



**City of Kingston**  
**Information Report to Housing and Homelessness Advisory Committee**  
**Report Number HHC-18-004**

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**To:** Chair, Housing and Homelessness Advisory Committee  
**From:** Lanie Hurdle, Commissioner, Community Services  
**Resource Staff:** Sheldon Laidman, Director, Housing & Social Services  
**Date of Meeting:** June 14, 2018  
**Subject:** Five Year Required Review of the Housing and Homelessness Plan – Preliminary Committee Involvement

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**Executive Summary:**

At the April HHAC meeting which was cancelled due to a lack of quorum, a briefing was provided to members in attendance regarding the required five year review of the 10-Year Housing and Homelessness Plan where staff committed to have a full discussion on the role of the Committee in this review at its next scheduled meeting.

The Province released its *Five Year Review of Housing and Homelessness Plans - A Guide for Ontario Service Managers* (the Guide) at the end of April. This Guide provides the Provincial expectations for this required five year review including the major content areas that must be assessed and included.

Since the provincial Guide was only recently published, staff have not yet developed a full strategy for this update which will require a significant amount of content review, analysis and public consultation. Staff want to ensure that the Committee is a fully engaged partner in this update process and have identified a list of major issues and areas of emphasis for the Committee to consider providing review, input and guidance on to staff and any consultant eventually hired.

It is expected a report will be provided to the Committee at its next meeting, outlining in full detail the work plan and strategy for the full update process and dates for the Committee to be aware of so that the five year review can be completed by the spring of 2019.

**Recommendation:**

This report is for information purposes only.

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**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

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**Lanie Hurdle, Commissioner, Community Services**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

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**Gerard Hunt, Chief Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Denis Leger, Commissioner, Corporate & Emergency Services	Not required

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**Options/Discussion:**

The Provincial Long Term Affordable Housing Strategy and the Housing Services Act requires that Service Managers undertake a review of its 10-Year Housing and Homelessness Plan at least every five years. While the Act is specific that it is up to the Service Manager to review and amend its plan as it considers necessary or advisable, the Ministry of Housing (MHO) has produced a Guide to provide a framework of provincial expectations for this five year review (Exhibit A). In 2016, the MHO released the *Policy Statement: Service Manager Housing and Homelessness Plans* to update the 2011 *Ontario Housing Policy Statement*. This Policy Statement provides the basis for the Guide. At a minimum, the Service Manager is required to write a report to the Ministry on changes made to any Plan showing conformity with this Policy Statement.

**Required Policy Areas to be Included in the Five Year Review**

1. Assessment of Current and Future Housing Needs
2. Accountability and Outcomes
3. Ending Homelessness
4. Coordination with other Community Services
5. Indigenous Peoples
6. A Broad Range of Community Needs
7. Non Profit Housing Corporations and Non Profit Cooperatives
8. The Private Market
9. Climate Change and Environmental Sustainability

**Major Policy Areas Needing Consideration in the Review as Identified by Staff**

The following items are policy areas which staff have identified were either not fully addressed in the existing 10-Year Plan, or where circumstances have changed in the past five years and should now be considered in the Plan:

1. End of Operating Agreements
  - A major study was completed on the impact of the End of Operating Agreements since adoption of the 10-Year Plan. The findings of this study need to be included or referenced in the update and direction provided.
2. Low Vacancy Rate
  - After many years of positive progress on the vacancy rate, in 2017 the vacancy rate saw historic lows once again. This is a major factor affecting affordability and economic development in the city which requires consideration.
3. Compatibility with New and Updated Official Plans
  - The City of Kingston, County of Frontenac, Township of South Frontenac and the Township of North Frontenac have all adopted new or updated Official Plans since the 10-Year Plan was approved and it is important that these plans are in alignment with the 10-Year Plan.
4. Supportive and Transitional Housing
  - There is a general consensus amongst social housing providers and other community agencies that there is not enough supportive housing to be able to meet demand

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which is having a negative effect on emergency shelters, hospitals, police and social housing providers.

- Changes have been made to legislation permitting a broader range of transitional housing types since the 10-Year Plan was adopted.

5. Inclusionary Zoning

- The 10-Year Plan includes numerous recommendations related to Inclusionary Zoning which is now permitted under the Planning Act. City Planning staff will be providing further information to Council on this new legislation and the requirements of this new legislation in 2018.

6. Overflow Shelter Options and Solutions

- This is an area that has undergone significant scrutiny since the 10-Year Plan was approved as shelters have closed due to reduced demand and the success of the Plan. Solutions and intentions were; however, reviewed extensively in 2017 by the Committee and recommendations put into place.

**Housing and Homelessness Committee Involvement in the 5 Year Review**

Now that the Provincial Guide has been released, staff will be developing a comprehensive process and plan to review and update the 10-Year Plan by the spring of 2019. This plan will identify a public engagement strategy as well as a detailed work plan to meet the provincial requirements. Since the Committee is only meeting on a quarterly basis, and following the discussion from the last Committee meeting, this report is intended to introduce the major topic areas that staff expect to address in the five year review and to determine the Committees' interest in each. This will be used to inform the Department's detailed work plan to properly address these major topics of interest and to ensure the Committee is properly engaged in this five year review.

**Existing Policy/By-Law:**

10-Year Housing and Homelessness Plan

**Notice Provisions:**

Not applicable

**Accessibility Considerations:**

Not applicable

**Financial Considerations:**

Not applicable

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**Other City of Kingston Staff Consulted:**

Not applicable

**Exhibits Attached:**

Exhibit A Five Year Review of Housing and Homelessness Plans - A Guide for Ontario Service Managers, April 2018

# FIVE-YEAR REVIEW OF HOUSING AND HOMELESSNESS PLANS

January 2018

A GUIDE FOR ONTARIO SERVICE  
MANAGERS

Ministry of Housing  
Housing Policy Branch

Draft version date: February 20, 2018

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At least once every five years, a service manager shall review its housing and homelessness plan and amend it as the service manager considers necessary or advisable.

*Housing Services Act, 2011*

# FIVE-YEAR REVIEW OF HOUSING AND HOMELESSNESS PLANS

A GUIDE FOR ONTARIO SERVICE MANAGERS

## INTRODUCTION

The development of Service Manager Housing and Homelessness Plans provides an opportunity to engage the broader community, assess local needs and priorities and identify potential strategies to achieve outcomes.

Planning is a complex and intricate process, which is undertaken at a point in time. It is important to acknowledge that plans are developed in an environment of change and uncertainty. Nonetheless, there is value in the planning process and in updating Housing and Homelessness Plans to reflect the changing environment.

Updating Housing and Homelessness Plans offers an opportunity for municipalities to reflect on, to plan and to try to improve a system of housing and homelessness that will lead to better outcomes for Ontarians.

## HOUSING AND HOMELESSNESS PLANS

Under the *Housing Services Act, 2011 (HSA)*, Service Managers<sup>1</sup> are required to have a 10-year Housing and Homelessness Plan (hereafter referred to as “plan”) which addresses matters of provincial interest and is consistent with policy statements issued under the *HSA*. To provide policy context and direction to Service Managers to support the development of locally relevant plans, the Ministry of Housing (the Ministry/MHO) released the *Ontario Housing Policy Statement* in August 2011.

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<sup>1</sup>Ontario municipalities have service delivery responsibility for most housing programs through 47 Service Managers. This includes:

- Consolidated Municipal Service Managers – typically regional governments, counties, or separated cities.
- District Social Service Administration Boards – special agencies created by the province and given the funding and administrative responsibilities for northern Ontario regions, including lower tier and unorganized territories.



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Local plans were initially developed by Service Managers in consultation with local community members and service providers and came into effect on January 1, 2014. The *HSA* stipulates that, at least once every five years, Service Managers must review their plans and make amendments as necessary or advisable. As initial plans were required to be approved on or before January 1, 2014, Service Managers must initiate the five-year review of their plans by January 1, 2019.

As part of the review process, Service Managers need to provide a written report of their review to the Ministry. If, as part of the review, a Service Manager determines it necessary to amend their plan, consultations with the public and the Minister need to take place before a revised plan can be approved by the Service Manager.<sup>2</sup>

In 2016, the MHO released the *Policy Statement: Service Manager Housing and Homelessness Plans* to update the 2011 *Ontario Housing Policy Statement*. The revised policy statement aligns provincial priorities with the 2016 update to the Long-Term Affordable Housing Strategy. Service Managers must ensure their plan is consistent with the revised policy statement (<http://www.mah.gov.on.ca/Page14964.aspx>).

