

FIVE-YEAR REVIEW OF HOUSING AND HOMELESSNESS PLANS

April 2018

A GUIDE FOR ONTARIO SERVICE
MANAGERS

Ministry of Housing
Housing Policy Branch

TABLE OF CONTENTS

Introduction.....	1
Housing and Homelessness Plans	2
Purpose of this Guide	6
Overview of Content Areas	8
I. Assessment.....	12
1. Assessment of Current and Future Housing Needs.....	12
II. Objectives, Targets and Achievement.....	15
2. Accountability and Outcomes.....	22
III. Planning.....	24
3. Ending Homelessness.....	25
4. Coordination with Other Community Services.....	28
5. Indigenous Peoples.....	30
6. A Broad Range of Community Needs.....	32
7. Non-profit Housing Corporations and Non-profit Co-operatives.....	34
8. The Private Market	37
9. Climate Change and Environmental Sustainability.....	42
Appendix 1: Housing and Homelessness Plan Requirements from <i>Housing Services Act, 2011</i>	44
Appendix 2: Summary of Changes to the Policy Statement from 2011 to 2016	46
Appendix 3: Checklist for Content in Housing & Homelessness Plans.....	48
Appendix 4: (Template) Annual Reporting of Progress on the Plan	52

FIVE-YEAR REVIEW OF HOUSING AND HOMELESSNESS PLANS

A GUIDE FOR ONTARIO SERVICE MANAGERS

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

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 that 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 Service Managers¹, including Consolidated Municipal Service Managers (CMSMs) and District Social Service and Administration Boards (DSSABs) to reflect on, to plan and to try to improve a system of housing and homelessness that will lead to better outcomes for Ontarians.

¹ 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.

HOUSING AND HOMELESSNESS PLANS

The Ministry of Housing's (the Ministry/MHO) Long-Term Affordable Housing Strategy (LTAHS) was released in November 2010 and helped clarify the roles and responsibilities of the province and Service Managers with regards to the housing and homelessness system in Ontario and provincial interests that must be reflected in local Housing and Homelessness Plans (thereafter referred to as "plans").

In response to the LTAHS, the *Housing Services Act, 2011 (HSA)* came into effect in January 2012. The *HSA* requires Service Managers to develop and approve plans, provides a list of provincial interests to be addressed in local plans and authorizes policy statements issued under the *HSA* to provide further direction to Service Managers plans. To provide policy context and direction to Service Managers to support the development of locally relevant plans, MHO released the *Ontario Housing Policy Statement* in August 2011. **Figure 1** shows the timeline of events relevant to the development of Housing and Homelessness Plans.

Local plans were initially developed by Service Managers in consultation with local community members, service providers and other stakeholders, 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. Service Managers are asked to complete and submit their review report and revised plans to the ministry by June 30, 2019 or to advise the Ministry of the alternate date for submission.

