



Looking to the Future: Updates on the Long-Term Affordable Housing Strategy

Ministry of Housing

Ontario Non-Profit Housing Association Conference
November 4, 2016

Context

- The 2014-2019 Poverty Reduction Strategy (PRS), *Realizing Our Potential*, committed the government to update the province's Long-Term Affordable Housing Strategy (LTAHS) to reflect lessons learned and new research on best practices related to housing and homelessness
- The PRS also committed the government to a long-term goal of ending homelessness in Ontario and to seek expert advice, including from those with lived experience, on: defining the problem; developing new measures to collect and track data; and, defining a baseline and setting a new homelessness-related target
- In October 2015, the report of the Expert Advisory Panel on Homelessness was released and in response, Ontario committed to immediate and longer-term actions
- On March 14, 2016, the government released the update to the Long-Term Affordable Housing Strategy
- As part of the LTAHS Update, the government re-introduced Bill 7, the *Promoting Affordable Housing Act, 2016*, on September 14, 2016.

LTAHS Update – Vision

The strategy is based on an **updated vision**:

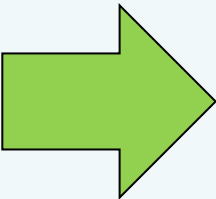
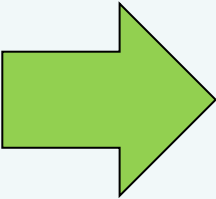
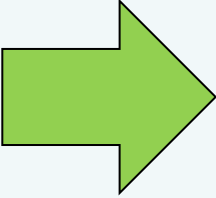


LTAHS Update – Outcomes

- This vision is associated with **two overarching outcomes**:
 - Decreased number of people who are homeless
 - Increased number of households achieving housing stability
- Achieving these outcomes can potentially impact a range of **associated outcomes**, including long-term cost avoidance in other sectors such as:
 - Decreased inappropriate use of emergency health care services
 - Decreased use of policing and correctional services
 - Increased employment
 - Increased education outcomes



Housing and Homelessness System Transformation

Current System		Transformed System
Inadequate supply of affordable housing in many communities with financially unsustainable not-for-profit, co-operative and municipal housing stock		A range of adequate and affordable housing options, provided by the private, not-for-profit, co-operative and municipal sectors
Social housing wait list system that operates separately from parallel systems providing access to other forms of housing assistance		Coordinated system so that people can access the assistance they need (both financial and non-financial) to achieve housing stability
Range of financial assistance – from a limited number of highly-responsive Rent-Geared-to-Income (RGI) subsidies (tied to physical unit), to rent supplement programs and housing allowances		People with housing need can equitably access financial assistance that is responsive to their changing needs, is portable so that it moves with them, and encourages economic and social inclusion
Various supportive housing programs managed separately by different ministries, with different (and sometimes uncoordinated) access systems		People are able to access appropriate housing and support services that best meet their needs
An emergency shelter system in transition to support stable housing options for people		Emergency shelters and homeless service-system provides responsive, culturally appropriate services to assist people to become stably housed

LTAHS Update Themes

Theme	Description
1. Appropriate and Sustainable Supply of Housing	<p><u>A. More Affordable Market Housing</u></p> <ul style="list-style-type: none"> • Enhance/expand land use planning and municipal finance tools to support the development of affordable housing • Support small landlords through legislative changes <p><u>B. Vibrant Non-Profit and Co-operative Sector</u></p> <ul style="list-style-type: none"> • Promote a vibrant non-profit and co-operative sector that operates on more business-like principles, while maintaining its social purpose and increasing supply wherever possible • Disentangle the provision of social programs (municipal responsibility) from the provision of the physical asset (provider responsibility)
2. Equitable, Portable System of Financial Assistance	<p><u>A. Framework for a Portable Housing Benefit</u></p> <ul style="list-style-type: none"> • Develop a provincial framework for an income-based benefit that would form a best practice going forward for new investments, and shift current forms of financial assistance to the new standard as appropriate over time <p><u>B. Simplified Rent-Geared-to-Income (RGI) Calculations</u></p> <ul style="list-style-type: none"> • Meanwhile, streamline and simplify the calculation of RGI subsidies and administration by establishing new rules for in-year income changes and increased flexibility for Service Managers in calculating income

