



# Peterborough

10-year housing & homelessness plan

2014-2024



## Acknowledgements

Thank you to those who participated in interviews and to those who were involved in community consultations. Together, you helped create a strong local context and provided a community voice in the development of this Plan.

A special thanks to the Affordable Housing Action Committee (A.H.A.C.) and the Homelessness Support Services Coordination Committee (H.S.S.C.C.) for their advice in their role as “community sounding boards”.

To those who shared their personal experience and contributed their own stories to the Plan, your contributions are immeasurable.

## Steering Committee and Project Team Members

- Malcolm Hunt  
Steering Committee Chair, Planning and Development Services, City of Peterborough
- Susan Bacque  
Project Team Chair, Housing, City of Peterborough
- Alex McLeod, Planning and Development Services, City of Peterborough
- Angela Chittick, Clerks, Township of Selwyn
- Bryan Weir, Planning, County of Peterborough
- Carolyn Hagg, Finance, City of Peterborough
- Christie MacIsaac, Planning, City of Peterborough
- Dorothy Olver, Housing, Social Services, City of Peterborough
- Iain Mudd, Planning, County of Peterborough
- Janet Sheward, Chief Administrator's Office, City of Peterborough
- Ken Doherty, Community Services, City of Peterborough
- Ken Hetherington, Planning, City of Peterborough
- Linda Mitchelson, Social Services, City of Peterborough
- Michelle Longhurst, Housing, City of Peterborough
- Rebecca Morgan Quin, Housing, City of Peterborough
- Sharron Hayton, Corporate Services, City of Peterborough



October 2013

The Plan was prepared by Tim Welch Consulting Inc. in collaboration with Public Interest, Greg Suttor Consulting and consultant Deb Ballak.

# Table of Contents

<b>Introduction</b>	1
<b>Section 1</b>	
Vision for the Peterborough region	2
Four Themes and the Housing and Homelessness Continuum	3
A World of Difference - The Key Outcomes of the Plan	4
<b>Section 2</b>	
Financial and Staff Resources	5
Building on Strengths	6
Local Context	8
Needs Assessment	9
<b>Section 3</b>	
How the Plan was Developed	10
Action Plan	11
Connection with Related Local Plans	12
<b>Section 4</b>	
❖ Providing People-Centred Service	13
✿ Creating Housing Affordability	18
✳ Preventing Homelessness and Promoting Housing Stability	28
✦ Transitioning Out of Homelessness	33
<b>Section 5</b>	
Performance Measures	38
<b>Section 6</b>	
Summary of 20 Commitments and Outcomes of the Plan	40
<b>Appendices</b>	
Appendix A: Consultation Participants 2012-2013	42
Appendix B: Other Related Local Plans	44
Appendix C: Overview of Existing Reports (2014 Baseline for Performance Measures)	46





# 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.





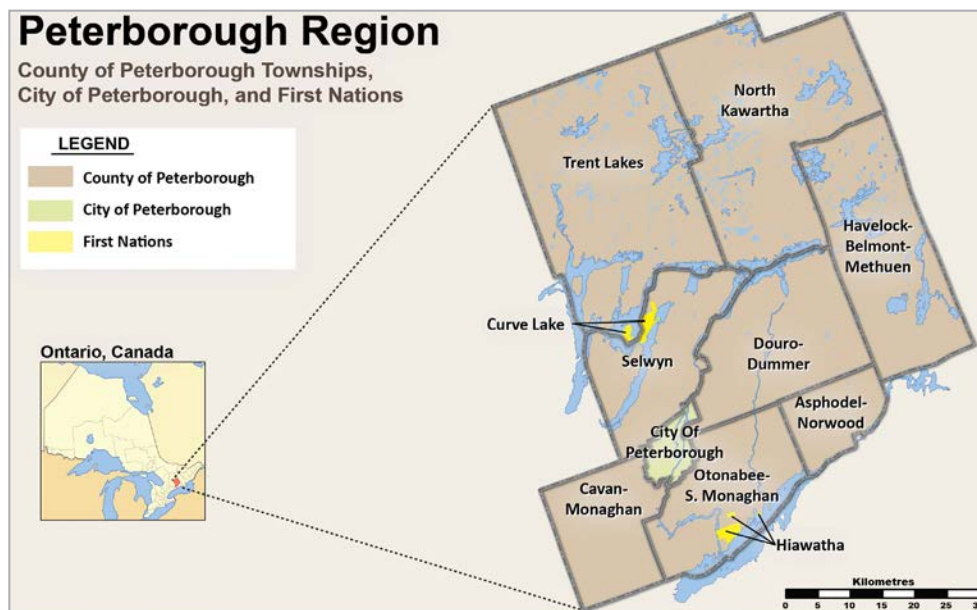
## Vision for the Peterborough Region

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.

