Supporting semi-independent living at Cameron House.

As well, the "*Community Conversations*" report by the City of Peterborough and the United Way in 2011 provides an example of collaborative priority setting which aligns services funded by the United Way (and federal government) with services funded by the City and County.



Local Context

A significant portion of housing market in the Peterborough region is working well. There are many professional homebuilders in the Peterborough region that are constructing good quality homes for sale in the middle to upper price range. As well, apartment construction starts by the private sector have increased over recent years, mainly because of the availability of government incentives.

Homeowners make up the majority of the population in rural and urban communities and generally they are well served by the housing market. Home resale values are affordable by provincial standards and supply is keeping pace with demand. Good quality affordable rental homes are hard to find and modest priced, resale homes are often in poor repair.

The non-profit housing, shelter and support service sectors are strong and engaged in collaborative efforts, especially in delivering direct services to clients. People working in these sectors understand the interconnectedness of services, agency mandates, and strains on funding. There is a growing recognition of the need for service system management and broad, policy-based alignment for shelter, housing and supports.

An essential and growing part of the workforce, primarily in retail and service sector jobs, is not able to afford a decent home - there are too few affordable rental options in the Peterborough region. Rents are relatively high and are in short supply outside the urban centre. The overall condition of rental units is below the provincial average.

Residents use homelessness prevention services more frequently when they are at risk of homelessness. They stabilize their housing through short-term financial assistance, to prevent eviction or disconnection of utilities. Some residents experience short periods of homelessness. They “couch surf” with friends, stay in emergency shelters or live outside. A small number have chronic and persistent problems finding and maintaining a home. They use shelters frequently, for long periods of time. For these few people, the emergency shelters are a form of housing.

The people at the heart of this Plan are those who need support of various types to participate effectively in the housing market. Therefore, the Plan’s focus is on the part of the continuum of housing and homelessness where services and other interventions for these people are needed most.

The local context is defined by the built-up urban areas and significant rural expanses. The commitments in this Plan are intended to have positive impacts for the people and the housing market and homelessness services in both urban and rural situations.



Needs Assessment

A Housing and Homelessness Needs Assessment (“Needs Assessment”), 2013, was produced to create an up-to-date local profile. The Needs Assessment was based on market and service statistics, qualitative data and personal assessments.

Key findings include:

- 10,000 households with low and moderate-incomes in the City and County have housing affordability problems (i.e. paying 30% or more of their income on housing)
- The largest groups of renter households with severe affordability issues are young (under 35) and young seniors (aged 55 to 64)
 - More than 2,000 of these households are paying more than 50% of their income on housing
- Over 1,500 applicants are on the social housing waiting list
- Incomes tend to be lower in the City than the County, where there is a higher proportion of upper income homeowners
- 4,000 or more students contribute to rental demand in a “sub-set” of the rental market in the City
- Almost 900 people use four emergency shelters over a 1-year period
- About 25% of users in the three City-funded shelters stay 6-weeks or more, usually accumulated over multiple visits

“Reach people in rural communities.”

“Focus on people’s strengths first, not labels.”

- Participants at June 2013 community conversation

How the Plan was Developed

The Plan was developed with guidance from a Steering Committee and a Project Team consisting of staff from the City, County and a Township. A key principle in the development of the Plan was to engage a broad spectrum of members of the public, political representatives and staff across multiple departments.

The process began with community consultations, key informant interviews and conversations with key stakeholders at round table meetings. The consultation phase concluded with a “What We Heard” session, where a summary of the consultation results and the findings of the Needs Assessment were presented. Input from people who attended the “What We Heard” session was gathered. Hundreds of people and organizations were involved in consultations (see Appendix A).

Members of the Affordable Housing Action Committee (AHAC) and the Homelessness Support Services Coordinating Committee (HSSCC) provided advice as the Plan and its commitments took shape. A draft Plan was circulated and discussed at a public forum, and at meetings of City and County Councils. The final Plan incorporates feedback from these forums, and comments from the Minister of Municipal Affairs and Housing.





Action Plan

The 1 and 4-year Action Plan for Housing and Homelessness (Action Plan) is a separate document that complements the broad aspirations set out in the Plan. The Action Plan provides more detail and a timeframe for specific actions associated with each commitment. Proposed community partners are listed in the Action Plan. Many community partners have already confirmed their commitment to the vision and aspirations of the Plan.

The Action Plan sets out a checklist of actions that will inform Housing and Social Services divisional work plans between 2014 and 2018. A comprehensive review of progress on all actions will be conducted beginning in 2017. A second Action Plan for the second, five year period will incorporate the results of the review and set out updated actions.





Connection with Related Local Plans

The continuum of housing and homelessness defines the scope of this Plan - from homelessness to homeownership. Keeping the Plan within this scope enables focused action and realistic goals to be set and achieved.

Employment and economic opportunity issues were raised during the consultations for this Plan, understandably as the whole life circumstances of people are often presented when they are asked to provide input and feedback. Income impacts people's ability to afford housing. While out of the scope of this Plan, there is a need to connect housing and homelessness services to new economic opportunities and to build a greater sense of social inclusion.

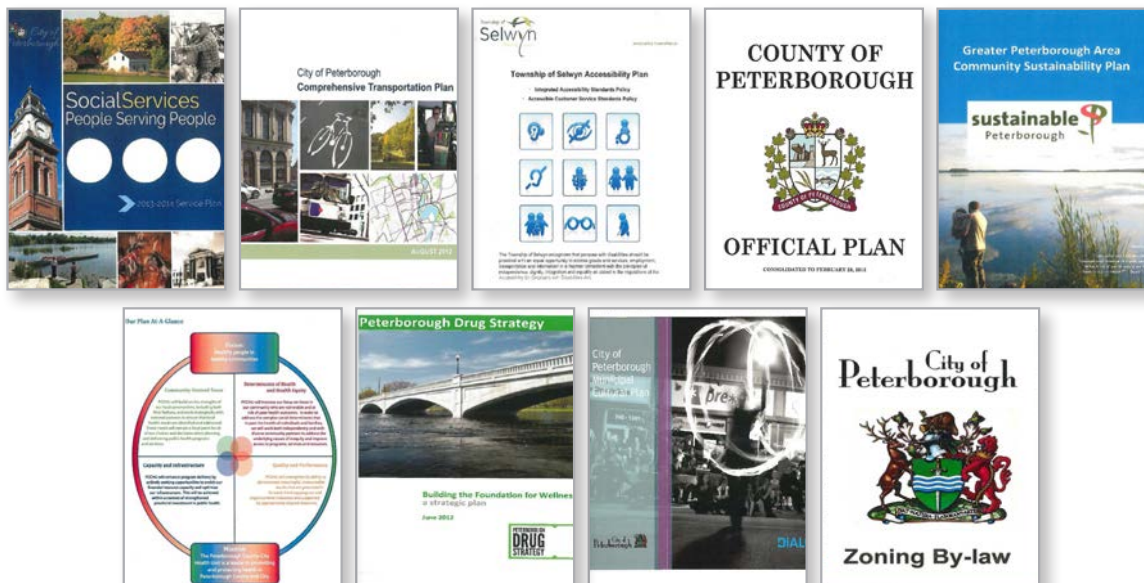
The Plan will need to work in concert with many other strategic plans and initiatives in the Peterborough region. Initiatives to address employment, fair wages, educational opportunities, accessible health, addictions and life skills supports all need to be in place for the outcomes of the Plan to be fully realized.

While further work needs to be done, this Plan acknowledges many efforts related to housing and homelessness that are referenced in other strategic plans. These related local plan have some interconnected goals and activities (see Appendix B).

"This Plan does not address a 'living wage.'"

"We need to talk about the economy and wages."

- Participants at June 2013 community consultation





❖ Providing People-Centred Service

Providing people-centred service is an underlying principle throughout the Plan and is the first of four themes. People are at the core of this Plan.

It is important to engage a broad section of people in our community, as we address housing and homelessness issues in the Peterborough region. This includes community and private sector partners, local committees, people who use related services, and people with lived experience.

“Provide services in a non-judgemental way.”

“Treat people with respect and dignity.”

- Participants at June 2013 community conversation

The development of this Plan has already involved community conversations with the public. In addition to the consultation, the community will continue to provide innovative ideas for local ways to address housing and homelessness. Involving people in the implementation of the Plan will ensure that services are flexible and responsive, to both families and individuals.

Clear access to program and services will minimize the disruption in the daily lives of residents of the Peterborough region due to housing instability. Responsive and relevant services can be established through cooperation of local organizations, community members, municipal staff, as well as people with lived experience. Effective input and feedback mechanisms will ensure a better understanding about what is working well and programs will be able to continuously improve as a result.

The Plan is a call to action to involve people in service delivery, in new and better ways. The commitments in this section are a starting point for discussion and engagement on service improvements.



1. Engage members of the community, including people who use housing and homelessness services

Commitment: The City, as Service Manager, will facilitate input and engagement of members of the community to gather information. This will help ensure that people who are using these services have more opportunities to have a voice in how the service system operates.

Outcome: More people will engage and provide feedback on housing and homelessness related programs and services.

Explanation: People who live in this community need and want to be involved in solutions to housing and homelessness issues. The services provided need to be responsive to families and individuals, and flexible in addressing changing needs. This means that community engagement will continue to be actively encouraged.

Feedback will be used to direct changes to programs and services, and to create continuous improvement to the service system to make it more understandable and better linked for individual cases. Better policy alignment among the many stakeholders is proposed because people who are homeless often find themselves caught between service systems. New ways of eliciting feedback are being explored through the use of modern technology and social media.