LTAHS Update Themes Cont'd

Theme	Description
3. People-Centred, Efficient Housing Programs	<p><u>A. Modernized Social Housing Programs</u></p> <ul style="list-style-type: none"> • Articulate key elements for social housing programs in the future • Undertake some immediate reforms to support modernization • Commit to a process to define the path forward <p><u>B. Coordinated Access System</u></p> <ul style="list-style-type: none"> • Move towards a more coordinated, effective system that better matches people with housing needs to an appropriate form of assistance <p><u>C. Transformation of Supportive Housing System</u></p> <ul style="list-style-type: none"> • Commit to working with sector stakeholders to transform the supportive housing system, guided by a Supportive Housing Policy Framework
4. Indigenous Housing Strategy	Commit to an ongoing process of engagement with Indigenous communities and organizations to develop an Indigenous specific housing strategy, reflecting the unique housing and homelessness needs of Indigenous communities
5. Key Steps to End Homelessness	Commit to policy changes and proposed initiatives related to provincial priorities and local enumeration that, combined with related initiatives in the strategy update and previously announced commitments, will support the government's key steps to end homelessness
6. Evidence-Informed System	Continue to build an evidence-informed system that has the capacity to respond effectively to changing needs

Social Housing Modernization

- A key component of the LTAHS Update is the commitment to modernize Ontario's social housing programs by:
 - Articulating key elements for social housing programs in the future;
 - Undertaking some immediate reforms to support modernization; and
 - Committing to a process to define the path forward
- The modernization of the social housing system will be built around the following themes and key elements:
 - **A modern program framework**
 - **A more coordinated access system**
 - **New approaches to financial assistance**
 - **A vibrant not-for-profit and co-operative housing sector**

Social Housing Modernization Discussion Forum

- To support the broader social housing modernization process, a Discussion Forum has been convened and tasked with providing technical advice to the ministry on the new framework for modernizing the existing system and how to transition from the status quo
- The Discussion Forum is supported by a variety of working groups tasked with providing technical advice on specific topics
- Participants include representatives from Service Managers, social housing providers as well as representatives from broader community groups
- To ensure broad government perspectives, representatives from the Ministry of Health and Long-Term Care (MOHLTC), the Ministry of Community and Social Services (MCSS), and the Canada Mortgage and Housing Corporation (CMHC) are also participants
- Early priorities include providing advice on the proposed portable housing benefit framework, enhancements to the Special Priority Policy and developing standards for a voluntary accreditation system for housing providers
- The Forum is expected to meet into 2018

Portable Housing Benefit Framework

Context:

- A portable housing benefit is a housing allowance provided to a low-income household to help with housing costs
- The subsidy gives a household more choice in where they live since it is not tied to a specific unit like most RGI social housing
- The government has committed to engage with its partners and other ministries to design a portable housing benefit framework, and to explore opportunities in the short and longer-term to transition provincial and municipal financial assistance to this model

Approach:

- The framework will establish a “provincial standard” for portable housing assistance
- The framework will be guided by:
 1. Housing choice/options for households
 2. Income-tested and responsive without discouraging a tenant’s pursuit of additional income
 3. Simple to administer and linked to the income tax system
 4. Consistency – people in similar circumstances benefit similarly
- The framework will provide an alternative to RGI for Service Managers in meeting Service Level Standards

Vibrant Non-Profit and Co-operative Housing Sector

Context:

- As operating agreements come to an end, the non-profit and co-operative housing sector will face considerable financial pressures and challenges related to sustaining operations in the future
- Recognizing the range of pressures affecting the sector, the province will work with its partners to strengthen the non-profit and co-operative housing sector's capacity and flexibility in order to maintain, replace, and expand affordable housing options

Approach:

- The Discussion Forum will explore ways to support a vibrant not-for-profit and co-operative housing sector that:
 - Operates on more business-like principles while maintaining its social purpose
 - Focuses on effectively managing social housing portfolios and fostering healthy communities, rather than focusing on the delivery of financial assistance
 - Encourages an entrepreneurial culture to foster innovation, effectively meet local needs and increase supply where possible

Vibrant Non-Profit and Co-operative Housing Sector Cont'd

The province is committed to working with its partners to promote an entrepreneurial spirit through the following initiatives:

- **Voluntary accreditation standards**
 - Work with the sector to develop standards in areas such as governance, asset management, financial management and tenant relationships to help enhance capacity
- **Increasing financial/asset leveraging opportunities**
 - Contribute \$20,000 to support the Canadian Housing Bank Feasibility Study
 - Advocate for the re-establishment of CMHC's Direct Lending Program for new mortgages, additional CMHC mortgage prepayment penalty forgiveness and financing flexibilities
 - Consider making DSSABs eligible for Infrastructure Ontario loans so that northern Service Managers can apply to borrow for social housing capital repairs as other Service Managers currently can
- **Updating non-profit rules**
 - Bring forward regulations to address which Service Manager decisions could be appealed by housing providers (short-term regulatory reform initiative)
- **Through the Discussion Forum, explore additional ways to support the non-profit sector's long-term sustainability**