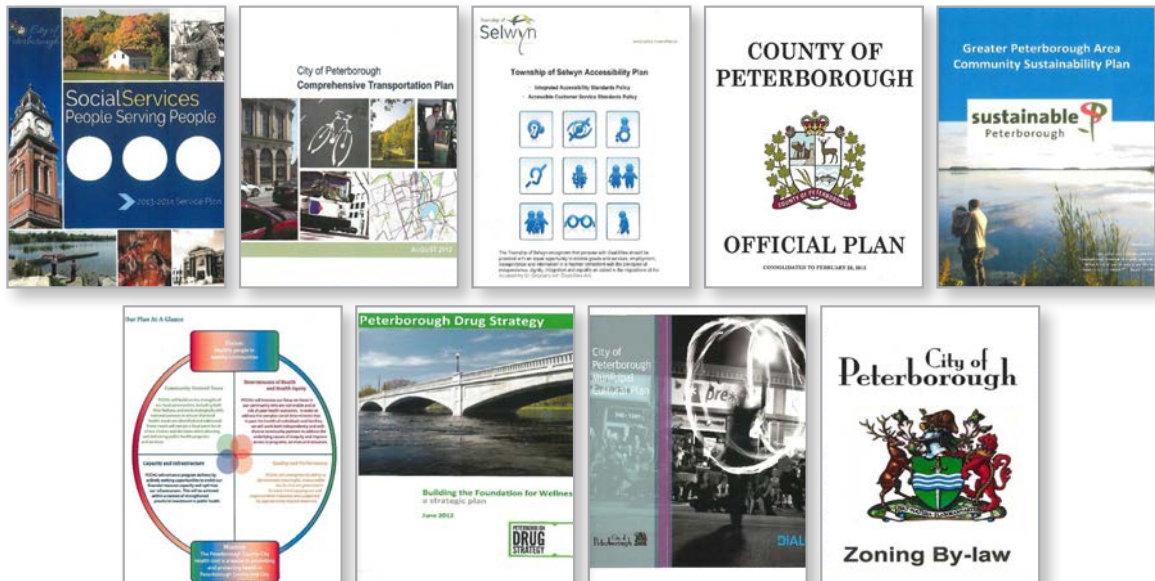
The Plan will need to work in concert with many other strategic plans and initiatives in the Peterborough region. Initiatives to address employment, fair wages, educational opportunities, accessible health, addictions and life skills supports all need to be in place for the outcomes of the Plan to be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

*“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

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.

## 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.

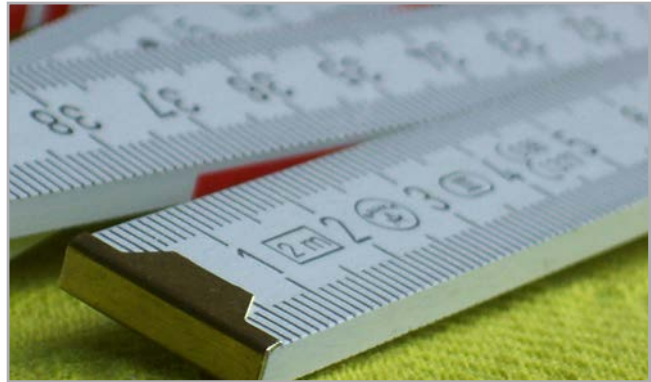
**Outcome:** People who are leaving emergency shelters receive the support they need to find and maintain housing, and there is a steady decline in repeat shelter visits.

**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.	<b>Commitment:</b> Engage members of the community, including people who use housing and homelessness services <b>Outcome:</b> More people will engage and provide feedback on housing and homelessness related programs and services.
2.	<b>Commitment:</b> Facilitate alignment of policy and strategic plans, among City partners and within municipal departments, using a service system approach <b>Outcome:</b> Families and individuals get assistance through a system of coordinated housing and homelessness services that provides appropriate supports and promotes self-sufficiency.
3.	<b>Commitment:</b> Examine local committees and service provider partnerships to ensure best use of resources <b>Outcome:</b> 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.	<b>Commitment:</b> Pursue ways to share service data for effective service planning <b>Outcome:</b> 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.	<b>Commitment:</b> Review the process of applying for rent geared-to-income (RGI) housing <b>Outcome:</b> 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.	<b>Commitment:</b> Expand rent supplement programs <b>Outcome:</b> 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.	<b>Commitment:</b> Maximize use of government and private sector resources for new affordable rental housing <b>Outcome:</b> 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.	<b>Commitment:</b> Support affordable housing in municipal planning documents <b>Outcome:</b> 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.	<b>Commitment:</b> Provide loans and grants to low and moderate-income homeowners for necessary repairs, accessibility and energy efficiency upgrades to their homes <b>Outcome:</b> 200 low and moderate-income homeowners have access to grants and loans to complete necessary repairs, energy efficiency and accessibility upgrades.