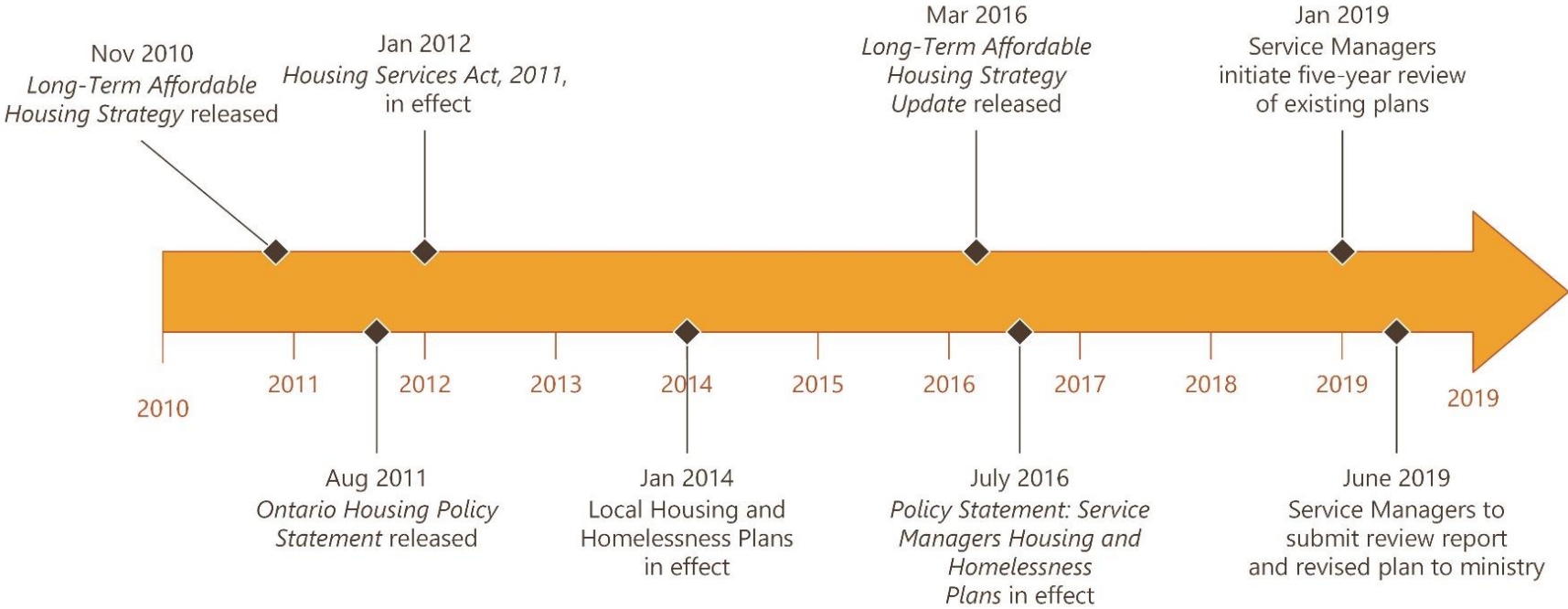
In 2016, the MHO released the *Policy Statement: Service Manager Housing and Homelessness Plans* to update the 2011 *Ontario Housing Policy Statement*. The revised policy statement aligns provincial priorities with the 2016 update to the Long-Term Affordable Housing Strategy. Service Managers must ensure their plan is consistent with the revised policy statement (<http://www.mah.gov.on.ca/Page14964.aspx>). Refer to **Appendices 1** and **2** for more information outlining the *HSA* requirements and changes to the policy statement from 2011 to 2016, respectively.

As part of the review process, Service Managers need to provide a written report of their review to the Ministry to summarize major changes made to the plan (e.g. changes driven by the update to the policy statement, shifts in local priorities). 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.²

² 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.

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, preventing homelessness and ending chronic homelessness. 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 ensure consistency with the *HSA* and the revised policy statement.

FIGURE 1: TIMELINE OF THE HOUSING AND HOMELESSNESS PLAN PROCESS



BOX 1: WHAT'S NEW IN THE REVISED POLICY STATEMENT?

- 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 (PPS), 2014 and Growth Plan for the Greater Golden Horseshoe, 2017. DSSABs are encouraged to work closely with those communities within their regional boundaries to maximize available land use planning initiatives.
- 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.

For more details, please see [Appendix 2](#).

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 ensure their plans are consistent with the updated policy statement
- ✓ Provide Service Managers with helpful tools (checklist and templates) and resources
- ✓ 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**)