Supportive Housing System Transformation

- As part of the LTAHS Update, the province has committed to long-term transformation of the supportive housing system
- Transformation is occurring through a whole of government approach, led by the Ministry of Housing (MHO), Ministry of Health and Long-Term Care (MOHLTC), Ministry of Community and Social Services (MCSS), and Ministry of Children and Youth Services (MCYS)
- The four ministries have been reviewing 14 supportive housing-related programs in considering ways to make programs and the broader system more person-focused and consistent with best practices
- As a first step in transformation, Ontario is working with key stakeholders to develop:
 - 1) A Supportive Housing Policy Framework
 - 2) A Best Practice Guide
 - 3) A plan to modernize the Homes for Special Care program
 - 4) Improved client access systems
 - 5) Common outcomes-focused performance measures

Principles of Supportive Housing Policy Framework

- As part of the LTAHS Update, the government has committed to long-term transformation of the supportive housing system, guided by a Supportive Housing Policy Framework, including the following principles:
 - 1) Programs, services and supports are client-centred and foster independence, respect, dignity and inclusion
 - 2) Housing and supports foster client choice, portability as appropriate (follow people if they move), and flexibility to accommodate changing needs
 - 3) System encourages local innovation to explore new approaches to better meet peoples' needs
 - 4) Services are well coordinated across systems (housing, health, community services, and children and youth) with a common commitment to help people thrive
 - 5) Programs and services are evidence-based, committed to continuous improvement, and support the long-term sustainability of the system

Current Funding and Investments

2016 Ontario Budget	Federal Social Infrastructure Funding (Ontario)
<p>Supportive Housing More than \$100 Million over 3 years</p> <p>Community Homelessness Prevention Initiative \$15 Million increase in each of next 3 years</p> <p>Survivors of Domestic Violence Pilot \$17 Million over 3 years</p> <p>Innovation, Capacity and Evidence Fund \$2.5 Million over 3 years</p>	<p>Doubling Investment in Affordable Housing Program \$336.7 Million over 2 years</p> <p>Seniors – New Construction and Renovation \$67.2 Million</p> <p>Survivors of Domestic Violence – New Construction and Renovation \$27.9 Million</p> <p>Social Housing Renovation and Retrofit \$209.4 Million</p>
Other Ontario Expenditures	
<p>Green Investment Fund SHEEP/SHARP \$92 Million</p>	

LTAHS Update Implementation: Longer-Term (cont'd)

- We have established an Indigenous Housing Table and will continue our engagement with First Nation, Métis and Inuit partners with the goal of developing an Indigenous Housing Strategy
- We will continue to implement the recommendations of the Expert Advisory Panel on Homelessness and work with Service Managers to develop a menu of enumeration methods
- Working with local communities, the ministry will develop a framework to share research and best practices regarding homelessness, highlighted by an Ontario-Canada Homelessness Summit in 2017

National Housing Strategy

- Ontario is working with the federal government and other provinces and territories (PTs) to develop a National Housing Strategy (NHS).
- The federal government has just completed consultations on a National Housing Strategy:
 - Public online consultations from June until October 24, 2016 (www.letstalkhousing.ca).
 - Expert roundtables held in early September 2016.
 - National stakeholders consultations were held in early Fall, 2016.
- The federal government plans to release “What We Heard” on November 22, 2016 (National Housing Day).
- Minister of Housing also recently held a series of targeted stakeholder roundtables to help inform Ontario’s position regarding a National Housing Strategy.
- The NHS will inform federal investments beyond the \$2.3 billion in short-term initiatives announced in the 2016 federal budget.
- Federal government plans to release a draft strategy by early 2017.

2016 ONPHA Conference and Trade Show

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Looking to the Future LTAHS: Provider Perspective

PRESENTED BY: Darlene Cook, CEO;
Peterborough Housing Corporation

ONPhA



Looking to the Future....

Peterborough Housing Corporation (PHC)

- PHC is a stand alone LHC...arms length relationship with the Shareholder.
- Owns and manages 818 former public housing units, 224 affordable housing units and 8 supportive housing units, approx 250 rent supplements and under an agreement with the SM, we manage the centralized wait list for the City and County of Peterborough.
- Our Board is a 10 member governance board, skills based, that is community based including 1 City and 1 County representative.



Peterborough Housing Corporation

- PHC incorporated a development subsidiary in 2005 called Finally A Home
- Currently 155 units in conceptual stage for new development in the next two years
- We have undergone a staff reorganization in order to better respond to future needs
- PHC commissioned a 15 year Capital Financing and Community Revitalization Plan a year ago and will ask for council approval by the end of 2016.



How does LTAHS influence our plans and shape our future ?

- Currently our social housing portfolio is 100 % RGI and our Affordable Housing units have only 15% rent supplements
 - Using flexibility for targeted unit count, we envision integrating market units in our social housing portfolio and using residual RGI subsidy in the form of rent supplements to provide a mixed income profile in our affordable housing communities. The result is a healthier mix of incomes in our entire portfolio of housing.
 - Allocation of future portable housing benefits will encourage PHC to aspire to the highest standards in housing to be the landlord of choice.