Attention to the engagement of particular target groups is required. This includes ensuring that people with disabilities have the opportunities to identify, remove and prevent barriers to their full participation all aspects of life. The provisions of the Accessibility for Ontarians with Disabilities Act (AODA) will guide approaches to customer service, procuring goods and services, and building design for all housing and homelessness services.



2. Facilitate alignment of policy and strategic plans, among City partners and within municipal departments, using a service system approach

Commitment: The City, as Service Manager, will continue to work with community partners to coordinate the service system. This includes improvements to processes for assessment, referral and case planning, working across departments to identify emerging needs, clarifying roles and responsibilities, and coordinating holistic approaches to serving vulnerable people.

Outcome: Families and individuals get assistance through a system of coordinated housing and homelessness services that provides appropriate supports and promotes self-sufficiency.

Explanation: Collaboration and co-operation is improving across the housing and homelessness sectors, especially from the perspective of individual cases. There are opportunities to do more, by aligning policy and strategic plans among City partners and municipal departments, to establish a more effective service system.

This will help ensure that the needs of specific populations are met, including seniors, youth, people with mental health issues, isolated rural residents and victims of domestic violence. Continuing to work with community partners will help build a more effective service system, requiring individuals to spend less time navigating the system. Another benefit is that individuals may increase their self-sufficiency, because less time will be required to understand the system.

3. Examine local committees and service provider partnerships to ensure best use of resources

Commitment: The City, as Service Manager, will continue to lead, support and participate in various ways on committees, and will aim to increase coordination among committees/groups and create opportunities for committees to explore new partnerships to make the best use of resources.

Outcome: The collective impact of local committees and service provider partnerships will be strengthened and their work will be closely aligned with the commitments and timeframe of this Plan.

Explanation: There is a great deal of individual and organizational interest in housing and homelessness in the Peterborough region. Many organizations, committees and groups focus on these issues, including the Affordable Housing Action Committee, the Homelessness Support Services Coordinating Committee, the Supportive Housing Network and Peterborough's Social Housing Providers. In addition, the unique needs and concerns of people with disabilities are addressed through Accessibility Advisory Committees in the City and County/Selwyn Township. Examining partnerships and committees will help to clarify whether the needs of the community are being met, and that resources are being used appropriately.

4. Pursue ways to share service data for effective service planning

Commitment: The City, as Service Manager, will work with community partners to research and develop enhanced, common data systems to collect and share information about the services people use and the people who use them.

Outcome: People will benefit from evidence-based services that use a common data system that includes appropriate safeguards with respect to personal privacy and confidentiality.

Explanation: Effective service planning requires knowing who uses services and why, and if the client is effectively served.

Housing and homelessness service providers have separate data collection systems. Tracking of service use across these systems does not always occur. This makes it challenging to provide a picture of service use in our community, including where gaps exist.

To ensure effective service planning, better data collection practices, information management systems and methods of sharing data are required.

Jennifer is a single mother receiving benefits from the Ontario Disability Support Program. She has used many services in Peterborough, from food banks to mental health services. She says that the most helpful services are the ones where staff really listen to her problems, and understand that they are all interconnected. Things work better for her when the support she gets tries to address all the different issues she's facing, not just focus on one aspect of her life.



5. Review the process of applying for rent geared-to-income (RGI) housing

Commitment: The City, as Service Manager, will work with Housing Access Peterborough and social housing providers to review the current system of applying for rent geared-to-income housing and rent supplements, while ensuring provincial priorities for victims of domestic violence continue to be respected.

Outcome: People who apply for rent geared-to-income housing can use a simple application process, in person, by mail or using modern technology, and have enough information to make informed choices about their social and market housing options.

Explanation: Rent geared-to-income (RGI) units are in high demand in the Peterborough region. Currently, there are over 1,500 applicants on the waiting list at Housing Access Peterborough (HAP). The province requires that some applicants have first priority (i.e. victims of domestic violence) on the chronological waiting list and this is the only priority applicant group for Peterborough.

The co-ordinated waiting list for social housing is managed by HAP, for Peterborough Housing Corporation (PHC) and twelve other social housing providers. But nine providers independently manage their own waiting lists and are not part of the coordinated waiting list. To further complicate matters, all 'market rent units' in social housing and units in sixteen Affordable Housing Program (AHP) buildings are accessed through other independent waiting lists.

Applicants can become frustrated by long waits before they are offered a unit with rent that is geared-to-income. HAP regularly surveys applicants to determine their level of satisfaction with the service they offer and find that most comments are about the length of wait time.

Simplifying and improving access to government-sponsored housing units is required. Best practices include on-line information, coordinated and consistent information about access to all government-sponsored housing, and convenient processes for rural and urban applicants. An integrated application processes across many human services may be possible. This would enable people to apply for social assistance, child care and social housing at the same time.



* Creating Housing Affordability

Over the next ten years, there is anticipated population growth of the Peterborough region, which will include an increasing number of low-income households. Currently, there is a demonstrated need for housing which is affordable (i.e. housing costs that are 30% or less of the household income). Housing should also be in good physical condition, and appropriate for the size and needs of the people who live there. These are well established, broadly accepted measures of “core housing need” in communities across Canada.

“A perfect plan.”

“Housing production targets fall short.”

- Participants at June 2013 community consultation

In the Peterborough region, there are 10,000 low and moderate-income renters and homeowners paying more than 30% of their household income on housing. As well, the proportion of homes that require major repair is slightly higher than the average in Ontario, for both renters and homeowners.

Over the past decade there have been significant and successful efforts to create housing affordability in the City and Townships, including:

- Strong civic leadership, using capital funding from senior governments produced 500 affordable rental homes:
 - Over 10% of units have rent geared-to-income;
 - Almost 20% of units are fully accessible;
 - Many units are dedicated to special needs (e.g. victims of domestic violence, seniors, people with physical disabilities and mental health issues)
- An engaged non-profit housing sector owns and manages social housing (over 2,000 rental homes, the majority of which have rent geared-to-income);
- Several hundred low-income households have received rent supplements to help pay the rent in their private sector apartments;
- Low and modest-income homeowners receive financial assistance for repairs and accessibility upgrades so they can remain in their homes; and
- Informed advocates and members of the volunteer community are seeking and creating solutions to local housing challenges.



6. Expand rent supplements

Commitment: The City, as Service Manager, will explore funding opportunities to expand the existing long-term rent supplement programs for low-income renter households, and propose criteria, target groups, terms and conditions that are informed by current, successful practices.

Outcome: Low-income households are more stable and secure in their rental housing (i.e. an addition of about 100 households in any given year, receiving rent supplement support).

Explanation: Rent supplement programs help low and modest income renter households by providing a monthly subsidy for units in an existing rental building. Programs can be targeted to specific target groups, neighbourhoods or building types.



The program can provide payment to a landlord for part of the rent, on behalf of an eligible renter household. The amount may be fixed (e.g. \$200 per month) or variable (e.g. calculated based on rent set at 30% of household income). The benefit to the renter is improved affordability through a reduced rent.

Mary is 43 years old and has lived in Peterborough most of her life. A few years back, a medical condition made it impossible for her to work and she now receives a fixed income. Mary's apartment is fine for her to live in but the rent amount is high for her limited income. Mary is finding it difficult to make ends meet.



7. Maximize use of government and private sector resources for new affordable rental housing

Commitment: The City, as Service Manager, will make use of existing resources and advocate for new funding from senior governments to increase the supply of affordable rental housing. Townships will be encouraged to consider implementing Community Improvement Plans for affordable housing and facilitate new affordable housing with a wider variety of rental housing (e.g. accessible housing for seniors in designated growth centres in the County's Official Plan).

Outcome: 500 new affordable rental homes are created using new and existing resources including senior government funding, municipal incentives, non-profit and private sector equity and publicly-owned land.

Explanation: The lack of adequate, affordable housing options remains a major issue for people with low-incomes, in the Peterborough region. Many communities in the County of Peterborough have practically no rental apartments available. As incomes, family composition etc. change, some people must leave their home communities to find a suitable place to live.

For the past decade, private sector and non-profit rental housing developers have received capital funding for construction from Federal and Provincial governments, as recommended by the City. This capital funding (i.e. payment-free, forgivable loans) is used to leverage private equity and investment from primary lenders. Capital funding lowers operating costs for new rental buildings and is offered in exchange for rents that are set at or below average market (AMR) for 20 to 25 years.

Capital funding from senior governments is predicted to continue based on the 2013 federal budget, but it may be less than in previous years. Municipal incentives are necessary to ensure financial viability of new projects. The City's Community Improvement Plan (CIP) for Affordable Housing offers various forms of relief from property tax, development charges and other fees. Private and non-profit developers are encouraged to apply for CIP and other incentives (e.g. Municipal Housing Facilities) and to work in partnership with the City.

The eight Townships in the County have important roles in regard to promoting the affordability of rental housing. Some townships have implemented, and others are considering the implementation of Community Improvement Plans that support affordable housing developments.



Resources for new affordable housing include:

- Capital funding from senior governments;
- Municipal incentives, such as those from the City's CIP for Affordable Housing;
- Information about needs to set priorities for: target groups (e.g. victims of domestic violence, disabled people); built form (e.g. one or two bedroom, accessibility modifications); and energy efficiency/sustainability.
- Innovation and efficiencies in fulfilling municipal responsibilities for building code and engineering approvals; and
- Creative approaches to use publicly-owned land for affordable rental housing.

Meeting this commitment will require building partnerships with the private and non-profit sectors to collaborate on common goals for affordable rental housing.

John lives in Peterborough and has been looking for decent, affordable housing for months. He has found it almost impossible to find a decent one-bedroom or bachelor apartment he can afford from his minimum wage jobs. The only places he can afford are rooming houses. But the noise and disruption make it a hard place to live and an impossible place to get life moving in the right direction.