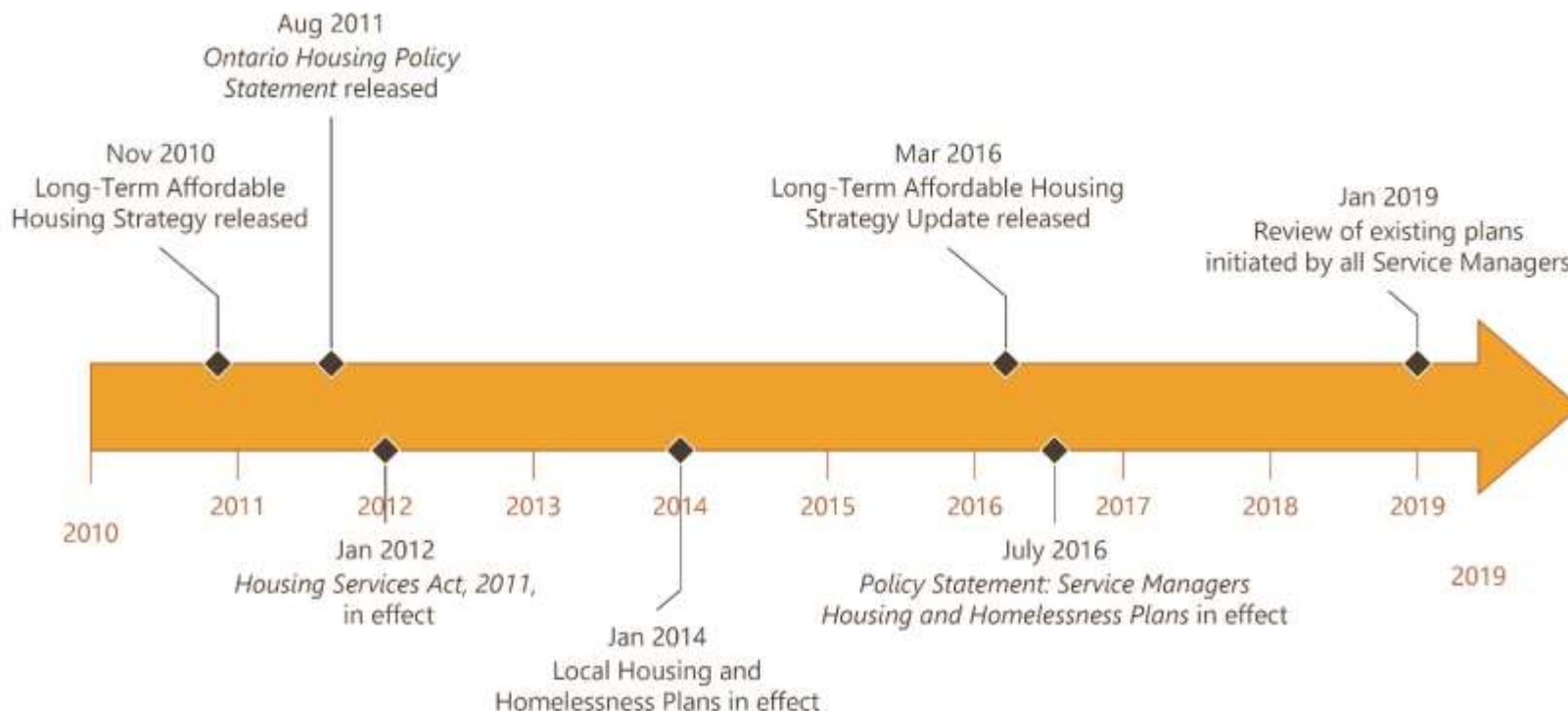
Housing and Homelessness Plans play a critical function in setting out how Service Managers are addressing housing and homelessness locally, including housing affordability, coordination of homelessness and related support services, and homelessness prevention. The five-year review process offers an opportunity for Service Managers to ensure that plans continue to reflect local context regarding housing and homelessness and align with the *HSA* and the revised policy statement.

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<sup>2</sup> From the *HSA, 2011*: “9 A service manager may amend its approved housing and homelessness plan, either after a review under section 10 [Periodic Review] or at any other time, and sections 7 and 8 apply, with necessary modifications, to the amendment. 2011, c. 6, Sched. 1, s. 9.” Section 7 refers to the Consultation with the public, etc., while Section 8 pertains to the Consultation with the Minister.

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TIMELINE OF THE HOUSING AND HOMELESSNESS PLAN PROCESS



## WHAT'S NEW IN THE REVISED POLICY STATEMENT?

### BRIEF OVERVIEW

- Aligns with the 2016 update to the Long-Term Affordable Housing Strategy, including the vision that every person in Ontario has an affordable, suitable and adequate home to provide the foundation to secure employment, raise a family, and build strong communities.
- Recognizes the fundamental role of land use planning in determining the location, mix and density of housing, and adds new policies to require alignment with Ontario's land use planning framework, including the Provincial Policy Statement, 2014 and Growth Plan for the Greater Golden Horseshoe, 2017.
- Reflects provincial goals to reduce the number of people experiencing homelessness and increase the number of people experiencing housing stability, including the long-term goal of ending homelessness, and the specific goal of ending chronic homelessness by 2025.
- Links the Long-Term Affordable Housing Strategy update's vision and long-term goal of ending homelessness to Ontario's broad objective of fostering social inclusion and enabling community and economic participation for all Ontarians.
- Adds a new policy direction area, "Indigenous Peoples", which highlights the commitment to develop an Indigenous housing strategy and the need to engage with Indigenous organizations and communities, and to coordinate housing and homelessness services with local Indigenous housing and support services.
- Highlights that Housing and Homelessness Plans are an important tool to support poverty reduction.
- Emphasizes the need for strong partnerships and collaboration across sectors and improving client access to services across service systems, including a move to human services integration.
- Stresses Housing and Homelessness Plans should focus on client-centred, coordinated access to housing and homelessness services.

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## PURPOSE OF THIS GUIDE

This Guide provides suggestions and resources to support Service Managers to complete the five-year review of their plans.

This Guide has been developed to:

- ✓ Help Service Managers align their plans with the updated policy statement
- ✓ Provide Service Managers with helpful tools (checklist and templates)
- ✓ Improve measurement of progress on provincial priorities, including the updated Long-Term Affordable Housing Strategy commitment to end chronic homelessness by 2025
- ✓ Increase consistency and rigour in plans
- ✓ Support continuous improvement and evidence-informed decision-making

According to the *HSA*, Housing and Homelessness Plans need to include the following:

1. An assessment of current and future housing needs within the Service Manager's service area (**Assessment**);
2. Objectives and targets relating to housing needs (**Objectives and Targets**);
3. A description of the measures proposed to meet the objectives and targets (**Planning**); and
4. A description of how progress towards meeting the objectives and targets will be measured (**Achievement**)

The Guide uses these four components as part of its organizational structure, with the exception of collapsing the "Objectives and Targets" and "Achievement" into one section ("Objectives, Targets and Achievement") to clearly identify the link between setting objectives and targets and measuring progress towards them.

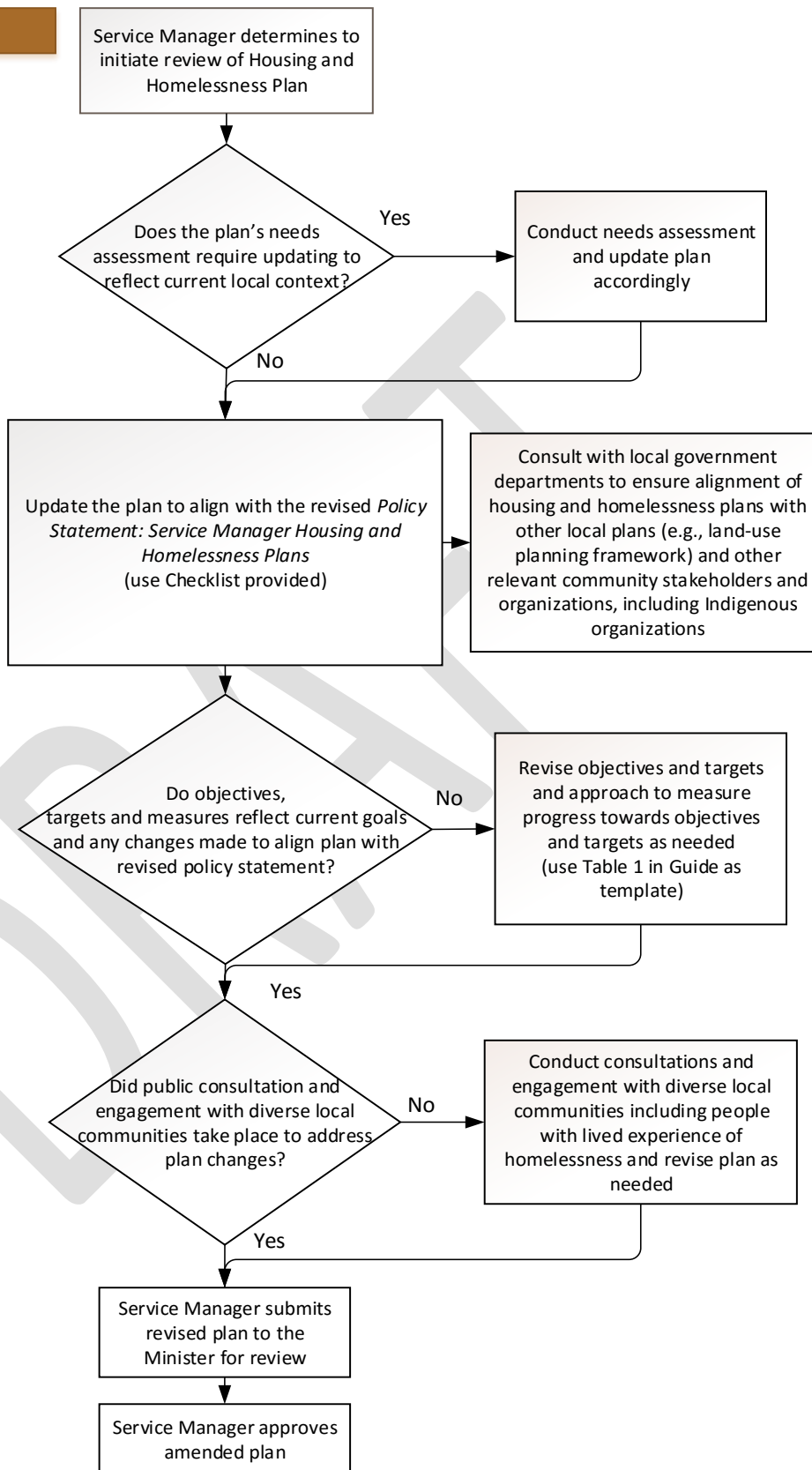
Throughout the Guide, the *HSA* and the revised policy statement are referenced where necessary to indicate the source of plan requirements or recommendations.

Among the tools provided in this Guide are:

- A **checklist** outlining the content to be included in Housing and Homelessness Plan based on the directions mandated by the *HSA* and the eight (8) policy areas from the updated policy statement.
- **Templates** for the purposes of identifying specific objectives and targets and their measures to facilitate tracking towards those goals.

In addition to the checklist and recommended templates, under each policy area, the Guide provides references, and other relevant resources and materials that may be helpful to Service Managers as part of their review process.

**OVERVIEW OF FIVE-YEAR REVIEW PROCESS**



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## OVERVIEW OF CONTENT AREAS

This Guide is designed to provide a description and suggested approaches and resource materials for addressing the essential components and content required in the Housing and Homelessness Plan, as outlined in the HSA and the revised policy statement. See **Appendix A** for a Checklist version of these requirements.