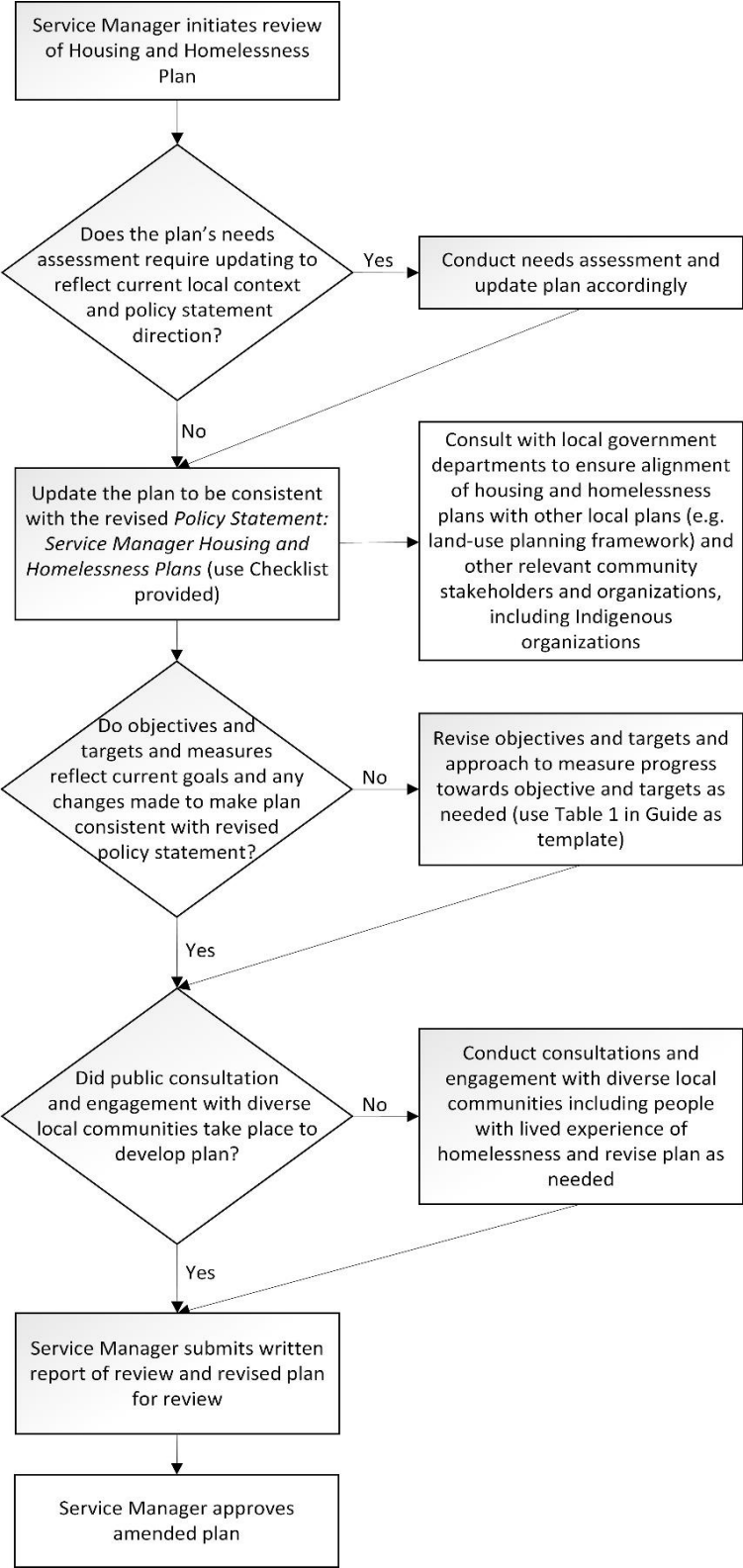
This Guide uses these four components as part of its organizational structure, with the exception of collapsing the “Objectives and Targets” and “Achievement” into one section (“Objectives, Targets and Achievement”) to clearly identify the link between setting objectives and targets and measuring progress 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:

- **Figure 2** summarizes a proposed review process for Services Managers.
- **Appendix 1** provides an outline of the requirements of Housing and Homelessness Plans based on the *HSA* 2011.
- **Appendix 2** is an outline and summary of the key changes from the *Ontario Housing Policy Statement* (2011) to the *Policy Statement: Service Manager Housing and Homelessness Plans* (2016).
- A **checklist (Appendix 3)** 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 (Table 1 and Appendix 4)** for the purposes of clearly articulating local objectives, their related outcomes, measures and targets to facilitate tracking progress.
- **Resources** - 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.

FIGURE 2: OVERVIEW OF 5-YEAR REVIEW PROCESS



OVERVIEW OF CONTENT AREAS

This Guide is designed to provide a description, 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. This Guide is structured according to the following topics and items:

Topic	Item #	Item ³
I. Assessment		
<i>Assessment of Current and Future Housing Needs</i>		
	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
II. Objectives, Targets and Achievement		
<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

³ Items in this list are derived from the "Policy Statement: Service Managers Housing and Homelessness Plans" and requirements regarding the Plans from the *Housing Services Act, 2011*.