8. Support affordable housing in municipal planning documents

Commitment: The City will specifically plan for more affordable housing supply in the private and non-profit sectors by working towards:

- Identifying medium and high density residential sites in the Official Plan through intensification studies and Secondary Plans to assist affordable housing projects in obtaining municipal planning approvals;
- Reviewing land use regulations which may serve as barriers to the provision of affordable housing such as parking requirements;
- Reviewing Official Plan requirements that require 10% affordable housing production, anticipating the success of the new CIP for Affordable Housing and other proactive measures; and



- Establishing local guidelines for use by property owners developing second units/garden suites in the City.

The City, as Service Manager, by example, will encourage other municipalities (i.e. Townships) to work toward:

- Implementing changes to planning documents including new policies and practices for medium density development where it can be supported by water and sewer systems;
- Including zoning provisions in Official Plans that could support development of second units and garden suites; and
- Local guidelines for use by property owners developing second units/garden suites in the County.

Outcome: New residential development applications received by the City and Townships propose a higher portion of affordable housing than in previous years and more property owners develop second units/garden suites.

Explanation: The provincial Planning Act requires the City, the County and the Townships to have strategic directions about housing in their Official Plans. This includes creating a range and mix of affordable housing to meet the needs of their communities.

Land use planning documents must permit second suites, including garden suites, in single, semi detached and row houses. Secondary units can provide a private sector approach to helping housing affordability by creating a new rental unit which is typically less expensive than building a new rental building. Rental income generated by secondary/garden suites can also help home owners with their mortgage payments.





9. Provide loans and grants to low and moderate-income homeowners for necessary repairs, accessibility and energy efficiency upgrades to their homes

Commitment: The City, as Service Manager, will continue to offer the Peterborough Renovates Program with new funding from senior governments, and repaid loans, and continue to encourage the use of related rebate and grant programs.

Outcome: 200 low and moderate-income homeowners have access to grants and loans to complete necessary repairs, energy efficiency and accessibility upgrades.

Explanation: The Peterborough Renovates Program provides financial assistance to low and moderate-income homeowners, using senior government funding until 2014. Also, Peterborough GreenUP offers rebates and grants for energy efficiency upgrades and conducts energy audits.

This program has been particularly helpful for rural homeowners. Loans and grants have enabled low and moderate-income homeowners to complete necessary repairs including:

- Upgrades to failing roofs, foundations and unsafe electrical systems
- Replacement of compromised energy/heating systems to improve energy efficiency
- Upgrades to exterior cladding, windows and insulation to improve energy efficiency
- Accessibility upgrades (e.g. installation of lifts, and air purification systems)

These home repairs have improved the quality of life for families and individuals, and have created healthier homes over the long-term.

Alice is a social worker who supports vulnerable adults all across Peterborough County. She finds seniors living on fixed incomes, who are unable to keep up with necessary repairs like roofs and furnaces, causing them to live in unsafe conditions or give up their homes. Alice is frustrated that by the time she is called, there is often nowhere for these seniors to turn for help. Their homes have deteriorated, their finances are depleted and there is little she can do.

10. Develop a long-term strategy for existing social and rent geared-to-income (RGI) housing

Commitment: The City, as Service Manager, will develop a comprehensive long-term strategy to proactively address opportunities and challenges in the existing social housing and Urban Native housing portfolios.

Outcome: A Strategic Plan for Social Housing that guides decisions about the future of existing social housing and is supported by the City, County, non-profit, co-operative and aboriginal housing stakeholders.

Explanation: Existing social housing provides rent geared-to-income apartments and townhouses in the City and County of Peterborough. The portfolio of about 2,000 units in over 150 properties is a valuable asset, and it has positive long-term prospects.

Seniors are the largest tenant group, occupying almost half the units. Families and young singles occupy about 750 units, and aboriginal families occupy over 130 units. The largest social housing landlord is Peterborough Housing Corporation (PHC). There are nineteen other non-profit corporations that own and manage buildings in the portfolio.

The strategy will need to address a diverse array of topics, including:

- Addressing the needs of seniors, and encouraging self-sufficiency for young families who are social housing tenants;
- Portfolio renewal using equity and innovative financing;
- Asset management planning (e.g. maintenance, repair, energy efficiency/ accessibility upgrades;



- Service Level Standards (i.e. ensuring the City supports the minimum number of rent geared-to-income units, or more);
- Provincial special priority for victims of domestic violence, and targeting for modified/accessible units;
- Peterborough Housing Corporation and its related priorities; and
- Engaging and communicating with social housing tenants, board members, staff and volunteers.

The Ontario Aboriginal Housing Services Corporation assumed ownership and management of the Urban Native Housing portfolio in June 2013. The City, as Service Manager, funds and administers the operating agreements for this portfolio. The portfolio needs to be a specific focus of a complementary strategy. Beginning in fall of 2013, discussion topics will include:

- Housing needs of aboriginal people living off reserve;
- Deficiencies and opportunities in the portfolio;
- Strategies for repair, renewal and re-profiling the portfolio; and
- Expansion of the portfolio.



11. Ensure necessary repairs to rental properties

Commitment: The City will promote good maintenance of rental housing especially in older housing stock. Responsive inspection by property standards officials across the Peterborough region will be encouraged. This will begin in neighbourhoods that have a concentration of older, poorly maintained rental housing. Financial assistance programs for repairs to private and non-profit rental properties may be offered, with new funding from senior governments.

Outcome: 200 households (including those from a Single Room Occupancy Pilot Project) living in rental units in older housing stock will have improved living conditions.

Explanation: The housing stock in the Peterborough region is older than the provincial average, and slightly more likely to require major repair. This indicates there are some challenges to ensuring good repair and maintaining appropriate standards of rental housing, in both the City and the County.

Older housing stock is relatively affordable when used as rental, but lack of repair and general wear and tear can take a toll. Rental buildings, especially those in the City, have a higher proportionate in need of repair – the incidence of need for major repair is about 50% higher for rental dwellings than for homeowner dwellings. The worst incidence of repair need is in the stock of rented detached houses, with 15% needing major repair. The state of repair is better within rental apartment units than single family homes used as rental. The after-effect of flooding of the local housing stock in 2004 and the quality of historic properties are of specific concern.

A “Single Room Occupancy” (SRO) Pilot Project will be developed as a partnership between private and/or non-profit house landlords and the City. The focus of this pilot will be on:

- Developing terms, conditions and referral agreements suited to the needs of the tenants, landlord and City;
- Completing repairs and various upgrades to a selected building;
- Adding a greater degree of privacy for residents (e.g. converting rooms into single room occupancies with private bathrooms and kitchenettes);
- Guaranteeing lower rents over a long-term; and
- Linking residents to support service agencies.



12. Provide resources for affordable home ownership assistance

Commitment: The City, as Service Manager, will continue to offer the Homeownership Assistance Loan program using the revolving loan fund and/or new funding from senior governments.

Outcome: 100 renter households become homeowners with the help of a homeownership assistance loan program.

Explanation: Senior government funding has been used three times in the past six years to offer loans to moderate-income renters so that they can become homeowners. The loan is used toward a down payment, and when repaid to the City, is used to help future applicants. The Homeownership Assistance Loan program creates the opportunity and incentive for a renter to transition into homeownership. This results in a vacancy in the rental market.

Renters who have financial barriers to homeownership can also benefit from innovative approaches that involve non-profit developers of ownership housing. For example Habitat for Humanity supports renters to prepare for homeownership, builds affordable homes and provides affordable financing. Municipal land has been made available across the Peterborough region, to assist in these efforts.”





* Preventing Homelessness and Promoting Housing Stability

Helping vulnerable households stabilize their housing situation saves money over the long-term. Families and individuals who have a stable housing situation rely less on emergency shelters and other government-funded services such as hospitals, police, fire, and EMS (ambulance). Children and youth are the main beneficiaries of stable and secure housing, as evidenced by improved long-term educational, health and social prospects.

- Preventing homelessness and promoting housing stability can be achieved in the urban and rural areas of the Peterborough region, through:
- Preventing evictions through short-term financial assistance;
- Linking people who are at-risk of homelessness to support agencies;
- Working collaboratively with community partners to proactively address service gaps; and
- Understanding risk factors and indicators that lead to homelessness.

"Homelessness can happen as quickly as one day. It can be literally overnight... suddenly you have no place to live, no bed, no kitchen, no place to keep your clothes."

- Participant at June 2013 community consultation

The City, as Service Manager, and the Housing Resource Centre work together to prevent homelessness and promote housing stability. The City's direct role is through the Social Services staff. This is complemented by the work of the Housing Resource Centre (HRC) staff. HRC received notable positive feedback in the community consultation process.

The City's emphasis on preventing homelessness continues despite provincial government reductions in homelessness prevention funding in 2012. Services currently offered include:

- Life skills development
- Landlord tenant dispute resolution
- Rent bank
- Utility bank
- Credit counselling
- Trusteeship program
- Direct payment of rents for some social assistance recipients
- Short and long-term rent supplements



13. Maintain and enhance housing stability

Commitment: The City, as Service Manager, will gradually implement responsive, new approaches and service enhancements aimed at ensuring housing stability and preventing homelessness.

Outcome: Low-income tenants have access to financial and other supports when their housing stability is at risk, to prevent eviction and homelessness.

Explanation: Homelessness prevention and supports aimed at stabilizing challenging housing situations help families and other vulnerable low-income individuals including youth and young adults. Evictions are expensive and disruptive to tenants and landlords. By working to prevent loss of housing, people can remain close to neighbourhood supports, work and school, and avoid the expense of moving and re-entering the housing market.

The City, as Service Manager, has proactively established the Housing Stability Fund to provide emergency financial assistance. This followed a period of change and a reduction in provincial funding for similar purposes. The City is monitoring and tracking the impact of these changes on households to better understand the risk factors and indicators that lead to homelessness.