Topic	Item #	Item <sup>3</sup>
<b>I. Assessment</b>		
	1a	Assessment of current housing needs within the service manager’s area
	1b	Include evidence of existing local housing needs [for example, based on quantitative data from Statistics Canada or Canada Mortgage Housing Corporation (CMHC)]
	1c	Assessment of future housing needs within the service manager’s service area
	1d	Include evidence to inform future local housing needs
<b>II. Objectives, Targets and Achievement</b>		
<i>Accountability and outcomes</i>		
	2a	Demonstrate a system of coordinated housing and homelessness services that assists households to improve their housing stability and prevent homelessness
	2b	Include strategies to promote client-centred, coordinated access to housing and homelessness prevention services
	2c	Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness
	2d	Be coordinated and integrated with all municipalities in the service area
	2e	Include local housing policies and short and long-term housing targets
	2f	Include strategies to measure and report publicly on progress under the plan

<sup>3</sup> Items are derived from the “Policy Statement: Service Managers Housing and Homelessness Plans” and requirements regarding the Plans from the Housing Services Act, 2011

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Topic	Item #	Item <sup>3</sup>
	2g	Identify clear goals and objectives
	2h	Identify outcomes and outcome measures
	2i	Summarize achievements to date
<b>III. Planning</b> (Description of the measures <sup>4</sup> proposed to meet the objectives and targets)		
<i>Ending homelessness</i>		
	3a	Be informed by the results of local homeless enumeration
	3b	Include a strategy to prevent and reduce homelessness, incorporating innovative approaches and a Housing First philosophy
	3c	Include strategies to reduce and prevent the number of people experiencing chronic homelessness and homelessness among youth and Indigenous peoples, as appropriate to the local context
	3d	Address collaboration with community partners and provincial ministries to reduce and prevent homelessness amongst those transitioning from provincially funded institutions and service systems, as appropriate to the local context
	3e	Identify clear goals and objectives
	3f	Identify outcomes and outcome measures
	3g	Summarize achievement to date
<i>Indigenous Peoples</i>		
	4a	Include a strategy for engagement with Indigenous organizations and communities – including First Nation, Métis and Inuit organizations and communities, where present in the service area
	4b	Demonstrate a commitment to coordination and collaboration with Indigenous housing providers and service providers to support access to culturally appropriate housing and homelessness services for Indigenous peoples
	4c	Identify clear goals and objectives
	4d	Identify outcomes and outcome measures
	4e	Summarize achievement to date
<i>Coordination with other community services</i>		
	5a	Demonstrate a commitment to working with partners across service systems to improve coordination and client access to housing, homelessness prevention services and other human services

<sup>4</sup> Measures refers to activities, actions and initiatives, etc.

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Topic	Item #	Item <sup>3</sup>
	5b	Demonstrate progress in moving toward integrated human services planning and delivery
	5c	Address collaboration, where possible, with Local Health Integration Networks (LHINs), to coordinate Service Manager social and affordable housing and homelessness services with LHIN-funded services
	5d	Identify clear goals and objectives
	5e	Identify outcomes and outcome measures
	5f	Summarize achievement to date
<i>A broad range of community needs</i>		
	6a	Include a strategy to address accessible housing and homelessness services for people with disabilities, as well as those who have mental health needs and/or addictions
	6b	Include a strategy to address the housing needs for survivors of domestic violence, in coordination with other community-based services and supports
	6c	Address the needs of different demographic groups within their community. This could include: seniors, Indigenous peoples, people with developmental disabilities, children and youth, LGBTQ youth, women, immigrants and refugees, persons released from custody or under community supervision, youth transitioning from the child welfare system and Franco-Ontarians
	6d	Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of community need
	6e	Identify clear goals and objectives
	6f	Identify outcomes and outcome measures
	6g	Summarize achievement to date
<i>Non-profit housing corporations and non-profit co-operatives</i>		
	7a	Include strategies to engage non-profit housing corporations and co-operatives in current and future planning
	7b	Include strategies to support non-profit housing corporations and co-operatives in the delivery of affordable housing
	7c	Include strategies to support capacity building and sustainability in the non-profit housing sector
	7d	Identify clear goals and objectives
	7e	Identify outcomes and outcome measures
	7f	Summarize achievement to date
<i>The private market</i>		



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Topic	Item #	Item <sup>3</sup>
	8a	Identify an active role for the private sector in providing a mix and range of housing, including affordable rental and ownership housing, to meet local needs
	8b	Identify and encourage actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools
	8c	Reflect a coordinated approach with Ontario’s land use planning framework, including the Provincial Policy Statement and where applicable, the Growth Plan for the Greater Golden Horseshoe
	8d	Align with housing strategies required by the Growth Plan for the Greater Golden Horseshoe, where applicable
	8e	Identify clear goals and objectives
	8f	Identify outcomes and outcome measures
	8g	Summarize achievement to date
<i>Climate change and environmental sustainability</i>		
	9a	Demonstrate a commitment to improve the energy efficiency of social and affordable housing stock. This can include support for energy conservation and energy efficiency, tenant engagement, and locating affordable housing near transportation. It can also include innovative investment decisions such as the installation of renewable energy and low carbon technologies
	9b	Demonstrate a commitment to improve the climate resilience of social and affordable housing stock. This can include taking steps to limit vulnerability to flooding and extreme weather
	9c	Identify clear goals and objectives
	9d	Identify outcomes and outcome measures
	9e	Summarize achievement to date

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**THE PLAN MUST INCLUDE:**

An assessment of current and future housing needs within the service manager's service area.

*Housing Services Act, 2011*

## I. ASSESSMENT

The five-year review process is an opportunity to consider if any substantial changes have taken place in the local context since the initial assessment of current and future housing needs, particularly in relation to local demographic and economic changes, and in alignment with the new policy directions.

### SUGGESTIONS FOR THE REVIEW PROCESS:

- Consider the needs of all households across the housing continuum (i.e. from households currently experiencing homelessness to households residing in owned market housing) when undertaking the assessment of current and future housing need.
  - Assessments should be informed by an understanding of the anticipated composition of households and their characteristics (i.e. size, age of occupants, income, family vs. non-family households) to recognize the housing characteristics (i.e. number of bedrooms, affordability) required to meet the needs of current *and* future households.
  - Consider the results of local homeless enumeration and describe how the findings will be used to inform local homelessness policies and programs.
- Assessment should examine local economic conditions and housing affordability.
- To ensure consistency across different policy and planning frameworks, the same information should be used to inform Housing and Homelessness Plans, housing strategies under the Growth Plan, 2017 and Official Plans
  - Census 2016 data from Statistics Canada and updated data from Canada Mortgage and Housing Corporation (CMHC) can be used to inform up-to-date local needs assessment.
  - Municipal land use planning documents provide the framework for where new growth and housing will be accommodated within municipalities. By incorporating these considerations into the assessment of housing need, Service Managers, working with municipal land use planning departments, can ensure there is a common understanding of how the location and characteristics of housing may shift over the long term, as well as how to leverage and align existing programs and planning already undertaken to meet housing need.

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- Municipal background studies that identify local or regional housing needs over the short and long term may also be of use to Service Managers. Such studies may include, but are not limited to: vacant residential land supply, building supply, availability of sewer and water services (capacity) to accommodate new development etc. These studies may also identify affordability-related issues, and therefore could be used as background for the requirement for a target for affordable housing.

### Assessing Housing Need within the Greater Golden Horseshoe

- The Growth Plan for the Greater Golden Horseshoe, 2017 provides direction to municipalities for planning for growth in a way that builds more compact, complete communities with a diverse range of housing options that better connect transit to where people live and work.
- Upper- and single-tier municipalities are required to update their official plans to conform to the Growth Plan, 2017 by July 1, 2022.
- The Plan requires that upper- and single-tier municipalities develop a housing strategy to support the achievement of Plan policies.
  - Sub-section 2.2.6 of the Growth Plan outlines the specific requirements related to planning for housing, including the development of a housing strategy that will identify a diverse range and mix of housing options and densities to meet projected needs of current and future residents and establishing targets for affordable ownership housing and rental housing.
  - The need for alignment between housing strategies and Housing and Homelessness Plans is articulated in both the Growth Plan and the revised policy statement.
- As both the housing strategy and housing and homelessness plan require an assessment of current and future housing need, Service Managers should work closely with municipal land use planning departments to ensure they are aligned when assessing housing need.
- Service Managers should be aware that implementing the Growth Plan will result in an increase in the number of people living in denser housing forms, however it is recognized that there are a number of different housing mix options that could support this outcome while also accommodating households of different size and incomes and

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#### RESOURCES:

- To help inform up-to-date needs assessments, the ministry will be providing Service Managers with data products, including: Census 2016 data from Statistics Canada, Common Local Indicators 2017 data tables and market real estate data from Real Property Solutions (RPS)
- Canada Mortgage and Housing Corporation's Statistics and Data: <https://www.cmhc-schl.gc.ca/en/hoficlincl/homain/stda/index.cfm>
- Growth Plan for the Greater Golden Horseshoe, 2017: [http://placestogrow.ca/index.php?option=com\\_content&task=view&id=430&Itemid=14](http://placestogrow.ca/index.php?option=com_content&task=view&id=430&Itemid=14)
- OMSSA Housing & Homelessness Resource Centre's 2013 Guide and Data Template for Preparing a Housing Needs Demand and Assessment: [https://www.omssa.com/human-services/housing-homelessness/hhrc/hhrc-resources/need-and-demand-assessments/SM Guide and Data Template for Preparing housing needs assessment.pdf](https://www.omssa.com/human-services/housing-homelessness/hhrc/hhrc-resources/need-and-demand-assessments/SM%20Guide%20and%20Data%20Template%20for%20Preparing%20housing%20needs%20assessment.pdf)
- Statistics Canada, 2016 Census Data: <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/index-eng.cfm>

**THE PLAN MUST INCLUDE:**  
 Objectives and targets relating to housing needs

A description of how progress towards meeting the objectives and targets will be measured.

*Housing Services Act, 2011*

**HOUSING AND HOMELESSNESS PLANS SHOULD INCLUDE:**

Strategies to measure and report publicly on progress under the plan

*Policy Statement: Service Manager Housing and Homelessness Plans*

II.

## OBJECTIVES, TARGETS AND ACHIEVEMENT

Service Managers have the flexibility to determine how and where to focus local programming, leading to variation across the province in terms of the types and variety of programs delivered. Although each Service Manager may have unique local objectives and measurable targets, programs across all Service Managers should be leading to reduced homelessness and improved housing outcomes for Ontarians.