Topic	Item #	Item ³
	2g	Identify clear goals and objectives
	2h	Identify outcomes and outcome measures
	2i	Summarize achievements to date
III. Planning (Description of the measures ⁴ 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

⁴ “Measures” refers to activities, actions and initiatives, etc.

Topic	Item #	Item ³
	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>		

Topic	Item #	Item ³
	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

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 consistent with the new policy directions.

1. ASSESSMENT OF CURRENT AND FUTURE HOUSING NEEDS

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.
 - Address local need for affordable housing and support services.
 - 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 the extent possible to inform Housing and Homelessness Plans, housing strategies under the Growth Plan for the Greater Golden Horseshoe (2017), Growth Plan for Northern Ontario (2011) 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 are encouraged to work closely with municipal land use planning departments to 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.

BOX 2: 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 people at all stages of life.

- 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.

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 Northern Ontario, 2011: https://www.placestogrow.ca/index.php?option=com_content&task=view&id=368&Itemid=65
- Growth Plan for the Greater Golden Horseshoe, 2017: 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/hrc/hrc-resources/need-and-demand-assessments/SM Guide and Data Template for Preparing housing needs assessment.pdf](https://www.omssa.com/human-services/housing-homelessness/hrc/hrc-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.

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 and their respective local outcomes and targets as identified in the plan. In accordance with what is articulated in the plan, Service Managers then submit annual progress updates on their plans through Annual Reports to the Ministry. The revised policy statement also requires that Service Managers report publicly on their plan.

DID YOU KNOW?

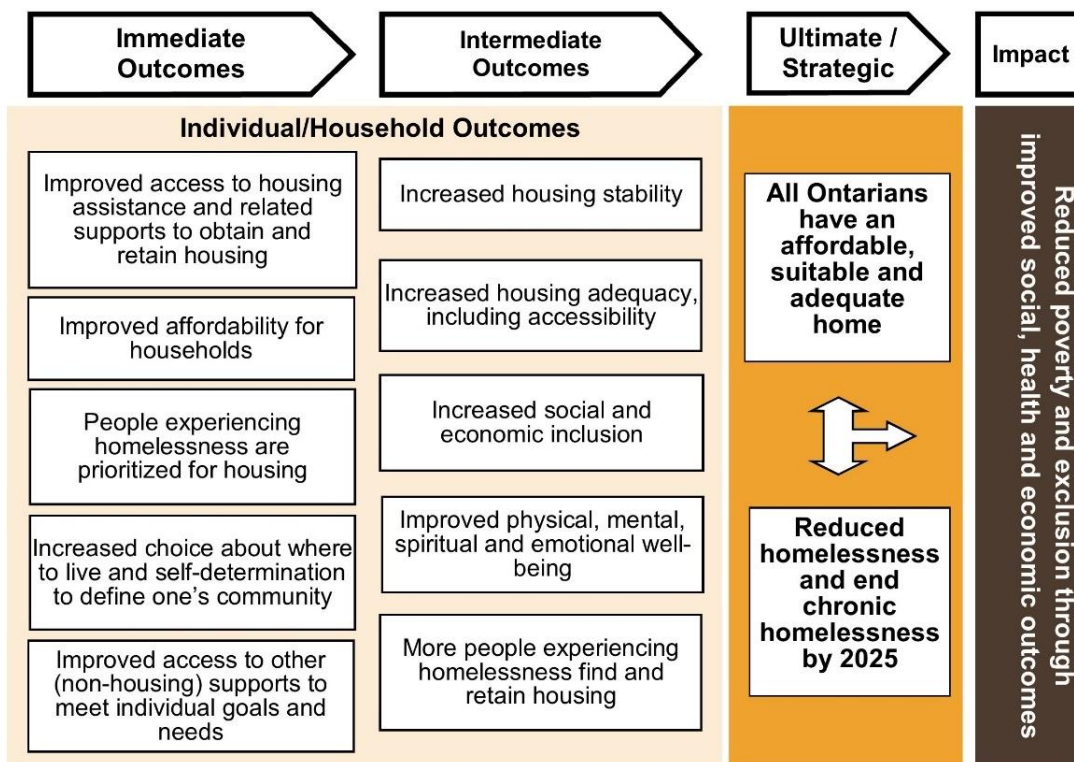
Performance measurement involves the regular collection and analysis of data to assess whether services are being delivered as expected and are achieving the desired results or expected outcomes.