14. Improve discharge planning from institutions, specifically hospital and correctional facilities

Commitment: The City, as Service Manager, will involve the appropriate parties to improve coordination and planning among government and community-based organizations to strengthen linkages, and create a positive impact for people who have been discharged.

Outcome: People who are moving from institutions into the community will receive necessary services and supports to stabilize their housing and prevent re-admissions to institutions.

Explanation: Adequate planning and coordination of discharge from institutions continues to be a significant concern. More can be done to meet people's housing needs when they are discharged from hospital, correctional facilities or leaving the care of the Children's Aid Society.

Too frequently appropriate housing has not been secured, with the effect that:

- Post-operative medical attention is compromised
- Emergency shelters are used after hospital discharge, but are not appropriate
- Chronically disengaged youth released from the justice system stay at the Youth Emergency Shelter (YES)

Better re-integration and housing support is needed before people are discharged if the shelter system is their only option.



15. Expand mental health and addictions case planning and outreach

Commitment: The City, as Service Manager, will continue to coordinate with the Central-East Local Health Integration Network and community partners providing health-funded services to expand the system of case planning and outreach.

Outcome: People, whose mental health, addiction or behaviour compromises their housing, receive services that are coordinated through individualized, multi-agency case planning.

Explanation: Mental health and addiction supports, assessment and referrals have become an essential part of helping people avoid homelessness and find housing. The funding of mental health and addiction supports is the responsibility of the CE-LHIN and does not currently consider municipal and other provincial housing and homelessness programs and services. Coordination of CE-LHIN funding, as it comes available, with the system of housing and homelessness services is essential in order for people with mental health and addiction issues to be housed successfully with the necessary supports in place.





Samantha is 27 years old and a single mother. Two years ago she fled an abusive relationship. She has no family support and suffers from mental health issues. Her only income is from Ontario Works. Samantha tries to get assistance from services in Peterborough, but, sometimes gets overwhelmed by all the issues she faces – shelter, food, children, and health – and has difficulty making it to different appointments around the City. Samantha would benefit from ongoing supports provided with her housing that would enable her to stay housed.

16. Pursue collaborative priority-setting among funders in homelessness services

Commitment: The City, as Service Manager, will continue and enhance its involvement with the CE-LHIN, United Way and other funders to create multiple venues for planning and priority setting related to homeless, mental health, addiction services and housing supports.

Outcome: Priorities among funders of homelessness services are aligned and duplication of services is eliminated.

Explanation: Service system management has benefitted from the significant steps that have been taken to coordinate homeless-related services that are funded by a variety of entities.

Funders include the City (with municipal and senior government funding), the Central East-Local Health Integration Network (CE-LHIN), and the United Way. Some initial discussions have been held to facilitate collaboration among funders.



◆ Transitioning Out of Homelessness

New housing options and supports for people experiencing long-term and/or repeated episodes of homelessness are needed in the Peterborough region.

Some members of the community will unfortunately experience temporary, short-term, homelessness. It is important to move these people as quickly as possible towards permanent housing, rather than continuing the practice of extended stays in emergency shelters.

Many men stay at Brock Mission multiple times in a year and for these men, their total length of stay averages more than six weeks. The men's shelter is not intended nor suited to provide the best service for this type of use.

Cameron House is operated by Brock Mission and is the emergency shelter for women in the Peterborough region. The gap between homelessness and independent living for women has been successfully bridged by a new joint project among Brock Mission, Peterborough Housing Corporation and the City. Semi-independent living was successfully added to the shelter and is showcasing an effective approach to assist people to transition out of homelessness.

While working towards a goal to end long-term homelessness, there will still continue to be a need for emergency shelter services. By linking people to appropriate housing opportunities and by providing support and follow-up for people's new living arrangements, the need for shelter beds should decrease. The emergency shelter beds that are required should be used only for short-term stays.

"It is important that supports be coordinated and that people start to receive these supports before they leave the shelters."

- Participant at June 2013 community consultation

17. Develop and implement a “Housing First” program model

Commitment: The City, as Service Manager, will work with community partners to develop a specific program model using a housing first approach to address long-term homelessness, as the basis for seeking funding, and ultimately implementing the model.

Outcome: People who have experienced long-term homelessness are appropriately housed using a “Housing First” model that is locally relevant.

Explanation: Housing First is an emerging philosophy that is being embraced by senior governments and by municipalities across Canada. It involves providing homeless people with immediate access to housing with supports, without any conditions, such as bringing substance abuse under control or being stabilized on medications.

New supportive housing, using a housing first approach, is strongly desired by many organizations and individuals in the Peterborough region. The model helps formerly homeless people with daily living in their own homes and can help them remain successfully housed.

This can be a cost-effective approach and there are many successful examples of supportive housing across Ontario. The provincial government is the main funder of supportive housing, through Ministry of Community and Social Services, and Ministry of Health and Long-Term Care.

Ralph is in his fifties, has been homeless for about 5 years and has stayed at Brock Mission a number of times. He wants to pull his life together but finds it tough to do so in a dorm-style setting. What would help is some semi-independent housing where he could have some stability and access to supports to find a job and an apartment.



18. Enhance Brock Mission facility and services

Commitment: The City, as Service Manager, will seek to enhance Brock Mission facility and services by improving the physical space and enhancing services. Models to develop complementary semi-independent living situations will be explored.

Outcome: Men experiencing homelessness will have improved physical space, enhanced services, with the potential for semi-independent living in a safe and supportive environment.

Explanation: The building currently being used for the men's emergency shelter, Brock Mission, requires physical improvements to the interior and exterior of the building.

There has been success using an approach of incorporating shelter services and semi-independent living units at Cameron House (a women's shelter operated by Brock Mission). A similar approach to addressing housing needs may be appropriate for some of the men staying at Brock Mission.

The men who stay at Brock Mission also need expanded access to professional services. Over the past several years, additional support through FourCAST has provided a starting point, and is an excellent example of enhancing the professional supports in the shelters.



19. Improve collaboration with private sector landlords

Commitment: The City, as Service Manager, will develop a Pilot Program to work with rooming house and other landlords, improving outcomes for people who are vulnerable or at-risk of homelessness and live in lower-cost private rental housing. The focus of the collaboration will be on education and incentives.

Outcome: Private landlords that offer lower-cost rental housing have the support and information they require to improve outcomes for tenants.

Explanation: Most people and families that have low incomes live in lower-cost, private, rental housing. Maintaining stable tenancies can be challenging for tenants and landlords. Landlords can provide the best service to their tenants when they are informed and connected to agencies and resources in the community.





20. Enhance supports that prepare people to move out of emergency shelters and to secure and maintain their housing

Commitment: The City, as Service Manager, will work with the Central East Local Health Integration Network (CE-LHIN) and other community partners such as the Canadian Mental Health Association, FourCAST, and the VON Nurse Practitioner Clinic to create new and enhance existing support services and to promote collaboration on case management.

Outcome: People who are leaving emergency shelters receive the support they need to find and maintain housing, and there is a steady decline in repeat shelter visits.

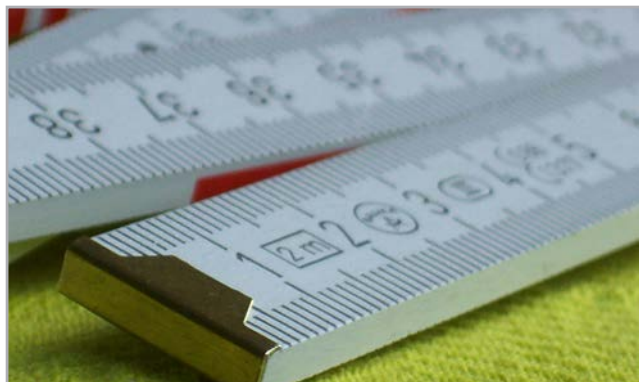
Explanation: Individualized case planning is needed to prepare people who are leaving emergency shelters, so that they are confident and capable in their new housing. Collaboration among diverse service providers is required to provide effective planning of homeless-related mental health, physical health, addictions, housing and employment supports.

People experiencing homelessness are benefited by supports that are available both inside and outside of the shelter. Connecting networks of supports for adults and youth with complex needs, mental health or addiction issues, who are staying in a shelter, will help them to secure and maintain their housing. Specific supports available include life skills programming and pre-employment skills training. These can often continue as the individual transitions out of shelter and into their own home.



Performance Measures

This Plan signals potential new directions in delivering housing and homelessness services. To keep the Plan on track, incremental progress must be monitored. The approach will be to develop a baseline for 2014, and multi-year performance measures with initial, intermediate and long-term indicators.



Performance measures, with specific indicators, are tools that enable evaluation. A “Theory of Change” approach is being used in the development of these performance measures. Theory of Change is a planning and evaluation method that can help community partners, stakeholders and staff understand the relationship between the commitments in the Plan and initial, intermediate and long-term outcomes. It requires a common vision of the outcomes, how they will be reached, and what indicators will be used to measure progress. Evaluation of performance may lead to incremental changes to the Plan and/or the Action Plan and should provide a report card gauging success of the Plan in achieving its vision.

There will be local and province-wide performance measures. When initial local performance measures are developed and province-wide performance measures are known, there may be some gaps. Measurements that are missing but are specifically suited to this Plan will be identified and incorporated as appropriate, in the intermediate and longer term.

The baseline for 2014 will be developed through the analysis of quantitative and qualitative information. The quantitative information will be compiled from existing reports (see Appendix C). The qualitative information will be compiled with input from the community, committees and people who use housing and homelessness services.