**DID YOU KNOW?**

Performance measurement involves the regular collection and analysis of data to assess whether services are being delivered as expected and are achieving the desired results or expected outcomes.

During the review, Service Managers should closely examine whether the objectives and targets that were set in their initial plan continue to accurately address current housing needs or whether they need to be updated, given the context of changing external and internal factors, the current housing and homelessness programs and local housing policies and/or initiatives.

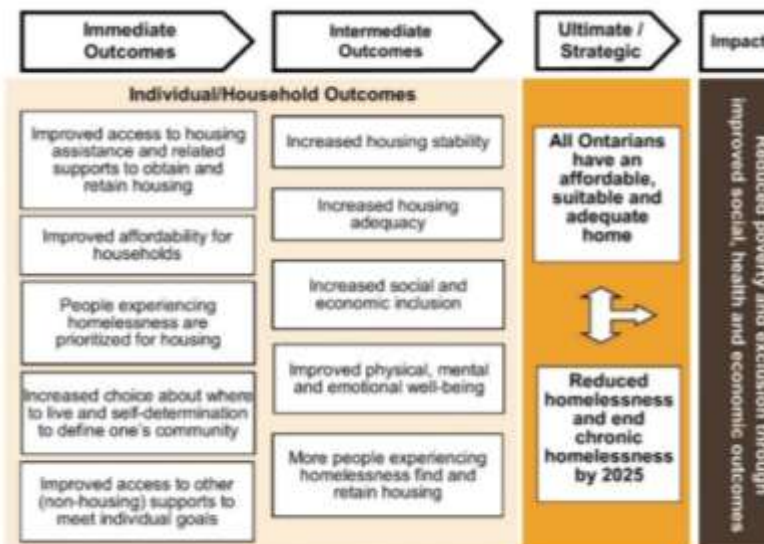
As stipulated in the HSA, the Plan also needs to articulate how Service Managers will measure progress and achievement of the stated objectives (or desired housing outcomes) and targets identified in the plan. In accordance with what is articulated in the plan, Service Managers then submit annual progress

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updates on their plans through Annual Reports to the Ministry. The revised policy statement also requires that Service Managers report publicly on their plan.

Many Service Managers had identified *local outcomes* as part of developing objectives, targets and measures as part of their initial plans; however, these outcomes varied across Service Managers making it difficult to track progress on housing and homeless objectives across the province.

Given there is an increased focus across government on the need for outcome-based performance measurement, rather than solely collecting data on outputs, the ministry has been collaborating with Service Managers (via the Provincial Housing and Homelessness Data Forum) on the development of common provincial housing and homelessness outcomes (see **Figure 1**). Rather than requiring each Service Manager to collect data on these common *provincial outcomes*, the ministry is developing a provincial household survey, with support from a sub-committee of Service Managers, which plans to collect data on these outcomes consistently across the province.



### OUTPUTS VS. OUTCOMES

**Outputs** are direct products of program activities. This could include the types of services delivered by a program or the number of people served.

**Outcomes** are the social or economic benefits resulting from a program. This could include participants’ skills or a systems’ functioning.

#### Programs produce outputs, which lead to outcomes

In this Guide, we differentiate between:

### SUGGESTIONS FOR THE REVIEW PROCESS:

- Review the objectives and targets identified in the initial plans and assess if new objectives or targets need to be added, particularly to align plans

- **Local outcomes:** outcomes developed by Service Managers as part of their initial Housing and Homelessness Plans; Service Managers are responsible for identifying and reporting progress on local outcomes.
- **Provincial outcomes:** outcomes common across all Services Managers, developed in collaboration with the Service Managers via the Provincial Housing and Homelessness Data Forum; measurement of these outcomes would be collected provincially, led by the ministry.

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with the revised policy statement and any changes in the assessment of current and future housing need.

- When defining objectives and targets, consider how they will be measured and how progress will be reported, including public reporting.
- In the Greater Golden Horseshoe, Service Managers should work with municipalities to ensure the objectives in their Housing and Homelessness Plans align with the targets for affordable ownership housing and rental housing established in municipal housing strategies.
- Targets could be set based on output metrics and outcome-based performance indicators.
  - If targets have not been defined, or revised targets are needed, then consider including measurable output metrics that closely relate to and inform the achievement expected outcomes.
  - An example of an output metric is a measurable increase in the number of units built, while an example outcome-based performance indicator is the number of households achieving housing stability. These targets represent key intermediate steps towards the goal to end chronic homelessness by 2025.
- As part of the review, Service Managers should review how they will report on progress towards the objectives and targets identified in the plan using appropriate outputs and outcomes.
- **Table 1** offers a format to clearly outline the objectives and targets in the plan.
- Since it is important that the annual reports include progress made on the achievement of the stated objectives, and in relation to the

#### DID YOU KNOW?

- **Targets** are the desired level of performance you want to see, as measured by indicators, that represents success at achieving your outcome.
- **Setting targets** involves knowing where you are now (using baseline data), what you are trying to achieve, and determining the extent of improvement needed to get there
- Indicators should be **S.M.A.R.T.:**
  - **Specific:** what you plan to achieve is clear
  - **Measurable:** there is a way to determine whether you have achieved it
  - **Achievable:** realistic and attainable
  - **Relevant:** aligns with goals
  - **Time-bound:** timeframe is specified for when results are expected to be achieved

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established targets, **Appendix 2** provides a template for reporting on progress of the plans to be included in annual reports.

- This template is meant to provide a consistent format for reporting on progress of the plans based on the objectives and targets articulated in the plan. Please note that the template is not intended to replace Service Managers’ annual reporting format, rather to supplement how progress is reported given that formats vary across Service Managers.
- As part of annual reporting on the plans, Service Managers should incorporate any relevant community and stakeholder feedback on their progress towards plan objectives and targets, including any relevant recommendations and comments, as they relate to goals, outcomes and measures.
- In terms of identifying and completing content for **Table 1**, Service Managers already currently report on several data elements (output measures) using the Service Manager Annual Information Return (SMAIR) and the Grants Ontario Solution (GOS). These outputs are listed in **Table 2**, by program.
  - When establishing targets and measures for their plan objectives, Service Managers can utilize outputs from existing reporting requirements that are relevant to tracking progress on the objective at hand. Using this approach, progress towards identified targets in the plans can be tracked using existing data collected.
    - For example (see **Table 1**), if the plan has an objective of improving housing stability, a CHPI outcome indicator that captures the number of households that have moved from emergency shelter to long-term housing could be used as a measure of improving housing stability. A target could include the number of households the Service Manager anticipates assisting to move from emergency shelter to long-term housing within a year.
- In their initial plans, a number of Service Managers had identified local objectives (outcomes). Service Managers could revise or retain these initial local outcomes, identify relevant measures and targets, and report progress on them as part of their annual reporting on the plans using the format provided in **Appendix 2**.

**TABLE 1: SAMPLE TEMPLATE FOR IDENTIFYING OBJECTIVES, MEASURES AND TARGETS IN PLAN.**

Objectives	Measures	Targets
<b>Example</b> <b>Improve housing situation</b>	Example Number of households that have moved from emergency shelter to	Example 100 households move from emergency shelter to long-term



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	long-term housing	housing
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TABLE 2: LIST OF EXISTING REPORTING REQUIREMENTS (DATA ELEMENTS) IN SERVICE MANAGER ANNUAL INFORMATION RETURN (SMAIR) AND GRANTS ONTARIO SOLUTION (GOS).

Program	Existing Reporting Requirements (SMAIR/GOS)
<b>Social Housing</b>	Number of Units/Households in Social Housing
<b>Affordable Housing: Housing Allowance Component</b>	Number of Units/Households in Affordable Housing – Housing Allowance
<b>Affordable Housing: Home Ownership Component</b>	Number of Units/Households in Affordable Housing – Home Ownership
<b>Affordable Housing: Rental Housing Component</b>	Number of Units/Households in Affordable Housing – Rental Housing
<b>Affordable Housing: Rental Supplement/Housing Allowance Component</b>	Number of Units/Households in Affordable Housing – Rental Supplement and/or Housing Allowance
<b>Affordable Housing: Repair Component</b>	Number of Units/Households in Affordable Housing – Repairs
<b>Aboriginal Housing Trust</b>	Number of Units/Households in Aboriginal Housing Trust
<b>Green Investment Fund</b>	Number of Units/Households in receipt of Green Investment Fund (SHEEP/SHARP)
<b>Community Homelessness Prevention Initiative (CHPI)</b>	<ul style="list-style-type: none"> <li>• Number of households that have moved from being unsheltered and/or provisionally accommodated to transitional housing.</li> <li>• Number of households that have moved from being unsheltered and/or provisionally accommodated to long-term housing</li> <li>• Number of households that have moved from emergency shelter to transitional housing.</li> <li>• Number of households that have moved from emergency shelter to long-term housing</li> <li>• Number of households experiencing homelessness that received services and supports that are not related to the provision of accommodation but contribute to a positive change in housing status</li> <li>• Number of households that have moved from transitional housing into long-term housing</li> <li>• Number of households at-risk of homelessness that are stabilized (includes eviction prevention services, assistance with rental and energy arrears)</li> <li>• Number of households that have retained their long-term housing for a minimum of 6 months and continue to receive a subsidy and/or supports through CHPI.</li> </ul>

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Program	Existing Reporting Requirements (SMAIR/GOS)
	<ul style="list-style-type: none"> <li>• Number of households at-risk of homelessness that receive services and supports that are not related to the provision of accommodation, but contribute to housing loss prevention, housing retention and re-housing.</li> <li>• Number of households that stayed in an emergency shelter.</li> </ul>