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 3**).

Rather than requiring each Service Manager to collect data on these common *provincial outcomes*, the ministry is in the process of developing a provincial household survey, with support from a sub-committee of Service Managers, which the ministry plans to pilot in 2019/20.

FIGURE 3: PROPOSED PROVINCE-WIDE HOUSEHOLD-LEVEL OUTCOMES FOR HOUSING AND HOMELESSNESS



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 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 in achieving your outcomes will be reported, including public reporting.
- Service Managers should work with municipalities to ensure the objectives in their Housing and Homelessness Plans align with the targets for affordable housing that are established in land use planning documents, as required by the Growth Plan in the Greater Golden Horseshoe, and by the Provincial Policy Statement outside of the Greater Golden Horseshoe.
- Targets could be set based on output metrics and outcome-based performance indicators.

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

- 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 of expected outcomes.
- An example of an output metric is a measurable increase in the number of affordable units built, while an example of an outcome-based measure is the proportion of households achieving housing stability (e.g. retained their housing for a minimum of six months or one year). These metrics 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.

OUTPUTS VS. OUTCOMES VS. OBJECTIVES

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 benefits resulting from a program, which could include, for example, improvements in social, economic or health-related factors.

Objectives are the expected results from a program's activities.

Objectives direct a program that produces outputs, which lead to outcomes

In this Guide, we differentiate between:

- **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.

- **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 established targets, **Appendix 4** 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 and complement 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 completing content for **Table 1**, Service Managers already currently report on several data elements (output measures), for example, through the Service Manager Annual Information Return (SMAIR) and the Grants Ontario System (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.
 - Service Managers may also choose to define measures and targets from other data sources.
- In their initial plans, a number of Service Managers had identified local objectives and outcomes. Service Managers could revise or retain these initial local outcomes, identify relevant measures and updated targets.

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

Objectives	Outcomes	Measures	Targets
Example To provide assistance to people experiencing homelessness	Example Improved housing situation for households	Example Number of households that have moved from emergency shelter to long-term housing	Example 100 households moved from emergency shelter to long-term housing per year

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

Program	Existing Reporting Requirements (SMAIR/GOS)
Social Housing	Number of Units/Households in Social Housing
Affordable Housing: Housing Allowance Component	Number of Units/Households in Affordable Housing – Housing Allowance
Affordable Housing: Home Ownership Component	Number of Units/Households in Affordable Housing – Home Ownership
Affordable Housing: Rental Housing Component	Number of Units/Households in Affordable Housing – Rental Housing
Affordable Housing: Rental Supplement/Housing Allowance Component	Number of Units/Households in Affordable Housing – Rental Supplement and/or Housing Allowance
Affordable Housing: Repair Component	Number of Units/Households in Affordable Housing – Repairs
Aboriginal Housing Trust	Number of Units/Households in Aboriginal Housing Trust
Green Investment Fund	Number of Units/Households in receipt of Green Investment Fund (SHEEP/SHARP)
Community Homelessness Prevention Initiative (CHPI)	<ul style="list-style-type: none"> • Number of households that have moved from being unsheltered and/or provisionally accommodated to transitional housing. • Number of households that have moved from being unsheltered and/or provisionally accommodated to long-term housing • Number of households that have moved from emergency shelter to transitional housing. • Number of households that have moved from emergency shelter to long-term housing • 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 • Number of households that have moved from transitional housing into long-term housing • Number of households at-risk of homelessness that are stabilized (includes eviction prevention services, assistance with rental and energy arrears) • 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. • 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. • Number of households that stayed in an emergency shelter.

RESOURCES:

- Use **Table 1** in your plans as a template for reporting objectives, their measures and targets
 - Use template in **Appendix 4** 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
 - 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=sliceval>
 - 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>
 - University of Wisconsin-Extension online course on “Enhancing Program Performance with Logic Models”: *<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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2. ACCOUNTABILITY AND OUTCOMES

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

Policy Statement: Service Manager Housing and Homelessness Plans

SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 2.a Demonstrate how housing and homelessness services 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.

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.