Multi-year performance measures will start with an examination of what is already being done by community agencies. There are multiple reports that regularly inform people about the social well-being of the community from a variety of perspectives. These include:

- Community Foundation of Greater Peterborough Vital Signs Report;
- County of Peterborough's Rural Benchmarking Project;
- Peterborough Social Planning Council's Quality of Life Report;
- Peterborough Poverty Reduction Network/PCCHU Poverty Reduction Strategy Report Card;
- Peterborough Economic Development Corporation's Quarterly Performance Reports;
- United Way of Greater Peterborough Impact Measures/Impact Peterborough; and
- Workforce Development Board, Labour Market Analysis.

A public report about the progress toward the outcomes in the Plan is planned for each term of City Council. As well, current practice requires City divisions to report to Council on the status of divisional workplans, quarterly. Housing and Social Services workplans will reflect actions connected to the commitments in the Plan.

There are several committees that have already indicated an interest in being involved in performance measurement and reporting. The Affordable Housing Action Committee has expressed an interest, as they currently undertake an annual report to the community called "Housing is Fundamental". Conversations with other community committees and agencies about their views on the public report will happen as implementation proceeds. Community involvement in reporting on performance measures is consistent with the people-centred theme of this Plan.



Summary of 20 Commitments and Outcomes of the Plan

❖ Providing People-Centred Service

1.	Commitment: Engage members of the community, including people who use housing and homelessness services Outcome: More people will engage and provide feedback on housing and homelessness related programs and services.
2.	Commitment: Facilitate alignment of policy and strategic plans, among City partners and within municipal departments, using a service system approach Outcome: Families and individuals get assistance through a system of coordinated housing and homelessness services that provides appropriate supports and promotes self-sufficiency.
3.	Commitment: Examine local committees and service provider partnerships to ensure best use of resources Outcome: The collective impact of local committees and service provider partnerships will be strengthened and their work will be closely aligned with the commitments and timeframe of this Plan.
4.	Commitment: Pursue ways to share service data for effective service planning Outcome: People will benefit from evidence-based services that use a common data system that includes appropriate safeguards with respect to personal privacy and confidentiality.
5.	Commitment: Review the process of applying for rent geared-to-income (RGI) housing Outcome: People who apply for rent geared-to-income housing can use a simple application process, in person, by mail or using modern technology, and have enough information to make informed choices about their social and market housing options.

* Creating Housing Affordability

6.	Commitment: Expand rent supplement programs Outcome: Low-income households are more stable and secure in their rental housing (i.e. an addition of about 100 households in any given year, receiving rent supplement support).
7.	Commitment: Maximize use of government and private sector resources for new affordable rental housing Outcome: 500 new affordable rental homes are created using new and existing resources including senior government funding, municipal incentives, non-profit and private sector equity and publicly-owned land.
8.	Commitment: Support affordable housing in municipal planning documents Outcome: New residential development applications received by the City and Townships propose a higher portion of affordable housing than in previous years and more property owners develop second units/garden suites.
9.	Commitment: Provide loans and grants to low and moderate-income homeowners for necessary repairs, accessibility and energy efficiency upgrades to their homes Outcome: 200 low and moderate-income homeowners have access to grants and loans to complete necessary repairs, energy efficiency and accessibility upgrades.



10.	Commitment: Develop a long-term strategy for existing social and rent geared-to-income (RGI) housing Outcome: A Strategic Plan for Social Housing that guides decisions about the future of existing social housing and is supported by the City, County, non-profit, co-operative and aboriginal housing stakeholders.
11.	Commitment: Ensure necessary repairs to rental properties Outcome: 200 households (including those from a Single Room Occupancy Pilot Project) living in rental units in older housing stock will have improved living conditions.
12.	Commitment: Provide resources for affordable home ownership assistance Outcome: 100 renter households become homeowners with the help of a homeownership assistance loan program.

★ Preventing Homelessness and Promoting Housing Stability

13.	Commitment: Maintain and enhance housing stability Outcome: Low-income tenants have access to financial and other supports when their housing stability is at risk, to prevent eviction and homelessness.
14.	Commitment: Improve discharge planning from institutions, specifically hospital and correctional facilities Outcome: People who are moving from institutions into the community will receive necessary services and supports to stabilize their housing and prevent re-admissions to institutions.
15.	Commitment: Expand mental health and addictions case planning and outreach Outcome: People, whose mental health, addiction or behaviour compromises their housing, receive services that are coordinated through individualized, multi-agency case planning.
16.	Commitment: Pursue collaborative priority-setting among funders in homelessness services Outcome: Priorities among funders of homelessness services are aligned and duplication of services is eliminated.

✦ Transitioning out of Homelessness

17.	Commitment: Develop and implement a “Housing First” program model Outcome: People who have experienced long-term homelessness are appropriately housed and supported using a “Housing First” model that is locally relevant.
18.	Commitment: Enhance Brock Mission facility and services Outcome: Men experiencing homelessness will have improved physical space, enhanced services, with the potential for semi-independent living in a safe and supportive environment.
19.	Commitment: Improve collaboration with private sector landlords Outcome: Private landlords that offer lower-cost rental housing have the support and information they require to improve outcomes for tenants.
20.	Commitment: Enhance supports that prepare people to move out of emergency shelters and to secure and maintain their housing Outcome: People who are leaving emergency shelters receive the support they need to find and maintain housing, and there is a steady decline in repeat shelter visits.



Appendix A

Consultation Participants 2012-2013	
Accessibility Advisory Committees in the City and County/Selwyn Township	Hiawatha First Nation
Affordable Housing Action Committee (AHAC)	Home Grown Homes
Affordable Housing Program (AHP) Proponents	Homelessness Support Services Coordinating Committee (HSSCC)
Brock Mission	Housing Access Peterborough (HAP)
Cameron House	John Howard Society of Peterborough
Canadian Mental Health Association – Peterborough	Kawartha Food Share
Central East Community Care Access Centre	Kawartha-Otonabee Native Housing Inc.
Central East Local Health Integration Network	Kawartha Village Co-operative Homes
Community Members (including advocates)	Nijikiwendidaa Anishnaabekwewag Services Circle
Community Care Peterborough, Lakefield, Apsley	Nogojiwanong Friendship Circle
Community Counselling and Resource Centre and Housing Resource Centre (HRC) Community Social Plan	Ontario Aboriginal Housing Services
Elizabeth Fry Society of Peterborough	Ontario Disability Support Program
Fleming College	Ontario Network for the Prevention of Elder Abuse
Food Banks – North Kawartha, Norwood, and Lakefield	Ontario Works
Four Counties Addiction Services Team (FourCAST)	Community Members
Habitat for Humanity Peterborough and District	OurSpace



Consultation Participants 2012-2013 (continued)	
PARN – Your Community AIDS Resource Network	Peterborough Social Planning Council
Peterborough Co-operative Homes	Private Landlords
Peterborough and the Kawarthas Association of REALTORS	Social Housing Providers
Peterborough and the Kawarthas Home Builders Association	Supportive Housing Network (KPP Chair)
Peterborough County/City EMS (Paramedics)	Transition Town Peterborough
Peterborough County-City Health Unit (PCCHU)	Trent Centre for Community-Based Education
Peterborough Drug Strategy	Trent University
Peterborough GreenUP	United Way of Peterborough & District
Peterborough Housing Corporation (PHC)	Wigwamen Non-Profit Residential Corporation
Peterborough LETS Exchange	Workforce Development Board
Peterborough Partnership Council on Immigrant Integration	Youth Emergency Shelter (YES)
Peterborough Poverty Reduction Network (PPRN) – Basic Needs, Community Food, and Income Security work groups	YWCA of Peterborough Victoria & Haliburton
Peterborough Seniors Planning Table	

Additional Stakeholders Municipal Representation	
City of Peterborough Councillors	Township of Asphodel-Norwood
City of Peterborough Mayor	Township of Cavan Monaghan
City of Peterborough Staff	Township of Douro Dummer
County of Peterborough Councillors	Township of Havelock-Belmont-Methuen
County of Peterborough Staff	Township of North Kawartha
County of Peterborough Warden	Township of Otonabee-South Monaghan
Peterborough County Municipal Managers, Clerks and Treasurers Association	Township of Selwyn
Municipality of Trent Lakes	

Appendix B

Related Local Plans

The following table outlines a sample of related local plans. They have been selected because they identify strategic directions and outcomes that correlate with this Plan.

Peterborough Region
The Peterborough County-City Health Unit Strategic Plan 2013-2017 <i>Determinants of Health and Health Equity:</i> Housing, access to social services, social supports and inclusion
Peterborough Drug Strategy June 2012 Housing and Health/Social Services are themes with the PDS plan. System improvement and access to services for children youth and families and addressing stigma issues are related action areas.
Sustainable Peterborough's Community Sustainability Plan, 2012 Energy is the priority area in the activities that will improve energy efficiencies in buildings. These activities can help address housing affordability problems by lowering high energy costs. Increasing the availability of affordable housing throughout the Peterborough region is the primary action identified to realize Healthy Communities.
Peterborough Partnership Council on Immigrant Integration (PPCII) Strategy 2010-2015 Housing and transportation is a theme with actions aimed at improving access, addressing barriers and addressing the income gap for immigrants.
Peterborough Economic Development Corporation 2010-2014 Strategic Plan PEDC has as its Mission "...the creation of wealth and expanded employment in a manner that increases our citizens' standard of living and improves their quality of life". Quality of life is defined to include a skilled labour forces and addressing housing needs along a continuum.
Community Social Plan, 2002 11 areas of focus to improve the quality of life for all its residents including to: <ul style="list-style-type: none"> • Enhance the economic security of all residents through the enhancement of employment opportunities and access to income security programs (#6) • Realize a community in which all residents have access to decent, affordable, suitable housing (#9)
Peterborough Social Services People Serving People 2013-2014 Employment and Training opportunities with the aim of raising overall income of people served. People centre service is a key component of this plan.
Peterborough Poverty Reduction Network – 2011 Work Plan Various subcommittees working on initiatives related to income and food security, basic needs, housing.