**RESOURCES:**

- Use **Table 1** in your plans as a template for reporting objectives, their measures and targets
- Use template in **Appendix 2** for annual reporting on the plan
- Basic Guide to Outcome Measurement (Alberta Human Services)  
*<http://www.humanservices.alberta.ca/documents/FCSS-Basic-Guide-to-Outcome-Measurement.pdf>*
- Center for Disease Control’s handout on Goals and Objectives:  
*<https://www.cdc.gov/std/Program/pupestd/Developing%20Program%20Goals%20and%20Objectives.pdf>*
- Center for Government Excellence at Johns Hopkins University (GovEx)’s “Setting Performance Targets: Getting Started Guide”: *<https://centerforgov.gitbooks.io/setting-performance-targets-getting-started-guide/content/>*
- Focus on Logic Models (Public Health Ontario)  
*[http://www.publichealthontario.ca/en/eRepository/Focus\\_On\\_Logic\\_Models\\_2016.pdf](http://www.publichealthontario.ca/en/eRepository/Focus_On_Logic_Models_2016.pdf)*
- Harvard Business Review’s article “It’s Not Just Semantics: Managing Outcomes Vs. Outputs”: *<https://hbr.org/2012/11/its-not-just-semantics-managing-outcomes>*
- Outcomes Toolkit’s online tutorials on Planning: *<http://outcomestoolkit.com/planning/>*
- United Way of America’s “Measuring Program Outcomes: A Practical Approach” 1996. Available online:  
*<https://digitalcommons.unomaha.edu/cgi/viewcontent.cgi?referer=&httpsredir=1&article=1047&context=slceeval>*
- The University of Kansas’ Community Tool Box materials on Creating Objectives:  
*<http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/create-objectives/main>*

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- University of Wisconsin-Extension online course on “Enhancing Program Performance with Logic Models”:

**HOUSING AND HOMELESSNESS PLANS SHOULD:**

- 2.a Demonstrate a system of coordinated housing and homelessness services.
- 2.b Include strategies to promote client-centred, coordinated access to housing and homelessness prevention services
- 2.c Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness
- 2.d Be coordinated and integrated with all municipalities in the service area
- 2.e Include local housing policies and short and long-term housing targets
- 2.f Include strategies to measure and report publicly on progress under the plan

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<http://lmcourse.ces.uwex.edu/>

- W.K. Kellogg Foundation Logic Model Development Guide: <https://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>

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## ACCOUNTABILITY AND OUTCOMES

### SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 2.a Demonstrate how housing and homelessness services

**WHAT’S NEW IN THE REVISED POLICY STATEMENT FOR ACCOUNTABILITY AND OUTCOMES?**

- Alignment with 2016 LTAHS update to include outcomes of improving households’ housing stability and preventing homelessness.
- Focus on including strategies to promote client-centred, coordinated access to housing and homelessness prevention services.
- Need for public consultation and engagement with diverse local communities, including those with lived experience of homelessness.
- Need for strategies to measure and report publicly on progress under the plan.

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are being delivered and administered locally in a coordinated and responsive manner, and how they support meeting the provincial goals of increasing household housing stability and preventing homelessness.

- Plans should go beyond addressing existing homelessness and include strategies to prevent future and recurring homelessness.

2.b Highlight how housing and homeless prevention services have been coordinated and are client-centred.

- As part of land use planning, Service Managers should work with municipalities to ensure communities are planning for a range and mix of housing options that will meet the full spectrum of anticipated housing needs.

2.c Demonstrate engagement with the public and conduct consultations with diverse local communities (including those with lived experience of homelessness) to inform the plans.

- Plans, and their annual reports, should include the needs of provincially- and locally-identified priority populations, including a focus on chronic homelessness, youth homelessness, Indigenous homelessness and homelessness following transitions from provincially-funded institutions and service systems (such as hospitals, prisons, youth justice, violence against women shelters and the child welfare system)
- Public consultations can be coordinated to include feedback on Housing and Homelessness Plans as well as other land use planning activities (e.g. Official plans).

2.d Indicate the extent to which plans are coordinated and integrated with all municipalities in the service area.

2.e Include information about development and implementation of all relevant local housing policies and setting long-term housing targets for the service area, as well as long-term targets included in other land use planning documents.

2.f Include tangible performance metrics for evaluation of outcomes, and assessing the impact of activities and progress towards achieving objectives of the plans, which will result in improved measurement of tracking progress towards provincial priorities.

- In particular, it is important that all Service Managers track progress towards meeting the key provincial priorities: a measurable increase in the number of households achieving housing stability and a reduction in the number of households experiencing homelessness, as well as their own local priorities.

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#### RESOURCES:

- Please use **Table 1** above as a template for reporting objectives and targets

#### THE PLAN MUST INCLUDE:

A description of the measures proposed to meet the objectives and targets.

*Housing Services Act, 2011*

### III. PLANNING

Service Managers are responsible for developing plans that are consistent with the revised policy statement, providing their plan to the Minister for review, and approving plans at the local level. Plans should demonstrate clearly and concisely the alignment between the plans and the revised policy statement.

In the subsections below, this Guide also provides further assistance and suggestions for each policy area under the revised policy statement.

#### SUGGESTIONS FOR REVIEW PROCESS

- Demonstrate clearly and concisely the alignment between the plans with the revised policy statement.
  - It is important that the annual reports on the plans also clearly demonstrate the alignment between the revised policy statement and progress on plan objectives to date.
- The Checklist (in Appendix 1) highlights all of the revised policy directions; Service Managers should go through the listed items and add the relevant language to the plans as needed to meet the requirements of alignment with the revised policy statement.

#### RESOURCES:

- Checklist in **Appendix 1**

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## ENDING HOMELESSNESS

### HOUSING AND HOMELESSNESS PLANS SHOULD:

- 3.a Be informed by the results of local homelessness enumeration
- 3.b Include a strategy to prevent and reduce homelessness, incorporating innovative approaches and a Housing First philosophy
- 3.c Include strategies to reduce and prevent the number of people experiencing chronic homelessness and homelessness among youth and Indigenous peoples, as appropriate to the local context
- 3.d Address collaboration with community partners and provincial ministries to reduce and prevent homelessness amongst those transitioning from provincially funded institutions and service systems, as appropriate to the local context

Policy Statement: Service Manager Housing and Homelessness Plans

### WHAT'S NEW IN THE REVISED POLICY STATEMENT FOR ENDING HOMELESSNESS?

- Goal to end chronic homelessness in Ontario by 2025.
- Four provincial homelessness priorities: chronic, youth, Indigenous and homelessness following transitions from provincially funded institutions and service systems (e.g., hospitals, correctional facilities, child welfare).
- Use results of local homeless enumeration in developing plans.
- Use strategies to prevent and reduce homelessness that reflect innovation and a Housing First philosophy.

### SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 3.a Reference the results of local homeless enumeration (if data are available) and describe how the findings will be used to improve local homelessness systems or inform local policies and programs.
  - Describe processes that will be implemented to review and analyze the results of provincially mandated local homeless enumeration.
  - Describe planning tables and other governance tools that will be employed to explore ways to address findings (if applicable).
- 3.b Include a specific strategy to prevent and reduce homelessness, incorporating locally-relevant and innovative approaches, as well as a Housing First philosophy, which focuses on helping

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people to get housed as quickly as possible and providing them with the supports they need to achieve long-term housing stability. Effective strategies should focus on identifying ways to proactively stem flows into homelessness (i.e., “upstream” approaches), as well as helping people currently experiencing homelessness to access the housing and supports they need, particularly those who are experiencing chronic homelessness (i.e., “downstream” approaches).

- Examples of innovative approaches to preventing and reducing homelessness include:
  - Establishing homelessness community hubs, which provide “one-window” access (or appropriate referrals) to a wide range of services and supports.
  - Creating situation tables and other group planning formats, which bring together a broad range of local homelessness stakeholders to develop and implement a customized plan to address a specific individual’s experience of homelessness. Stakeholders involved may include police, social services, housing providers, healthcare providers, Indigenous partners and social service providers, among others.
  - Exploring innovative supportive housing models to help people with complex needs (e.g. Acquired Brain Injury, Fetal Alcohol Spectrum Disorder, Managed Alcohol Programs, severe addiction), which provide housing combined with intensive wrap-around supports. Collaboration with Local Health Integration Networks (LHINs) may be a key component.

3.c In addition to setting a goal of ending chronic homelessness by 2025, the government is prioritizing provincial action to prevent and reduce homelessness amongst youth and Indigenous peoples. Service Managers are a vital partner in helping to address homelessness amongst these groups. As a result, plans are now required to include strategies to reduce and prevent chronic homelessness and homelessness among youth and Indigenous peoples, as appropriate to the local context.

- The scope and nature of homelessness varies widely across the province, with some populations being more prevalent in some communities than in others. Using local knowledge of homelessness populations and, in particular, the results of local homelessness enumeration, Service Managers should determine how best to meet the needs of people experiencing chronic homelessness, as well as youth and Indigenous peoples, again, as appropriate to the local context. Policy and program responses should be tailored to the unique needs of each population. Engagement with Indigenous partners is vital to ensure that responses are culturally appropriate and trauma informed.
- Communities have the flexibility to determine responses that best reflect local needs. These could include:



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- School-based prevention programs to identify and support youth at risk of homelessness.
- Family reconnect programs that offer family and individual counselling to at-risk and homeless youth and their families.
- Peer support programs that match at-risk and homelessness youth with youth who have past experience of homelessness.
- Engagement with local Indigenous partners to explore new Indigenous-designed and Indigenous-led programs services, particularly in response to increasing on/off-reserve migration.
- Housing First approaches that house people experiencing chronic homelessness as quickly as possible and provide them with individualized wrap-around supports to promote long-term housing stability.
- Shelter diversion programs that identify immediate alternate housing and connect individuals with services and financial assistance to help them return to permanent housing as quickly as possible.

3.d Describe how new partnerships across diverse service systems have or will be established, including, as appropriate in the local context, in healthcare, justice/corrections, child welfare, violence against women shelters, among others, to improve cross-sector collaboration.

#### RESOURCES:

- Guidelines for Service Manager Homeless Enumeration:  
*<http://www.mah.gov.on.ca/Page15239.aspx>*
- The Homeless Hub: *<http://homelesshub.ca/solutions/plans-end-homelessness>*
- Ministerial Directive to Service Managers on Homelessness Enumeration under S. 19.1 of the Housing Services Act, 2011: *<http://www.mah.gov.on.ca/Page15242.aspx>*
- Municipal Guide for Facilitating Affordable Housing section on “Strengthen support services that help vulnerable residents with their housing needs”:  
*<http://www.mah.gov.on.ca/Page16567.aspx>*
- Ontario's Homeless Enumeration Approach: *<http://www.mah.gov.on.ca/Page15240.aspx>*

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- The Workspace on Homelessness, Canadian Observatory on Homelessness:  
*<https://workspaceonhomelessness.ca>*
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COORDINATION WITH OTHER COMMUNITY SERVICES

**HOUSING AND HOMELESSNESS PLANS SHOULD:**

- 4.a Demonstrate a commitment to working with partners across service systems to improve coordination and client access to housing, homelessness prevention services and other human services.
- 4.b Demonstrate progress in moving toward integrated human services planning and delivery.
- 4.c Address collaboration, where possible, with LHINs, and coordinate Service Manager social and affordable housing and homelessness services with LHIN-funded services.