New Staffing Model

- Use of model suites to market units and reduce vacancy loss (less staff time to show current units and less vacancy loss)
- Customer service representatives have new roles, increased knowledge and skills to assist clients through most processes
- New job descriptions include those with marketing skills, market analysis, mediation and communication training
- Increased use of technology provides enhanced capacity to work “in the field” rather than at a desk
- We anticipate less time spent on RGI calculations



Future Developments

- Considering future demographic needs and Provincial initiatives, we are stepping a little out of our comfort zone!
- 80 unit seniors housing with 24/7 supports, congregate dining and community hub, concept is a collaboration with 3 health care agencies
- This will be co-joined with a 28 unit singles and family housing site that will have a day care provider and will include 6-8 units for a Homeward Bound program
- There will be intergenerational opportunities for residents



Future Developments (con't)

- 32 units of graduated living for seniors in Havelock comprised of 24 unit apt building (12 of those units with 24/7 supports) and two quad bungalows for more independent seniors
- Space in Havelock building for an Adult Day Care, on site agency space
- New build in Peterborough consisting of Men's Shelter space, program and administrative space and 15 transitional units, with supports for homeless men. (currently being negotiated)
- PHC will be the landlord; space will be dedicated to the current agency that provides services for homeless men in Peterborough



Capital Financing and Community Revitalization Plan

- 15 year plan that looks at all of our current assets , our community's needs and opportunities
- With End of Debentures in sight , we have analyzed what properties we need to improve, which ones we may dispose of and properties that we will demolish, intensify and diversify
- LTAHS will allow LHC's to plan their future, move targeted units and allow local government to approve the leveraging or sale of our assets in order to accomplish our goals



Capital Financing and Community Revitalization Plan

- Having a long term capital plan that identifies future needs will allow PHC to position our organization to be ready to respond to funding that may become available.
- Plan was designed to be “nimble” and have flexible time lines
- Our Shareholder’s Agreement is currently being amended to allow our Board of Directors to get approval on the entire plan and execute it without having to seek permission on each phase; council will receive annual updates



In Summary

- We believe that LTAHS will bring legislative change to the housing sector and provide new opportunities that will allow PHC to strategically plan our future.
- It will enable housing providers to be business minded with a social heart
- We will be prepared to respond quickly to funding initiatives
- The needs of our current and future residents will be met through carefully planned and regenerated community housing



Thank you!



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207: Looking to the Future LTAHS - A Service Manager Perspective

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Brantford Housing Department





Looking to the Future LTAHS: A Service Manager Perspective

- Service Manager Activities – Current Focus:
 - Currently piloting Victim of Domestic Violence Portable Housing Benefit Program
 - Keen on participating in general Portable Housing Benefit program
 - Maintaining current congruent coordination of Housing and Homelessness programs
 - New supply: 50+ unit apartment building breaking ground in coming months
 - Ministry approval to sell ten LHC single/semi-detached units; four are 'for sale' now
 - Using proceeds, leveraging assets, to assist with future new supply (including replacing the ten units being sold)
 - Supporting Local Providers as vital partners in the provision of social/affordable housing
 - Equitable distribution and use of Social Housing retrofit or investment programs



Looking to the Future LTAHS: A Service Manager Perspective

- Service Manager Future Focus:
 - Portable Housing Benefit, achieving tangible waiting list & homelessness reductions
 - Service Managers & service level flexibility; Ministerial consent not required
 - Supply issue: working with Province, municipality, developers on solutions to rental housing supply (CMHC Stats - just 5% growth in Ontario rentals from 1991-2011)
 - Inclusionary zoning: potential for supply issue solution; private market partnerships key
 - Simplification of the current RGI system
 - Simplification & restriction reductions to funding timelines
 - Supportive Housing : both seniors & mental health/addiction programs
(Improving coordination between housing & LHIN funded programs/new LHIN funding)
 - Be prepared (shovel ready) for future social housing investment opportunities



Looking to the Future LTAHS: A Service Manager Perspective

- System Focus - Provider Accreditation, Standards, Knowledge & Education:
 - Standards: Governance ; Finance ; Operations ;
Asset Management ; Resident Relations ; & Sustainability
 - Succession preparation, moving the legacy of social housing forward
 - Property Management Education: Institute of Housing Management (IHM)
 - Social Housing/Governance Education: ONPHA, CHF Canada
 - Executive Social Housing Management Education: MBA/MPA; CIH Canada
- “Train people well enough so they can leave,
treat them well enough so they won’t want to.”

(R. Branson)



Looking to the Future LTAHS: A Service Manager Perspective



Thank you!

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