City
<p>City of Peterborough's 2012-2016 Accessibility Plan Works towards accessibility, defined as equal access to goods, services and facilities for all people. Aims to remove barriers to people with disabilities, as per the AODA (2005) in areas of customer service, transit, employment, information and communications, design of public spaces and the built environment. Application of the Access Fund to improve accessibility of City owned facilities includes Social Housing.</p>
<p>Plan It Peterborough Official Plan Review, 2012 Healthy Communities Theme includes goals:</p> <ul style="list-style-type: none"> • Providing Range of Housing Opportunities (# 4.1.1) • Providing Affordable Housing (#4.1.2) • Planning for an Aging Population (#4.1.4)
<p>Municipal Cultural Plan, 2012 Reinforces the City's transportation plan to encourage active forms of transportation. Positive Economic spin offs from a health arts community.</p>
<p>Comprehensive Transportation Plan, 2012 Recommends that City policy ensures mobility for all users including seniors, people with disabilities and children.</p>
County/Townships
<p>County Official Plan, 2013, also includes local policies for Townships of Asphodel-Norwood, North Kawartha, and Selwyn. Includes related goals in sections:</p> <ul style="list-style-type: none"> • Housing (#5.1) • Community Services (#5.4)
<p>County of Peterborough's Strategic Plan 2012-2015 Quality of Life, Infrastructure Support and Organizations Goals.</p>
<p>County Transportation Master Plan, 2004* Note this plan is currently under review. To improve the ability to connect people to the services they need</p>
<p>Galway-Cavendish Harvey Official Plan 2012 (now the Municipality of Trent Lakes)</p> <ul style="list-style-type: none"> • Land use policies regarding Housing (#5.1.20)
<p>Township of Cavan Monaghan Official Plan, draft 2012 Housing Targets, Housing</p>
<p>The Official Plan of the Township of Douro-Dummer, 2011</p> <ul style="list-style-type: none"> • Residential Development and Housing (#4.1)
<p>Official Plan of the Township of Havelock-Belmont-Methuen, 2012</p> <ul style="list-style-type: none"> • Housing including affordability (#2.1.2)
<p>Township of Otonabee-South Monaghan Official Plan, 2010</p> <ul style="list-style-type: none"> • Housing development policies (#3.13)
<p>Township of Selwyn</p> <ul style="list-style-type: none"> • Corporate Strategic Plan 2012, Seniors Plan 2010, and Community Improvement Plan (2012) all support affordable housing.
<p>The Joint County/Township 2004 Accessibility Plan Strives to improve accessibility of Township services and facilities, aligning with County Strategic Plans</p>

Appendix C

Overview of Existing Reports (2014 Baseline for Performance Measures)

Existing Housing and Social Service Annual Reports along the Housing and Homelessness Continuum				
Shelters and Street Outreach	Rental Housing			Market Home Ownership
	Rooming Houses, Transitional and Supportive	Social and Affordable Housing	Private	
Data on shelter use				
Community Homelessness Prevention Initiative Program Reports				
Service Reports: After Hours, Service Resolution Protocol, Drop-in Centre, Winter Weather Response				
	Peterborough's Residential Monitoring Report			
		Service Manager Annual Information Return Special Priority Policy Survey		
		Affordable Housing and Investment in Affordable Housing Annual Reports		
		Aboriginal Housing Report		
Transition Housing and Support Program Cross-Sectoral Referral Agreement Annual Report				
Greater Peterborough Area Community Sustainability Plan				
City of Peterborough 2012-2016 Accessibility Plan				
Municipal Performance Measurement Program report				



City of Peterborough

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October 2013



Action Plan 2014-2018



Vision

“Vision for the Peterborough region:

We will eliminate long-term homelessness and ensure quality housing that all residents can afford by:

- Engaging those in need;
- Enhancing community and partner involvement; and
- Leveraging resources from the community, the private sector and government.”

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About Peterborough's Housing and Homelessness Action Plan 2014-2018

Peterborough's Housing and Homelessness Action Plan 2014-2018 (Action Plan) is a complementary document to the 10-year Housing and Homelessness Plan ("Plan"). It shows how the City, as Service Manager for housing and social services for the Peterborough region, aims to achieve the outcomes set out in the Plan. Housing and Social Services divisional workplans are developed through the annual budget approval process, and will indicate other details, as needed. The Action Plan outlines the steps that are City-led, but require the involvement of the whole community, including those who use housing and homelessness supports and services.

Financial and staff resources are needed, and may be proposed in annual municipal budget processes. The support of community-based organizations, private sector partners and active individuals is vital to help achieve the outcomes in the Plan. Continuous and enhanced involvement of people with lived experience and community advocates will help to ensure that our vision becomes a reality.

Proposed community partner agencies, listed below, are foundational to the success of the actions. These partners have been consulted through the development of the Plan and this Action Plan. There are additional agencies in the Peterborough region that will be involved throughout the implementation process.

This Action Plan provides the chance for many partners to become involved in the implementation steps. Some of them are listed below:

Accessibility Advisory Committees in the City and County/Selwyn Township	Nogojiwanong Friendship Circle
Affordable Housing Action Committee (AHAC)	Ontario Aboriginal Housing Services Corporation
Brock Mission and Cameron House	Ontario Non-Profit Housing Association (ONPHA)
Canadian Mental Health Association – Peterborough (CMHA)	People with lived experience
Canada Mortgage and Housing Corporation (CMHC)	Peterborough Housing Corporation (PHC)
Central East Local Health Integration Network (CE-LHIN)	Peterborough County-City Health Unit (PCCHU)
Community Counselling & Resource Centre (CCRC) and Housing Resource Centre (HRC)	Peterborough and the Kawarthas Homebuilders Association
County of Peterborough and Townships	Peterborough Social Planning Council (PSPC)
Financial Institutions	Persons with disabilities
Four Counties Addiction Service Team (FourCAST)	Private Sector Landlords
Habitat for Humanity Peterborough & District	Supportive Housing Network
Homelessness Support Services Coordinating Committee (HSSCC)	Social Housing and co-operative housing providers and other non-profit landlords
Home Response Coalition	United Way of Peterborough & District
Housing Access Peterborough (HAP)	Volunteer Community
Ministry of Municipal Affairs and Housing (MMAH)	VON 360 Nurse Practitioner Clinic
New Canadians Centre (NCC)	Youth Emergency Shelter (YES)
Nijkiwendidaa Anishnaabekwewag Services Circle	YWCA (Crossroads Shelter)

Note:



This symbol represents Key Outcomes as set out in the Plan.



Providing People-Centred Service

1. Engage members of the community, including people who use housing and homelessness services

	2014	2015-2018
1.1 Consult and engage people using various methods including survey and face to face meetings with lived experience at least bi-annually	✓	✓
1.2 Develop a peer navigation support model which includes a broad base of people (e.g. persons with disabilities, aboriginals, victims of domestic violence, youth and seniors) to enable people with lived experience to assist others as they interact with the formal service system	✓	✓
1.3 Prepare a public report about the progress towards the outcomes in the Plan and release within each term of Council		✓
1.4 Complete social housing tenant satisfaction surveys, based on the recommendations on content and timing of the 2013 Pilot Project		✓
1.5 Review complaint processes and consumer input mechanisms with community agencies to ensure that the processes and mechanisms are adequate and responsive		✓

Lead

Housing

Divisions

Social Services

Outcome



More people will engage and provide feedback on housing and homelessness related programs and services.



Providing People-Centred Service

- 2.** Facilitate alignment of policy and strategic plans, among City partners and within municipal departments, using a service system approach

	2014	2015-2018
2.1 Establish a plan for continuous improvement of communication and collaboration across municipal departments	✓	
2.2 Continue to build coordinated processes for assessment, referrals and individualized case planning	✓	
2.3 Evaluate the system of coordinated case planning and change and enhance as appropriate (e.g. Homelessness Coordinated Response Team, Service Resolution Protocol and Home Response Coalition Home Safety Protocol)	✓	
2.4 Ensure an integrated approach to implementing the actions in this Plan among City, County and Townships		✓

Lead Divisions	Housing Social Services
Outcome	Families and individuals get assistance through a system of coordinated housing and homelessness services that provides appropriate supports and promotes self-sufficiency.



Providing People-Centred Service

3. Examine local committees and service provider partnerships to ensure best use of resources

	2014	2015-2018
3.1 Convene a series of joint meetings among committee leadership to discuss roles and responsibilities, membership and mandate, and the commitments in the 10-year Housing and Homelessness Plan	✓	
3.2 Participate periodically in Accessibility Advisory Committees (both the City and the County/Selwyn Township for people with disabilities)	✓	✓
3.3 Begin a process (which could include public consultations) of reviewing and making recommendations to re-affirm/re-state committee mandates, membership, frequency of meetings and opportunities for collaboration	✓	

Lead Divisions	Housing Social Services
Outcome	The collective impact of local committees and service provider partnerships will be strengthened and their work will be closely aligned with the commitments and timeframe of this Plan.