Policy Statement: Service Manager Housing and Homelessness Plans

**WHAT'S NEW IN THE REVISED POLICY STATEMENT FOR HOUSING AND HOMELESSNESS?**

- Need to work with partners across human service systems to improve coordination and client access.
- Collaborate with Local Health Integration Networks to coordinate services.

SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 4.a Engage with local entities [e.g. LHINs, Ministry of Community and Social Services/Ministry of Child and Youth Services regional offices], community agencies, Indigenous organizations and other relevant organizations to better coordinate housing and supports.
  - For example, this could include developing a coordinated access system and adopting a standard assessment tool to help individuals in need access appropriate housing and supports.
- 4.b Work with local partners to integrate human service planning and delivery to better meet the needs of people in the service area.
  - Engage with local municipalities to leverage opportunities to co-locate services in community hubs, and under the Growth Plan, to ensure housing is planned in a manner that increases convenient access to a range of transportation options and public service facilities.

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4.c Work with all the LHIN(s) in the service area to develop a plan for addressing both the housing and health-related needs of individuals.

- This could include joint long-term planning and plans for leveraging resources from both sectors to develop supportive housing.

#### RESOURCES:

- Community hubs in Ontario: A strategic framework and action plan:  
*<https://www.ontario.ca/page/community-hubs-ontario-strategic-framework-and-action-plan>*
- Ministry of Community and Social Services, Human Services Integration Office report “The Current State of Human Services Integration in CMSMs and DSSABs: Report Back on Current State Workshops”
- Ministry sites:
  - Ontario’s Supportive Housing Best Practice Guide:  
*<http://www.mah.gov.on.ca/Page15259.aspx>*
  - Ontario’s Supportive Housing Policy Framework:  
*<http://www.mah.gov.on.ca/Page15268.aspx>*
- Ontario Municipal Social Services Association (OMSSA)
  - A Guide to Thinking about Human Services Integration: Making a Greater Difference for People and Communities (2007): *<https://www.omssa.com/human-services/human-services-integration/hsi-principles/A%20Guide%20to%20Thinking%20About%20Human%20Services%20Integration.pdf>*
  - Keeping it Local: Community Hubs and Integrated Human Services (2015):  
*<http://theonnc.ca/wp-content/uploads/2015/05/OMSSA-Community-Hubs-and-Integrated-Human-Services.pdf>*

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## INDIGENOUS PEOPLES

### HOUSING AND HOMELESSNESS PLANS SHOULD:

- 5.a Include a strategy for engagement with Indigenous organizations and communities – including First Nation, Métis, Inuit organizations and communities, where present in the service area.
- 5.b Demonstrate a commitment to coordination and collaboration with Indigenous housing providers and service providers to support access to culturally appropriate housing and homelessness services for Indigenous peoples

Policy Statement: Service Manager Housing and Homelessness Plans

### WHAT'S NEW IN THE REVISED POLICY STATEMENT FOR INDIGENOUS PEOPLES?

- Stronger emphasis on working more closely with local Indigenous communities

### SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 5.a Develop and include an approach to identify and develop relationships with Indigenous agencies, organizations and communities in the service area.
- 5.b Provide information about coordinating and collaborating with Indigenous housing providers to support access to culturally appropriate housing and homelessness services for Indigenous peoples.
  - Coordination and engagement with local Indigenous agencies and organizations was part of the planning process for local homeless enumeration. Service Managers can build and expand upon these relationships as part of the five-year review process area.

**RESOURCES:**

- Aboriginal Community Engagement: <http://www.lhins.on.ca/Pan-LHIN%20Content/Provincial%20Aboriginal%20LHIN%20Network/Aboriginal%20Community%20Engagement.aspx>
- “Consideration for Engagement with Indigenous People”  
<http://homelesshub.ca/toolkit/subchapter/considerations-engagement-indigenous-people>
- First Nations Communities: <http://firstnation.ca>
- Indigenous Homelessness definition: <http://homelesshub.ca/IndigenousHomelessness>
- The Journey Together: Ontario's Commitment to Reconciliation with Indigenous Peoples:  
[https://files.ontario.ca/trc\\_summary-english-accessibility.pdf](https://files.ontario.ca/trc_summary-english-accessibility.pdf)
- Ontario Federation of Indigenous Friendship Centres: <http://www.ofifc.org>
- Truth and Reconciliation Commission Calls to Action:  
[http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls\\_to\\_Action\\_English2.pdf](http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf)

**HOUSING AND HOMELESSNESS PLANS SHOULD:**

6.a Include a strategy to address accessible housing and homelessness services for people with disabilities, as well as those who have mental health needs and/or addictions.

6.b Include a strategy to address the housing needs for survivors of domestic violence, in coordination with other community-based services and supports.

6.c Address the needs of different demographic groups within their community. This could include: seniors, Indigenous peoples, people with developmental disabilities, children and youth, LGBTQ youth, women, immigrants and refugees, persons released from custody or under community supervision, youth transitioning from the child welfare system and Franco-Ontarians.

6.d Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of community need.

**Policy Statement: Service Manager Housing and Homelessness Plans**

**WHAT'S NEW IN THE REVISED POLICY STATEMENT FOR A BROAD RANGE OF COMMUNITY NEEDS?**

- Need to show a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of housing needs.

A Broad Range of Community Needs

**SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:**

- 6.a Develop and include specific strategies to address housing needs of individuals with disabilities, and individuals with mental health needs and/or addictions in the service area.
- In reviewing the plans, Service Managers should consider all relevant accessibility laws.
  - Engage with community agencies that specialize in services for people with disabilities, as well as those that work with people who have mental health needs and/or addictions.
  - Where barriers to meeting the housing needs of specific demographic groups are identified, Service Managers should work with municipalities to ensure these are

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considered and addressed in land use planning documents and decisions. In particular, the Growth Plan, 2017, requires that municipalities in the Greater Golden Horseshoe plan for growth in a manner that supports the improvement of social equity and overall quality of life, including human health, for people of all ages, abilities and incomes.

6.b In developing a strategy to address domestic violence survivor housing needs, Service Managers should identify the number of survivor households that are in need of housing assistance and the composition of those households (e.g. families, seniors, singles, etc.) in the service area.

- Recognizing that housing alone cannot address the spectrum of services and supports required by survivor households, Service Managers should work in partnership with local community agencies to coordinate development of strategies, particularly as it relates to the type of supports (in addition to housing) that survivor households require.

6.c Include information about how the plan will deal with the different needs posed by diverse individuals and groups in the service area.

6.d Plans should be inclusive and culturally appropriate and reflect partnerships and coordination with other community-based services and supports to enable the best possible outcomes for households.

## RESOURCES:

- Aboriginal Healing and Wellness Strategy: [http://www.mcsc.gov.on.ca/en/mcsc/programs/community/ahws/goal\\_strategy.aspx](http://www.mcsc.gov.on.ca/en/mcsc/programs/community/ahws/goal_strategy.aspx)
- Assaulted Women's Helpline: <http://www.awhl.org/>
- Centre for Addiction and Mental Health, Culture Counts: A roadmap to health promotion: [http://www.camh.ca/en/hospital/about\\_camh/health\\_promotion/culture\\_counts/Pages/culture\\_counts\\_roadmap\\_health\\_promotion.aspx](http://www.camh.ca/en/hospital/about_camh/health_promotion/culture_counts/Pages/culture_counts_roadmap_health_promotion.aspx)
- Community and Social Services Help Line: <https://211ontario.ca/>
- Community Hubs Ontario's Assess Your Community: <https://www.communityhubsontario.ca/assess>
- Hamilton Health Sciences, Guidelines, Models, Interventions & Best Practices in Building Cultural Competency in Practice: <http://www.hhsc.ca/body.cfm?id=1969>



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- Ministry of Community and Social Services, Helping Women to Flee Domestic Violence:  
<https://www.mcscs.gov.on.ca/en/mcscs/programs/community/helpingWomen/index.aspx>  
<http://www.mcscs.gov.on.ca/en/mcscs/programs/community/helpingWomen/wheretogoinfo.aspx>
- Ontario’s Accessibility Directorate:  
<https://www.ontario.ca/page/accessibility-laws>
- Victim Services Directory: <http://services.findhelp.ca/ovss/>

**WHAT’S NEW IN THE REVISED POLICY STATEMENT FOR NON-PROFIT HOUSING CORPORATION AND NON-PROFIT CO-OPERATIVES?**

- Need to include strategies to support capacity - building as well as sustainability in the non-profit housing sector.

**NON-PROFIT HOUSING CORPORATIONS AND NON-PROFIT CO-OPERATIVES**

**HOUSING AND HOMELESSNESS PLANS SHOULD:**

- 7.a Include strategies to engage non-profit housing corporations and co-operatives in current and future planning.
- 7.b Include strategies to support non-profit housing corporations and co-operatives in the delivery of affordable housing.
- 7.c Include strategies to support capacity building and sustainability in the non-profit housing sector.

Policy Statement: Service Manager Housing and Homelessness Plans

**SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:**

- 7.a Include strategies to engage with housing agencies and supportive housing providers in order to meet identified housing needs in the service area.
  - Consider new partnerships with others (e.g. federal or municipal agencies, places of worship, community hubs, charitable organizations, service agencies and community-

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based organizations) and the private sector in developing new housing and regenerating older buildings.