- Service Managers should work with municipalities and planning boards 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, in adherence to the revised policy statement.
- Plans, and their annual reports, should include the needs of diverse local communities, including provincially-identified (e.g. 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) and other locally-identified priority populations
 - 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; Community Improvement Plans for affordable housing). DSSABs are encouraged to work closely with their local municipalities with reference to housing and homelessness plans and planning activities. Note that Official plans are publically available to all.
- 2.d Indicate the extent to which plans are coordinated and aligned 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 objectives defined in their plans (as described in **Section II** and outlined in **Table 1**).

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. There should be consistency 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 consistency 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 3**) 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 3**
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3. 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

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 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

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.

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 (as outlined in the **Indigenous Peoples** policy area).
- Communities have the flexibility to determine responses that best reflect local needs. Examples could include:
 - 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 (please see the **Indigenous Peoples** policy area).
- 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>
- The Workspace on Homelessness, Canadian Observatory on Homelessness: <https://workspaceonhomelessness.ca>

4. 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, Developmental Services Ontario 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 across the province to leverage opportunities to co-locate services in community hubs to ensure housing is planned in a manner that increases convenient access to a range of transportation options and public service facilities.

- This is also relevant to the planning for Growth Plans for those in the Greater Golden Horseshoe.

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>
- Community Hubs Resource Network:
<https://www.communityhubsontario.ca/about/>
- 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>
- To find the local Developmental Services Ontario offices:
<http://www.dsontario.ca/>

5. 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.

RESOURCES:

- Aboriginal Community Engagement: <http://www.lhins.on.ca/Pan-LHIN%20Content/Provincial%20Aboriginal%20LHIN%20Network/Aboriginal%20Community%20Engagement.aspx>
 - Chiefs of Ontario:
<http://www.chiefs-of-ontario.org/>
 - “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>
 - Metis Nation of Ontario:
<http://www.metisnation.org/>
 - The Journey Together: Ontario's Commitment to Reconciliation with Indigenous Peoples:
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
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6. A BROAD RANGE OF COMMUNITY NEEDS

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.

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 collaboration with relevant sectors and funders.
 - 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.
- 6.b In developing a strategy to address the needs of survivors of domestic violence, Service Managers should identify to the extent possible 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 address the needs of all user groups in the service area.

- Service Managers should work with municipalities to ensure any barriers identified in meeting housing needs of all user groups are considered and addressed. For example, 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.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
- 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
- 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>
- Ministry of Community and Social Services, Helping Women to Flee Domestic Violence:
<https://www.mcsc.gov.on.ca/en/mcsc/programs/community/helpingWomen/index.aspx>
<http://www.mcsc.gov.on.ca/en/mcsc/programs/community/helpingWomen/wheretogoinfo.aspx>
- Ontario's Accessibility Directorate: <https://www.ontario.ca/page/accessibility-laws>
- Victim Services Directory: <http://services.findhelp.ca/ovss/>

7. 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

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.

SUGGESTIONS TO ADDRESS POLICY DIRECTIONS:

- 7.a Include strategies to engage with housing providers and supportive housing providers in order to meet identified housing needs in the service area.
 - Consider new partnerships with the private sector and others (e.g. federal or municipal agencies, places of worship, community hubs, charitable organizations, service agencies and community-based organizations) 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 organizations⁵ to support non-profits and cooperatives in the delivery of housing services.

⁵ 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).

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 Service Manager 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>.

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
- 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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8. 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.
- 8.b Service Managers are encouraged to work closely with local municipalities and planning boards as they 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 and planning boards can consider a range of

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.

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 accommodating growth. These studies may be useful in helping to identify affordability-related issues and meeting the Provincial Policy Statement, 2014 and Growth Plan requirements for establishing a target for affordable housing.
- Exploring the range of tools available to 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.
 - Community Improvement Plans

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/AssetFactor.y.aspx?did=9270>)

(CIPs) can 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.

- Municipal Capital Facilities By-laws can be adopted by municipalities for the provision of financial and other municipal assistance to better incent affordable housing development.

8.c Service Managers should support and engage regional municipalities in delivering a coordinated approach with Ontario's land use planning framework, including the Provincial Policy Statement, 2014 and Growth Plans for the Greater Golden Horseshoe, 2017 and Northern Ontario, 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.