Providing People-Centred Service

4. Pursue ways to share service data for effective service planning

		2014	2015-2018
4.1	Review existing and potential data base options for housing and homelessness services at partner agencies and in other municipalities	✓	
4.2	Determine the data base to be used by all homelessness partners and housing providers involved with homelessness and homelessness prevention services that receive federal, provincial and municipal funding	✓	
4.3	Determine required and desired community reporting that can be obtained using the data base, including measurement of outcomes and ability to track unique individuals	✓	
4.4	Implement, in a staggered manner, the use of the selected data base with necessary protocols, reporting time frames, information sharing agreements	✓	
4.5	Ensure that data collection and data sharing promotes an improved understanding of risks and indicators that lead to homelessness		✓
4.6	Monitor demographic information regarding changing Aboriginal population living off reserve and have an annual meeting with Aboriginal organizations to discuss housing and support needs		✓

Lead **Social Services**

Division

Outcome **People will benefit from evidence-based services that use a common data system that includes appropriate safe guards with respect to personal privacy and confidentiality.**



Providing People-Centred Service

5. Review the process of applying for rent geared-to-income (RGI) housing

		2014	2015-2018
5.1	Review current application processes, rules of access, and communications practices about rent geared-to-income housing as well as examine how the market rent social housing could be integrated into the coordinated access system		✓
5.2	Identify options for integrating application processes across human services (i.e. housing, social services and childcare) to increase the accessibility and improve the processes		✓
5.3	Gather input from managers of rent geared-to-income waiting lists, users of the waiting lists and staff from agencies making referrals, to discuss best practices		✓
5.4	Review results of satisfaction surveys among applicants, and solicit views from applicants at various times in the process, to learn about improvements that they think would be helpful		✓
5.5	Implement any recommended changes, with input from appropriate people		✓
5.6	Develop appropriate resources so that people applying for rent geared-to-income housing have information regarding other housing options		✓

Lead Division	Housing
Outcome	People who apply for rent geared-to-income housing can use a simple application process, in person, by mail or using modern technology, and have enough information to make informed choices about their social and market housing options.



Creating Housing Affordability

6. Expand rent supplements

	2014	2015-2018
6.1 Establish the mandate and membership for a working group comprised of AHAC and agency representatives, and City staff to guide rent supplement research	✓	
6.2 Develop scope (e.g. program design, targets including private sector participation, inclusion of AHP buildings, analysis of costs and funding sources, options used in other municipalities), work plan and time line for the research	✓	
6.3 Complete research report	✓	
6.4 Prepare a program proposal that includes terms and conditions, budget, monitoring as well as other specific criteria (e.g. targeting for priority populations)	✓	
6.5 Pursue funding options and approvals (e.g. Community Homelessness Prevention Initiative) and secure appropriate levels of ongoing funding	✓	✓
6.6 Implement expansion through service delivery agreements with community partners	✓	✓
6.7 Monitor financial commitments, take-up, compliance and outcomes for households receiving rent supplement support		✓

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Lead
Division

Housing

Outcome




Low-income households are more stable and secure in their rental housing (i.e. an addition of about 100 households in any given year, receiving rent supplement support).



Creating Housing Affordability

7. Maximize use of government and private sector resources for new affordable rental housing

		2014	2015-2018
7.1	Advocate to provincial government for enhanced five year capital funding	✓	✓
7.2	Recommend the allocation of specific resources to Community Improvement Plan (CIP) for Affordable Housing	✓	
7.3	Recommend affordable rental housing development (especially one-bedroom units) as a priority when using capital funding	✓	✓
7.4	Promote Community Improvement Plans (CIP) for affordable housing to heighten awareness among home builders, sharing program successes through information sessions	✓	
7.5	Make the construction process of affordable projects more efficient by identifying and sharing best practices in meeting building code requirements		✓
7.6	Research and develop processes to identify public land including brown fields, where new rental housing supply would be an appropriate use		✓
7.7	Research and engage post secondary institutions to better understand whether and how student housing impacts the rental market		✓

Lead Division	Housing
Outcome	 500 new affordable rental homes created using new and existing resources including senior government funding, municipal incentives, non-profit and private sector equity and publicly-owned land.



Creating Housing Affordability

8. Support affordable housing in municipal planning documents

		2014	2015- 2018
8.1	Identify and designate properties/areas within the City that can accommodate medium and high density residential development		✓
8.2	Evaluate and update as necessary affordable housing provisions and policies in the Official Plan.		✓
8.3	Research guidelines from other jurisdictions and write local guidelines for second units/garden suites, including methods of monitoring production		✓
8.4	Develop and market an outreach and education package to present affordable housing incentives to builders, developers etc. as needed		✓
8.5	Facilitate discussion among City and Township planning officials, and County where applicable, on potential changes to municipal planning documents to support affordable housing		✓

Lead Division	Housing
Outcome	New residential development applications received by the City and Townships propose a higher portion of affordable housing than in previous years and more property owners develop second units/garden suites.



Creating Housing Affordability

- 9.** Provide loans and grants to low and moderate-income homeowners for necessary repairs, accessibility and energy efficiency upgrades to their homes

		2014	2015-2018
9.1	Complete a regular survey of tax rebate and grant programs that have similar purposes and adapt the Peterborough Renovates Program (PRP) to make best use of available funding from all sources	✓	
9.2	Review and evaluate City-County take-up of PRP for 2012 and 2013	✓	
9.3	Revise the PRP eligibility criteria, communication plan, and service delivery agreement as required	✓	
9.4	Undertake an extension or additional phase of PRP, as senior government funds become available	✓	
9.5	Regularly summarize tax rebate and grant program information for the public		✓

Lead

Housing

Division

Outcome




200 low and moderate-income homeowners have access to grants and loans to complete necessary repairs, energy efficiency and accessibility upgrades.



Creating Housing Affordability

10. Develop a long-term strategy for existing social and rent geared-to-income (RGI) housing

	2014	2015-2018
10.1 Continue the City's role as a participant in the Asset Leveraging Working Group chaired by the Ministry of Municipal Affairs and Housing	✓	
10.2 Introduce a local initiative to support asset building among social housing tenants to allow for future home ownership		✓
10.3 Review and examine opportunities to reuse or expand Eviction Prevention Protocol and Housing Social Worker supports to help promote successful tenancies	✓	
10.4 Establish the mandate and membership for a new working group to guide the development of a strategic plan for existing social housing that is consistent with community and City interests	✓	✓
10.5 Exchange ideas with social housing providers, especially PHC, about portfolio renewal, long-term redevelopment opportunities, and end of operating agreements		✓
10.6 Develop scope, work plan and timeline for the research and recommendations leading to the Strategic Plan to be carried out by a third party consultant		✓


Lead Division	Housing
Outcome	 A Strategic Plan for Social Housing that guides decisions about the future of existing social housing and is supported by the City, County, non-profit, co-operative and aboriginal housing stakeholders.



Creating Housing Affordability

11. Ensure necessary repairs to rental properties

		2014	2015- 2018
11.1	Review the Peterborough Renovates Program for suitability for rental housing and repair needs, to support private sector landlords	✓	
11.2	Establish protocols, track and report on City interventions/follow up on property standards enforcement for rental housing, and develop a general practice to monitor the state of repair of rental housing stock	✓	✓
11.3	Encourage other municipalities in the Peterborough region to establish protocols, track and report on municipal interventions/follow up on property standards enforcement for rental housing, and develop a general practice to monitor the state of repair of rental housing stock	✓	✓
11.4	Select and engage private sector landlords and/or non-profit rental property owners for an Single Room Occupancy Pilot Project to guarantee long-term rent affordability, privacy and good repair, and identify a support service provider (potentially with CE-LHIN funding)		✓

Lead Division	Housing
Outcome	 200 households (including those from a Single Room Occupancy Pilot Project) living in rental units in older housing stock, will have improved living conditions.



Creating Housing Affordability

12. Provide resources for affordable home ownership assistance

		2014	2015- 2018
12.1	Monitor resale housing market to establish criteria and timing for offering new homeownership assistance loans		✓
12.2	Offer a homeownership assistance loan program bi-annually, contingent upon senior government funding and balance in revolving loan fund		✓
12.3	Monitor performance of loan portfolio and repayments to revolving loan fund to assess efficacy and manage risk of non-compliance or failure to repay		✓
12.4	Implement a mentoring program for new homeowners involved in the home ownership loan assistance program		✓

Lead Division	Housing
Outcome	100 renter households become homeowners with the help of a homeownership assistance loan program.



Preventing Homelessness and Promoting Housing Stability

13. Maintain and enhance housing stability

		2014	2015- 2018
13.1	Review and improve reporting and monitoring of requests for homelessness prevention assistance to improve understanding of the needs and risk factors of applicants	✓	✓
13.2	Maintain, and where feasible, enhance support services such as referral, mediation, guidance, interface with private landlords etc.	✓	✓
13.3	Continue to offer services through Peterborough Social Services and service agreements with community agencies	✓	✓
13.4	Track support services or financial assistance gaps, determine priorities and set policies for future allocations of financial assistance	✓	✓
13.5	Document outcomes for households who obtained Housing Stability Funds and outcomes for households not approved for these funds, where possible	✓	✓
13.6	Ensure access to service in rural and smaller communities through the use of innovative technology (e.g. video conferencing and other outreach initiatives)	✓	✓
13.7	Determine other cost-effective methods to promote housing stability for future implementation		✓
13.8	Advocate for a larger allocation of senior government funding for homelessness prevention		✓

Lead Divisions	Housing Social Services
Outcome	Low-income tenants have access to financial and other supports when their housing stability is at risk, to prevent eviction and homelessness.



Preventing Homelessness and Promoting Housing Stability

14. Improve discharge planning from institutions, specifically hospital and correctional facilities

		2014	2015-2018
14.1	Pursue formal protocols to coordinate support for people who are being discharged from hospital or correction facilities in the Peterborough region, and avoid discharge to 'no fixed address'	✓	✓
14.2	Convene meetings among City, hospital and correction facility staff to review protocols and evaluate success of agreed upon protocols, as a new semi-annual practice		✓
14.3	Work with the existing Transitional Age Youth Network and/or the Four Counties Mental Health and Addiction Service Collaborative to develop a community protocol on mental health and community supports for youth leaving Children's Aid Society care	✓	✓

Lead Division	Social Services
Outcome	People who are moving from institutions into the community will receive necessary services and supports to stabilize their housing and prevent re-admissions to institutions.