10.	<b>Commitment:</b> Develop a long-term strategy for existing social and rent geared-to-income (RGI) housing <b>Outcome:</b> 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.	<b>Commitment:</b> Ensure necessary repairs to rental properties <b>Outcome:</b> 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.	<b>Commitment:</b> Provide resources for affordable home ownership assistance <b>Outcome:</b> 100 renter households become homeowners with the help of a homeownership assistance loan program.

## ★ Preventing Homelessness and Promoting Housing Stability

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

## ✦ Transitioning out of Homelessness

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

<b>Consultation Participants 2012-2013</b>	
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)	Nijkiwendidaa 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



<b>Consultation Participants 2012-2013 (continued)</b>	
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	

<b>Additional Stakeholders Municipal Representation</b>	
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	
<b>The Peterborough County-City Health Unit Strategic Plan 2013-2017</b>	<i>Determinants of Health and Health Equity:</i> Housing, access to social services, social supports and inclusion
<b>Peterborough Drug Strategy</b> 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 <b>Community Sustainability Plan</b> , 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.
<b>Peterborough Partnership Council on Immigrant Integration (PPCII) Strategy 2010-2015</b>	Housing and transportation is a theme with actions aimed at improving access, addressing barriers and addressing the income gap for immigrants.
<b>Peterborough Economic Development Corporation 2010-2014 Strategic Plan</b>	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.
<b>Community Social Plan, 2002</b>	11 areas of focus to improve the quality of life for all its residents including to: <ul style="list-style-type: none"> <li>Enhance the economic security of all residents through the enhancement of employment opportunities and access to income security programs (#6)</li> <li>Realize a community in which all residents have access to decent, affordable, suitable housing (#9)</li> </ul>
<b>Peterborough Social Services People Serving People 2013-2014</b>	Employment and Training opportunities with the aim of raising overall income of people served. People centre service is a key component of this plan.
<b>Peterborough Poverty Reduction Network – 2011 Work Plan</b>	Various subcommittees working on initiatives related to income and food security, basic needs, housing.





City
<p><b>City of Peterborough's 2012-2016 Accessibility Plan</b>  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><b>Plan It Peterborough Official Plan Review, 2012</b>  Healthy Communities Theme includes goals:</p> <ul style="list-style-type: none"> <li>• Providing Range of Housing Opportunities (# 4.1.1)</li> <li>• Providing Affordable Housing (#4.1.2)</li> <li>• Planning for an Aging Population (#4.1.4)</li> </ul>
<p><b>Municipal Cultural Plan, 2012</b>  Reinforces the City's transportation plan to encourage active forms of transportation. Positive Economic spin offs from a health arts community.</p>
<p><b>Comprehensive Transportation Plan, 2012</b>  Recommends that City policy ensures mobility for all users including seniors, people with disabilities and children.</p>
County/Townships
<p><b>County Official Plan, 2013</b>, 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"> <li>• Housing (#5.1)</li> <li>• Community Services (#5.4)</li> </ul>
<p><b>County of Peterborough's Strategic Plan 2012-2015</b>  Quality of Life, Infrastructure Support and Organizations Goals.</p>
<p><b>County Transportation Master Plan, 2004*</b>  Note this plan is currently under review. To improve the ability to connect people to the services they need</p>
<p><b>Galway-Cavendish Harvey Official Plan 2012</b> (now the Municipality of Trent Lakes)</p> <ul style="list-style-type: none"> <li>• Land use policies regarding Housing (#5.1.20)</li> </ul>
<p><b>Township of Cavan Monaghan Official Plan, draft 2012</b>  Housing Targets, Housing</p>
<p><b>The Official Plan of the Township of Douro-Dummer, 2011</b></p> <ul style="list-style-type: none"> <li>• Residential Development and Housing (#4.1)</li> </ul>
<p><b>Official Plan of the Township of Havelock-Belmont-Methuen, 2012</b></p> <ul style="list-style-type: none"> <li>• Housing including affordability (#2.1.2)</li> </ul>
<p><b>Township of Otonabee-South Monaghan Official Plan, 2010</b></p> <ul style="list-style-type: none"> <li>• Housing development policies (#3.13)</li> </ul>
<p><b>Township of Selwyn</b></p> <ul style="list-style-type: none"> <li>• Corporate Strategic Plan 2012, Seniors Plan 2010, and Community Improvement Plan (2012) all support affordable housing.</li> </ul>
<p><b>The Joint County/Township 2004 Accessibility Plan</b>  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**

500 George Street N  
Peterborough, ON  
[www.peterborough.ca](http://www.peterborough.ca)  
705-742-7777

October 2013