- 7.b Demonstrate how non-profits and the co-operative housing sector can be supported to modernize and operate in a more efficient and business-like manner, and maintain its social purpose and continue to maintain, replace, and expand affordable housing options.
- Work with other key stakeholder organizations<sup>5</sup> to support non-profits and cooperatives in the delivery of housing services.
- 7.c Include information that indicates how capacity building as well as sustainability in the non-profit housing sector will be supported.
- Consider providing education and training including capacity building for non-profit and cooperative providers to support a vibrant and innovative housing sector.
  - Work with housing providers to meet the goals stated in community-based plans (this includes all plans within the SM area, including Affordable Housing plans, municipal strategic plans, Official Plans, etc.).
  - The Province recognizes that the end of operating agreements and expiring federal funding are key issues facing the housing sector in Ontario. In addition, details concerning social housing modernization and federal investments under the National Housing Strategy may not be known during the planning process.
    - A number of sector organizations have resources available for their members related to the end of operating agreements and declining federal funding that can be found on their respective websites, including:
      - Co-operative Housing Federation (CHF), <http://www.chfcanada.coop>
      - Ontario Non-Profit Housing Association (ONPHA), <http://www.onpha.on.ca>
      - Housing Services Corporation (HSC), <http://www.hscorp.ca>
    - Additional information for federally-administered co-operative housing providers is available on the Agency for Co-operative Housing's website at: <http://www.agency.coop/pages/en/index.asp>.

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<sup>5</sup> Key stakeholder organizations include Ontario Municipal Social Services Association (OMSSA), Housing Services Corporation (HSC), Ontario Non-Profit Housing Association (ONPHA) and Cooperative Housing Federation (CHF).

**RESOURCES:**

- Agency for Co-operative Housing's website at: <http://www.agency.coop/pages/en/index.asp>
  - Co-operative Housing Federation (CHF): <http://www.chfcanada.coop>
  - Housing Services Corporation (HSC): <http://www.hscorp.ca>
  - Increasing Leadership Capacity in the Non-Profit Housing Sector: [http://chra-achru.ca/sites/default/files/increasing\\_leadership\\_capacity\\_in\\_the\\_non-profit\\_housing\\_sector.pdf](http://chra-achru.ca/sites/default/files/increasing_leadership_capacity_in_the_non-profit_housing_sector.pdf)
  - Ministry sites:
    - Investment in Affordable Housing for Ontario (2014 Extension) Program Guidelines: <http://www.mah.gov.on.ca/AssetFactory.aspx?did=15117>
    - Municipal Guide for Facilitating Affordable Housing: <http://www.mah.gov.on.ca/Page16567.aspx>
    - Redeveloping Social Housing in Ontario: A Provincial Guide and Perspective: <http://www.mah.gov.on.ca/Page9936.aspx>
    - Revitalizing and Refinancing Social Housing: <http://www.mah.gov.on.ca/Page10839.aspx>
    - Provincial Policy Statement: Support Materials: Affordable Housing: <http://www.mah.gov.on.ca/Page5496.aspx>
  - Ontario Non-Profit Housing Association (ONPHA): <http://www.onpha.on.ca>
  - Ontario Municipal Social Services Associations (OMSSA): <http://www.omssa.com/>
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## THE PRIVATE MARKET

### HOUSING AND HOMELESSNESS PLANS SHOULD:

- 8.a Identify an active role for the private sector in providing a mix and range of housing, including affordable rental and ownership housing, to meet local needs.
- 8.b Identify and encourage actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools.
- 8.c Reflect a coordinated approach with Ontario’s land use planning framework, including the Provincial Policy Statement and where applicable, the Growth Plan for the Greater Golden Horseshoe.
- 8.d Align with housing strategies required by the Growth Plan for the Greater Golden Horseshoe, where applicable.

Policy Statement: Service Manager Housing and Homelessness Plans

### SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 8.a Service Managers should identify actions to support the role of the private sector, including usage of available land use planning and financial tools to provide for a range of housing to meet local needs.
  - Where applicable, Service Managers should support engagement and coordination between municipalities and private developers.

### WHAT’S NEW IN THE REVISED POLICY STATEMENT FOR THE PRIVATE MARKET?

- Housing and Homelessness Plans reflect a coordinated approach with the land use planning framework, including the Provincial Policy Statement (PPS) 2014 and, where applicable, align with municipal housing strategies required by the Growth Plan for the Greater Golden Horseshoe, 2017.
- Growth Plan, 2017 requires that housing strategies are aligned with housing and homelessness plans. This creates an opportunity for Service Managers to pursue a coordinated approach to the development of the Housing Strategy and the Housing and Homelessness Plan.

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8.b Municipalities possess a range of authority, responsibility and local expertise which provide them with a unique ability to take a leadership role in helping meet housing needs in their community. As primary land-use planning decision-makers in Ontario, municipalities can consider a range of land use planning and financial tools to help promote a full range of housing types, including affordable housing. Within this context, Service Managers can play an important role in encouraging and facilitating municipal actions that would further integrate housing and land use planning, and the potential for the creation of a range of housing types by the private sector through:

- Working with municipalities as they undertake technical or background studies that identify housing needs and objectives, including land use requirements for growth. These studies may be useful in helping to identify affordability-related issues and meeting the Provincial Policy Statement requirement for a target for affordable housing.
- Exploring the range of planning and financial tools with municipalities and encouraging their use in order to provide for housing that meets local needs and supports the objectives outlined in Housing and Homelessness Plans in each service area.
  - For example, engaging and working with municipalities to ensure second unit official plan policies and zoning by-laws authorize second units.
  - For example, Community Improvement Plans (CIPs) can

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### DID YOU KNOW?

Many types of financial tools exist for municipalities, including:

#### A) Form of Incentives

- Density bonusing, under section 23 of the Planning Act
- Alternative development standards
- Inclusionary zoning (if proclaimed)

#### B) Financial Measures

- Housing allowance and rent supplements
- Property tax grants
- Development Charges rebates
- Land contributions
- Direct municipal subsidies
- Reduction, refund or waiving of municipal fees
- Other planning related offsets and discounts

#### D) Institutional Measures

- Streamlining the Planning Process through use of a community planning permit system

#### E) Complementary Measures

- Rehabilitation of existing stock
- Municipal Housing Capital Facilities by-Laws

For more information, go to the ministry's resource **Municipal Tools for Affordable Housing**:

<http://www.mah.gov.on.ca/AssetFactory.aspx?did=9270>

be coordinated with municipalities. Under s. 28 of the Planning Act, CIPs allow for strategic policy planning on a site specific or area wide basis. A CIP sets out a coordinated and strategic framework for dealing with lands and buildings, including the provision of municipal incentives in the form of grants and loans, which can address many physical, social, economic or environmental matters.

8.c Service Managers should support municipalities in delivering a coordinated approach with Ontario’s land use planning framework, including the Provincial Policy Statement (2014) and Growth Plan for the Greater Golden Horseshoe, 2017, where applicable, including through:

- Increasing coordination and integration between the housing and homelessness prevention system and municipal land use planning efforts within the service area so that local affordable housing opportunities in the private market can be enhanced.
- Engaging and working with municipalities to ensure alignment between municipal land use planning documents and Housing and Homelessness Plans.

**The Provincial Policy Statement (PPS), 2014** provides policies (section 1.4) that speak to the provision of housing by ensuring that local planning authorities make available an appropriate range and mix of housing types and densities to meet the needs of current and future residents.

- To meet these objectives, municipalities are required to establish and implement minimum targets for the provision of housing which is affordable to low and moderate-income households in their official plan.

**The Growth Plan, 2017** requires that housing strategies support the achievement of complete communities. Complete communities are places that offer convenient access most of the necessities for daily living, including an appropriate mix of jobs, local stores and services, a full range of housing and transportation options, and public service facilities.

- The Growth Plan provides more specific policy directions regarding improving social equity and overall quality of life, as well as ensuring there are a range and mix of housing options to meet current and future housing need, including housing to accommodate range of incomes and housing sizes.

- Working with municipalities during updates of their land use planning documents (Official Plans, Secondary Plans, Zoning By-laws/Community Planning Permit By-Law) to help shape the development of housing goals, objectives and policies and may be

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employed to help deliver the objectives identified within Housing and Homelessness Plans.

- Where challenges or barriers have been identified to meeting the housing needs of particular demographics, Service Managers should work with municipalities to ensure these are considered in the development of Official Plan policies.
- In the Greater Golden Horseshoe, engaging with municipal planning staff to ensure alignment between planning and financial tools identified as part of the housing strategy required by the Growth Plan, and those identified within the Housing and Homelessness plans.

8.d The Growth Plan for the Greater Golden Horseshoe, 2017, section 2.2.6 requires upper- and single-tier municipalities develop a housing strategy. Both the Growth Plan and the updated policy statement require that housing strategies and Housing and Homelessness Plans be aligned.

- Service Managers should consider the direction provided to municipalities on establishing housing strategies in the Growth Plan when updating Housing and Homelessness plans, and should work with municipalities to ensure that the policies and objectives of the plans and strategies are aligned.
- Municipalities and service managers can combine the Housing Strategy and Housing and Homelessness plan into the same document, provided requirements for both documents are met.

#### RESOURCES:

- Municipal official plans provide the framework for how the private market can develop new housing, therefore are a central tool to supporting the achievement of a range and mix of housing options to meet local needs.
- Evergreen, Ontario Affordable Housing Calculator: <https://www.evergreen.ca/tools-publications/ontario-affordable-housing-calculator>
- Ministry sites:
  - Community Improvement Planning Handbook, 2008: <http://www.mah.gov.on.ca/Page1297.aspx>
  - Greenbelt Plan, 2017: <http://www.mah.gov.on.ca/Page13783.aspx>.