Preventing Homelessness and Promoting Housing Stability

15. Expand mental health and addictions case planning and outreach

	2014	2015-2018
15.1 Identify service system issues and resolutions including improved coordination of services through Homelessness Support Services Coordinating Committee (HSSCC) meetings, on a quarterly basis	✓	✓
15.2 Meet with Central East Local Health Integration Network (CE-LHIN) funded organizations and developmental sector agencies to determine capacity to engage in individualized case planning to provide mental health and addiction outreach	✓	
15.3 Explore current resources and options to provide outreach services to meet vulnerable populations outside of regular Monday to Friday 8:30 a.m. to 4:30 p.m. office hours	✓	✓
15.4 Support the Home Response Coalition in pursuing and advocating for funding to assist with case planning, training and response for situations involving hoarding and in implementing the Home Safety Scale and associated protocol	✓	✓
15.5 Increase the participation of agency staff in the provision of multi-agency individualized case planning, including YWCA	✓	✓
15.6 Review and if necessary revise the Service Resolution Protocol	✓	
15.7 Work with Health Links Peterborough to ensure integrated individualized case plans and appropriate services for people with complex mental health and addictions issues and housing needs	✓	✓

Lead **Social Services**
Division

Outcome **People, whose mental health, addiction or behaviour compromises their housing, receive services that are coordinated through individualized, multi-agency case planning.**



Preventing Homelessness and Promoting Housing Stability

16. Pursue collaborative priority-setting among funders in homelessness services

		2014	2015-2018
16.1	Ensure funding from Investment in Affordable Housing (IAH), Community Homelessness Prevention Initiative (CHPI) and Homelessness Partnering Strategy (HPS) is aligned with this Plan	✓	
16.2	Achieve collaborative strategic planning with the United Way on Homelessness Partnering Strategy funds	✓	✓
16.3	Prepare funding proposals in readiness for future proposal calls to increase operational funding for programs and services, for example, related to mental health and addiction	✓	✓
16.4	Develop and obtain support from the Central East Local Health Integration Network for supportive housing, other models of assisted living and other clinical services		✓
16.5	Advocate for more opportunity to collaborate on setting strategic priorities and funding decisions with the Central East Local Health Integration Network		✓

Lead Division	Social Services
Outcome	Priorities among funders of homelessness services are aligned and duplication of services is eliminated.



Transitioning Out of Homelessness

17. Develop and implement a 'Housing First' program model

		2014	2015- 2018
17.1	Host a community conversation to create a "Housing First" definition and model	✓	
17.2	Evaluate the recently expanded Winter Weather Response for vulnerable people and the related system of street outreach, focusing on the effectiveness of service delivery	✓	
17.3	Establish the mandate and membership for a new working group to define and guide a "Housing First" development plan	✓	
17.4	Research definitions, models and best practices of "Housing First" in similar communities	✓	
17.5	Prepare a City-led funding proposal for supportive housing services for targeted populations (people with complex needs including addiction and physical and mental health and homelessness)	✓	
17.6	Pursue funding options through the proposal for clinical mental health and physical health support services for Housing First approach		✓
17.7	Implement clinical and other key housing supports through partnerships with relevant ministries		✓
17.8	Develop and implement the model, subject to available funding		✓

Lead

Social Services

Division

Outcome



People who have experienced long-term homelessness are appropriately housed and supported using a "Housing First" model that is locally relevant.



Transitioning Out of Homelessness

18. Enhance Brock Mission facility and services

	2014	2015-2018
18.1 Establish the mandate and membership for a new working group, consisting of Housing and Social Services Divisions and Brock Mission staff, to guide the project development plan	✓	
18.2 Develop a project work plan and time line for the physical space	✓	
18.3 Develop a project work plan and time line for supports	✓	
18.4 Secure funds and resources to complete a building assessment, feasibility study, site plan, etc.	✓	
18.5 Research funding options for building enhancements and sites for transitional housing	✓	
18.6 Prepare a funding proposal for redesigning and upgrading or relocating Brock Mission to allow for housing men in permanent single-room dwellings to serve as transitional housing in a "Housing First" program model	✓	
18.7 Complete building improvements/development and introduce supports		✓

Lead

Social Services

Division

Outcome



Men experiencing homelessness will have improved physical space, enhanced services, with the potential for semi-independent living in a safe and supportive environment.



Transitioning Out of Homelessness

19. Improve collaboration with private sector landlords

	2014	2015-2018
19.1 Identify two to three landlords willing to work with the City and other partners on a Pilot Project (at least one of these Pilot Project will target youth assisting them in establishing a first tenancy) and also identify types and levels of support to be offered including identifying source of funding	✓	
19.2 Develop parameters and measures for success for the Pilot, including landlord incentives (e.g. pay directs, tenant conflict resolution) and requirements (e.g. property standards)	✓	
19.3 Implement new referral processes, tenant and landlord supports and education strategies, with an evaluation after two years		✓
19.4 Recommend next steps for implementation strategy and annual public reporting		✓

Lead Division	Social Services
Outcome	Private sector landlords with lower-cost rental housing have the support and information they require to improve outcomes for tenants.



Transitioning Out of Homelessness

20. Enhance supports that prepare people to move out of emergency shelters and to secure and maintain their housing

		2014	2015-2018
20.1	Enhance youth-specific training and support services, exploring a youth/seniors mentorship program and links to Education, Employers, Economic Development and the Skills Trade Centre	✓	✓
20.2	Follow up within 30 days for all recently housed individuals to help ensure that their tenancies are maintained	✓	✓
20.3	Assist the individual in establishing relationships with community agencies, that offer relevant programs and services, and will continue to work with them as they are housed (housing retention services, life skills supports, employment and training, trusteeship)	✓	✓
20.4	Plan for additional support services at the emergency shelters including 2-3 life skills programs per year and employment-related workshops, on-site	✓	✓
20.5	Track shelter usage to monitor the impact of providing supports on shelter usage	✓	✓
20.6	Pursue funding options through a proposal for supportive housing, Assisted Living Services and other clinical resources	✓	✓
20.7	Develop a template/protocol for individual case plans that focus on strengths and collaborate with community organizations to provide relevant supports (e.g. employment, addiction, mental health, childcare, legal) to be in place before an individual leaves the shelter	✓	✓

Lead

Social Services

Division

Outcome

People leaving emergency shelters receive the support they need to find and maintain housing, reducing repeat shelter visits.



City of Peterborough

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October 2013

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Municipal Affairs
and Housing

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SEP 06 2013

RECEIVED

13-04394

His Worship
Mayor Darrell Bennett
City of Peterborough
City Hall, 500 George Street North
Peterborough ON K9H 3R9

Dear Mayor Bennett:

Thank you for providing a copy of the City of Peterborough's ("the City") housing and homelessness plan – *Peterborough 10-year Housing and Homelessness Plan 2014-2024* for review pursuant to the *Housing Services Act, 2011* (HSA).

In accordance with the HSA, I have reviewed the City's plan and wish to provide you with comments for your consideration. I recognize that the City's plan is a collaborative, people-centred and comprehensive 10 year housing strategy that addresses most of the provincial interests under the HSA and the themes outlined in the Ontario Housing Policy Statement. The plan is based on local needs, incorporates a local vision, proposes some unique local approaches, and recognizes that homelessness is an area of particular concern.

I have the following additional comments:

1. The HSA requires the housing and homelessness plans to show how progress towards meeting the objectives and targets relating to local housing needs will be measured. The measurements should ultimately allow the City to demonstrate the extent to which each initiative is making its desired impact.

I recognize that this is an important and evolving area and many Service Managers are working to develop their own indicators and measures relating to their specific housing and homelessness activities. In addition, the Ministry is working with Service Managers and other sector stakeholders to develop a set of common indicators which may be used province-wide in the future.

I note that your plan states that you are currently developing an Action Plan and Performance Measures document that will be based on provincial requirements. The Ministry would appreciate being kept apprised of your work in this area. Your plan could be strengthened by describing how progress towards meeting the objectives and targets in your plan will be measured.

2. Ontario Regulation 367/11 under the HSA requires the plan to address the housing needs of victims of domestic violence and accessible housing for persons with disabilities, by including:
- an assessment of the current and future housing needs within the Service Manager's service area;
 - objectives and targets relating to housing needs;
 - a description of the measures proposed to meet the objectives and targets;
 - a description of how progress towards meeting the objectives and targets will be measured.

The plan proposes some activities that may assist victims of domestic violence and the needs assessment points to the need for housing and support services for victims of domestic violence. However, the plan could more clearly address the requirements above by providing additional detail.

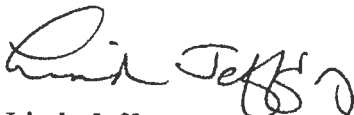
The plan includes a commitment to provide resources for accessibility upgrades for low to moderate income homeowners and references accessibility in the Needs Assessment. However, the plan could be strengthened by including targets and progress measurement related to accessible housing for persons with disabilities.

3. The Ontario Housing Policy Statement includes policy direction that housing and homelessness plans will identify and consider the housing needs of Aboriginal Peoples living off-reserve.

The convening of an Aboriginal Housing Roundtable during the development of the plan and your commitment to a positive working relationship with Ontario Aboriginal Housing Services are positive steps in this direction. However, the plan could be strengthened by a more comprehensive consideration of the housing needs of Aboriginal Peoples over the 10 year life of the plan.

Thank you for the opportunity to review the City's plan. I extend my best wishes to you and Council for its successful implementation.

Sincerely,



Linda Jeffrey
Minister