The Provincial Policy Statement, 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.

- Engaging and working with municipalities to ensure alignment between municipal land use planning documents and Housing and Homelessness Plans.
- 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 employed to help deliver the objectives identified within Housing and Homelessness Plans.
 - Service Managers should work with municipalities to ensure any barriers identified in meeting housing needs of all user groups are considered and addressed. For example, 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.
- Plans should consider policy and program approaches to maintain and increase the quality and supply of permanent, affordable housing across the housing continuum.
- 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>.
 - Growth Plan for the Greater Golden Horseshoe, 2017: 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.
 - 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
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9. 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 forms of active transportation infrastructure.
 - 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 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,

- These are required by the Growth Plan, 2017 for Service Managers in the Greater Golden Horseshoe.
- Service Managers may also want to consider planning for flooding, wild lands fires and other extreme weather events.

9.b Include information about steps to assess and 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>

APPENDIX 1: HOUSING AND HOMELESSNESS PLAN REQUIREMENTS FROM *HOUSING SERVICES ACT, 2011*⁶

DISCLAIMER: *This document contains information from the Housing Services Act, 2011 (HSA), HSA regulations, and Policy Statements regarding local housing and homelessness plans. It is provided for assistance and is not legal advice: for interpretive purposes refer to the original source documents.*

Housing and homelessness plans

Each service manager shall have a plan to address housing and homelessness.

What the plan must include

- an assessment of current and future housing needs within the service manager's service area;
- objectives and targets relating to housing needs;
- a description of the measures proposed to meet the objectives and targets;
- description of how progress towards meeting the objectives and targets will be measured.

Requirements relating to provincial interest

The plan must address the matters of provincial interest under *HSA* section 4. Under the Act, there are provincial interests in a system of housing and homelessness that:

- a) is focused on achieving positive outcomes for individuals and families;
- b) addresses the housing needs of individuals and families in order to help address other challenges they face;
- c) has a role for non-profit corporations and non-profit housing cooperatives;
- d) has a role for the private market in meeting housing needs;
- e) provides for partnerships among governments and others in the community;
- f) treats individuals and families with respect and dignity;
- g) is co-ordinated with other community services;
- h) is relevant to local circumstances;
- i) allows for a range of housing options to meet a broad range of needs;
- j) ensures appropriate accountability for public funding;
- k) supports economic prosperity; and
- l) is delivered in a manner that promotes environmental sustainability and energy conservation.

Requirements relating to Policy Statements:

The plan must be consistent with the policy statements issued under *HSA* section 5.

- The original policy statement released in 2011 was called: "*Ontario Housing Policy Statement*"
- The current policy statement was released in 2016 and is called "*Policy Statement: Service Manager Housing and Homelessness Plans*"

Prescribed requirements

The plan must address:

1. The need for housing for victims of domestic violence.
2. The need for accessible housing for persons with disabilities.

⁶ Based on *HSA* s.4-10, 22, 168 O.Reg 367/11 s. 3-5

Note: Section 3(1) of the regulation requires that the plan include an assessment of needs, objectives and targets, measures to meet the objectives and targets, and progress measurement in relation to housing for victims of domestic violence and accessible housing for persons with disabilities.

Period of plan

The period covered by the plan must extend for at least 10 years after the plan was approved or, if the plan is reviewed under *HSA* subsection 10 (1), after the review was completed.

Time for initial plan

A service manager shall approve its initial plan on or before January 1, 2014.

Consultation with the public, etc.

In the course of preparing its housing and homelessness plan, a service manager shall consult with the public.

Consultation with Minister

Before approving its housing and homelessness plan, a service manager shall consult with the Minister by providing the Minister with a copy of the proposed plan.

Comments from Minister

The service manager shall allow the Minister at least 90 days to comment on the plan and, before approving the plan, the service manager shall consider any comments the Minister provides.

Copy of approved plan to Minister

The service manager shall provide the Minister with a copy of the plan without delay after approving it.

Amendment of plan

A service manager may amend its approved housing and homelessness plan, either after a review under *HSA* section 10 or at any other time, and *HSA* sections 7 (Consultation with the public) and *HSA* section 8 (Consultation with the Minister) apply, with necessary modifications, to the amendment.

Periodic review

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.