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- Growth Plan for the Greater Golden Horseshoe, 2017:  
*[http://placestogrow.ca/index.php?option=com\\_content&task=view&id=430&Itemid=14](http://placestogrow.ca/index.php?option=com_content&task=view&id=430&Itemid=14)*
- Growth Plan for Northern Ontario, 2011:  
*[https://www.placestogrow.ca/index.php?option=com\\_content&task=view&id=53&Itemid=65](https://www.placestogrow.ca/index.php?option=com_content&task=view&id=53&Itemid=65)*.
- Height and Density Bonusing (S.37):  
*<http://www.mah.gov.on.ca/AssetFactory.aspx?did=7027>*
- Land Use Planning: *<http://www.mah.gov.on.ca/Page186.aspx>*
- Municipal Tools for Affordable Housing:  
*<http://www.mah.gov.on.ca/AssetFactory.aspx?did=9270>*
- Oak Ridges Moraine Conservation Plan, 2017: *<http://www.mah.gov.on.ca/Page13788.aspx>*
- Planning Framework: *<http://www.mah.gov.on.ca/Page8394.aspx#PlanningFramework>*
- Provincial Policy Statement (2014): *<http://www.mah.gov.on.ca/Page10679.aspx>*
- Second Units Info Sheet: *<http://www.mah.gov.on.ca/Page16444.aspx>*
- Understanding the Subdivision and Condominium Application Process:  
*<http://www.mah.gov.on.ca/AssetFactory.aspx?did=10268>*
- Niagara Escarpment Commission's Niagara Escarpment Plan, 2017:  
*<https://www.escarpment.org/LandPlanning/PlanReview>*
- The 2014 Provincial Policy Statement and Environmental Protection:  
*[http://www.mcmillan.ca/Files/174002\\_The%202014%20Provincial%20Policy%20Statement%20%20Environmental%20Protection.pdf](http://www.mcmillan.ca/Files/174002_The%202014%20Provincial%20Policy%20Statement%20%20Environmental%20Protection.pdf)*



CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY

**HOUSING AND HOMELESSNESS PLANS SHOULD:**

- 9.a Demonstrate a commitment to improve the energy efficiency of social and affordable housing stock. This can include support for energy conservation and energy efficiency, tenant engagement, and locating affordable housing near transportation. It can also include innovative investment decisions such as the installation of renewable energy and low carbon technologies.
- 9.b Demonstrate a commitment to improve the climate resilience of social and affordable housing stock. This can include taking steps to limit vulnerability to flooding and extreme weather.

Policy Statement: Service Manager Housing and Homelessness Plans

**WHAT'S NEW IN THE REVISED POLICY STATEMENT FOR CLIMATE CHANGE AND ENVIRONMENT SUSTAINABILITY?**

- Need to show a commitment to improve the climate resilience of social and affordable housing stock.

SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 9.a Provide information about use of renovations and retrofits in the existing affordable housing stock to address energy efficiency, water and energy conservation to ensure long-term sustainability and climate change resiliency.
  - Work with housing providers to ensure that energy efficiency improvements and upgrades are planned in conjunction with work to maintain and improve assets, and included as part of Asset Management Plans (AMPs). This can include: working with housing providers to ensure that building condition audits identify areas of potential energy efficiency improvements; encouraging or assisting housing providers in commissioning energy audits where it may benefit future work in their buildings; working with tenants to educate them on the importance of energy efficient habits, and energy conservation work being done in buildings; and working with other municipal areas to ensure that any new housing is properly supported by transit and other walkable infrastructure.

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- In the Greater Golden Horseshoe, Service Managers could also play a leadership role in helping upper- and single-tier municipalities identify opportunities for energy conservation, energy efficiency and demand management and/or alternative energy systems through community energy planning processes, as promoted by the Growth Plan.
- Additionally, Service Managers in the Greater Golden Horseshoe should work with upper- and single-tier municipalities to ensure that these objectives are supported by Official Plan policies to reduce greenhouse gas emissions and address climate change adaptation, which are required by the Growth Plan, 2017.

9.b Include information about steps to improve susceptibility of housing stock to weather related damage.

- Work to ensure that social and affordable housing planning, and asset management is considered as part of wider municipal or area-level resiliency plans.
- As part of the review process, include the status of the local AMPs, building condition assessments/studies, as related to the social housing portfolio.

#### RESOURCES:

- Green Fund Ontario: <https://www.greenon.ca>
- The Independent Electricity System Operator, Retrofit Program Incentives: <https://www.saveonenergy.ca/Business/Program-Overviews/Retrofit-for-Commercial.aspx>

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## APPENDIX 1: CHECKLIST FOR CONTENT IN HOUSING & HOMELESSNESS PLANS

Topic	Item #	Item <sup>6</sup>	Section/ page reference: <sup>7</sup>
<b>I. Assessment</b>			
	1a	Assessment of current housing needs within the service manager’s area	
	1b	Include evidence of existing local housing needs (for example, quantitative data from Statistics Canada or CMHC)	
	1c	Assessment of future housing needs within the service manager’s service area	
	1d	Include evidence to inform future local housing needs	
<b>II. Objectives, Targets and Achievement</b>			
<i>Accountability and outcomes</i>			
	2a	Demonstrate a system of coordinated housing and homelessness services that assist households to improve their housing stability and prevent homelessness	
	2b	Include strategies to promote client-centred, coordinated access to housing and homelessness prevention services	
	2c	Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness	
	2d	Be coordinated and integrated with all municipalities in the service area	
	2e	Include local housing policies and short and long-term housing targets	
	2f	Include strategies to measure and report publicly on progress under the plan.	
	2g	Identify clear goals and objectives	
	2h	Identify outcomes and outcome measures	
	2i	Summarize achievement to date	

<sup>6</sup> Checklist items are derived from the “Policy Statement: Service Managers Housing and Homelessness Plans” and requirements regarding the Plans from the Housing Services Act, 2011

<sup>7</sup> Reference the section (and page numbers) where each item is discussed in the Housing and Homelessness Plan

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Topic	Item #	Item <sup>6</sup>	Section/ page reference: <sup>7</sup>
<b>III. Planning</b> (Description of the measures <sup>8</sup> proposed to meet the objectives and targets)			
<i>Ending homelessness</i>			
	3a	Be informed by the results of local homelessness enumeration	
	3b	Include a strategy to prevent and reduce homelessness, incorporating innovative approaches and a Housing First philosophy	
	3c	Include strategies to reduce and prevent the number of people experiencing chronic homelessness and homelessness among youth and Indigenous peoples, as appropriate to the local context	
	3d	Address collaboration with community partners and provincial ministries to reduce and prevent homelessness amongst those transitioning from provincially funded institutions and service systems, as appropriate to the local context	
	3e	Identify clear goals and objectives	
	3f	Identify outcomes and outcome measures	
	3g	Summarize achievement to date	
<i>Indigenous Peoples</i>			
	4a	Include a strategy for engagement with Indigenous organizations and communities – including First Nation, Métis, Inuit organizations and communities, where present in the service area	
	4b	Demonstrate a commitment to coordination and collaboration with Indigenous housing providers and service providers to support access to culturally appropriate housing and homelessness services for Indigenous peoples	
	4c	Identify clear goals and objectives	
	4d	Identify outcomes and outcome measures	
	4e	Summarize achievement to date	
<i>Coordination with other community services</i>			

<sup>8</sup> Measures refers to activities, actions and initiatives, etc.

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Topic	Item #	Item <sup>6</sup>	Section/ page reference: <sup>7</sup>
	5a	Demonstrate a commitment to working with partners across service systems to improve coordination and client access to housing, homelessness prevention services and other human services	
	5b	Demonstrate progress in moving toward integrated human services planning and delivery	
	5c	Address collaboration, where possible, with Local Health Integration Networks (LHINs), to coordinate Service Manager social and affordable housing and homelessness services with LHIN-funded services	
	5d	Identify clear goals and objectives	
	5e	Identify outcomes and outcome measures	
	5f	Summarize achievement to date	
<i>A broad range of community needs</i>			
	6a	Include a strategy to address accessible housing and homelessness services for people with disabilities, as well as those who have mental health needs and/or addictions	
	6b	Include a strategy to address the housing needs for survivors of domestic violence, in coordination with other community-based services and supports	
	6c	Address the needs of different demographic groups within their community. This could include: seniors, Indigenous peoples, people with developmental disabilities, children and youth, LGBTQ youth, women, immigrants and refugees, persons released from custody or under community supervision, youth transitioning from the child welfare system and Franco-Ontarians	
	6d	Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of community need	
	6e	Identify clear goals and objectives	
	6f	Identify outcomes and outcome measures	
	6g	Summarize achievement to date	
<i>Non-profit housing corporations and non-profit co-operatives</i>			
	7a	Include strategies to engage non-profit housing corporations and co-operatives in current and future planning	
	7b	Include strategies to support non-profit housing corporations and co-operatives in the delivery of affordable housing	
	7c	Include strategies to support capacity building and sustainability in the non-profit housing sector	

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Topic	Item #	Item <sup>6</sup>	Section/ page reference: <sup>7</sup>
	7d	Identify clear goals and objectives	
	7e	Identify outcomes and outcome measures	
	7f	Summarize achievement to date	
<i>The private market</i>			
	8a	Identify an active role for the private sector in providing a mix and range of housing, including affordable rental and ownership housing, to meet local needs	
	8b	Identify and encourage actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools	
	8c	Reflect a coordinated approach with Ontario’s land use planning framework, including the Provincial Policy Statement and where applicable, the Growth Plan for the Greater Golden Horseshoe	
	8d	Align with housing strategies required by the Growth Plan for the Greater Golden Horseshoe, where applicable	
	8e	Identify clear goals and objectives	
	8f	Identify outcomes and outcome measures	
	8g	Summarize achievement to date	
<i>Climate change and environmental sustainability</i>			
	9a	Demonstrate a commitment to improve the energy efficiency of social and affordable housing stock. This can include support for energy conservation and energy efficiency, tenant engagement, and locating affordable housing near transportation. It can also include innovative investment decisions such as the installation of renewable energy and low carbon technologies	
	9b	Demonstrate a commitment to improve the climate resilience of social and affordable housing stock. This can include taking steps to limit vulnerability to flooding and extreme weather	
	9c	Identify clear goals and objectives	
	9d	Identify outcomes and outcome measures	
	9e	Summarize achievement to date	

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## APPENDIX 2: (TEMPLATE) ANNUAL REPORTING OF PROGRESS ON THE PLAN

Summary table (to be included in Annual Report) to supplement how each Service Manager structures its Annual Report.

Objectives	Measures	Targets	Annual Progress/ Achievements
<p><b>Example</b></p> <p><b>Improve housing situation</b></p>	<p>Example</p> <p>Number of households that have moved from emergency shelter to long-term housing</p>	<p>Example</p> <p>100 households move from emergency shelter to long-term housing</p>	<p>Since 2016, 70 households moved from emergency shelter to long-term housing</p> <p>70% of targets has been met in one year</p>