Report to Minister

The service manager shall give the Minister a written report on the results of the review without delay after the completion of the review.

APPENDIX 2: SUMMARY OF CHANGES TO THE POLICY STATEMENT FROM 2011 TO 2016

The original policy statement released in 2011 was called: “*Ontario Housing Policy Statement.*” In 2016, MHO released a revised policy statement, entitled “*Policy Statement: Service Managers Housing and Homelessness Plans*”, which is aligned with the update to LTAHS and replaces the earlier 2011 policy statement.

In conducting the review process of their plans, Service Managers should ensure their plan is consistent with the 2016 *Policy Statement: Service Manager Housing and Homelessness Plans*, which aligns provincial priorities with the 2016 Long-Term Affordable Housing Strategy Update. The policy statement provides policy context and direction to service managers to support the development of local plans.

What’s New in the 2016 Policy Statement?

- Policy statement is now aligned with the update to the Long-Term Affordable Housing Strategy
- New policy statement highlights that Housing and Homelessness Plans are an important tool to support poverty reduction.
- Raises the importance of strong partnerships and collaboration across sectors and that strategies should focus on client-centred coordinated access to housing and homelessness services.
- Also adds the new goal of ending chronic homelessness by 2025.

1) Accountability and Outcomes

- Demonstrate a system of coordinated housing and homelessness services that assist households to improve their *housing stability* and *prevent homelessness*.
- Include strategies to promote client-centred, coordinated access to housing and homelessness prevention services.
- Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness.
- Include strategies to measure and report publicly on progress under the plan.

2) Goal of Ending Homelessness

- Be informed by the results of local homelessness enumeration.
- Include a strategy to prevent and *reduce* homelessness, incorporating innovative approaches and a Housing First philosophy.
- 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) Coordination with Other Community Services

- 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.
- Demonstrate progress in moving toward integrated human services planning and delivery.

- 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.

4) Indigenous Peoples

- Include a strategy for engagement with Indigenous organizations and communities – including First Nation, Métis, Inuit organizations and communities, where present in the service area.
- 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.

5) A Broad Range of Community Needs

- 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.
- Include a strategy to address the housing needs for survivors of domestic violence, in coordination with other community-based services and supports.
- 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.
- Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of community needs.

6) Non-Profit Housing Corporations and Non-Profit Housing Cooperatives

- Include strategies to support *capacity building* and sustainability in the non-profit housing sector.

7) The Private Housing Market

- 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.
- 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.
- Reflect a coordinated approach with Ontario’s land use planning framework, including the Provincial Policy Statement.
- Align with housing strategies required by the Growth Plan for the Greater Golden Horseshoe, where applicable.

8) Climate Change and Environmental Sustainability

- 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.

APPENDIX 3: CHECKLIST FOR CONTENT IN HOUSING & HOMELESSNESS PLANS

Checklist with completed section/page references to be included with Service Manager’s written report on results of the review.

Topic	Item #	Item ⁷	Section/ page reference: ⁸
I. Assessment			
<i>Assessment of Current and Future Housing Needs</i>			
	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	
II. Objectives, Targets and Achievement			
<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	

⁷ 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*

⁸ Reference the section (and page numbers) where each item is discussed in the Housing and Homelessness Plan

Topic	Item #	Item ⁷	Section/ page reference: ⁸
	2h	Identify outcomes and outcome measures	
	2i	Summarize achievement to date	
III. Planning (Description of the measures ⁹ 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>			

⁹ “Measures” refers to activities, actions and initiatives that are proposed to meet the objectives and targets.

Topic	Item #	Item ⁷	Section/ page reference: ⁸
	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	
	7d	Identify clear goals and objectives	

Topic	Item #	Item ⁷	Section/ page reference: ⁸
	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	

APPENDIX 4: (TEMPLATE) ANNUAL REPORTING OF PROGRESS ON THE PLAN

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

Objectives	Outcomes	Measures	Targets	Annual Progress/ Achievements
Example To provide assistance to people experiencing homelessness	Example Improved housing situation for households	Example Number of households that have moved from emergency shelter to long-term housing	Example 100 households moved from emergency shelter to long-term housing per year	Since 2016, 70 households moved from emergency shelter to long-term housing 70% of targets has been met for year