

**Appendix A: 2021 Implementation Plan Progress Report
Brantford-Brant Housing Stability Plan 2014-2024**

Table 1 - Appendix A

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
GOAL #1: Increasing and preserving affordable housing options						
1.1	Increase supply of housing options across the housing continuum and throughout all areas in Brantford and Brant based on localized housing needs analysis.	Increase of 506 units of municipally owned and operated affordable housing by 2030.	Develop and implement a 10-year Housing Regeneration Master Plan for municipally owned housing with funding/financing recommendations that support ongoing financial sustainability.	10-year Brantford Brant Municipal Housing Master Plan initiative approved by Council October 2019, including plans for creating a minimum of 506 units between 2020 – 2030. Continue to implement the direction of the Master Plan including identification and commencement of development process at 2 sites (one County one City).	2019 – ongoing	Complete and ongoing (2022)
			Complete operational reviews of municipal housing to increase efficiencies and reserve fund contributions.	Delayed. Item to form part of review of city-owned housing corporation governance options.	2022	In progress

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
			Complete feasibility study and create development implementation plan for CASE (Compact, Affordable, Sustainable, and Efficient) Homes demonstration project.	CASE feasibility study completed April 2019, and four-plex demonstration project approved by Council Nov 2019. RFP released Aug 2020. Construction completed and units filled in 2021.	2021	Complete
		Increase of 337 units of affordable rental housing owned and operated by non-profit and/or providers by 2030.	Coordinate and lead an affordable housing development meeting group that includes key stakeholders such as developers, providers, CMHC, planners, financial lenders.	Creation of Mayors' Housing Partnerships Task Force Nov 2019, with teams for specific focus areas, over 12 month period. Action Plan approved January 2021, with annual updates in December each year thereafter.	2021	Complete
			Work with local Indigenous housing provider (Brantford Native Housing) to explore opportunities to support, assist or partner on housing opportunities for Indigenous people living off-reserve.	Initial discussions held in late 2019; more action in 2020 delayed due to COVID-19 pandemic. Work to resume in fall 2021 with new BNH leadership. Due to additional staff changes, some delays in discussion; however collaboration attempts continue.	2021 – onwards	In progress (2022)

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
			Design and pilot targeted incentives program to encourage non-profit/private sector developers to build affordable housing.	Municipal Housing Facilities By-law amended November 2019 to broaden the affordable housing definition for development charge waiver incentives. Continue working with partners to facilitate ongoing development.	2020	Complete and ongoing (2022)
		Increase of rental units in the private market suitable for low-to-middle income households by 2030 to mitigate the projected shortfall of 2,404 units.	Develop a Private Stock Strategy to create affordable housing by leveraging current private rental stock and private homes.	Start outline of project work plan to commence late 2022, with project commencement in 2023.	2023/2024	Future action
			Develop an interdepartmental staff committee to review, explore and coordinate affordable housing development opportunities (e.g. Planning, Housing, Finance, Building, Engineering, and Legal/Real Estate).	Action item was an outcome of Mayors' Housing Partnerships Task Force. Group names are now in place and started monthly meetings in 2021.	2020-2021	Complete and ongoing

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
		Increase affordable homeownership opportunities by 2030 to mitigate the projected shortfall of 476 in the County and 604 in the City for identified income populations in each municipality.	Review conditions and eligibility for BHome program and develop recommendations for maximizing impact of program.	Current program is average of 10 to15 households per year which is the full allocation. A review was undertaken and decision to continue to set local BHome maximum home pricing limit to levels that help maximize the funding (including revolving fund) available for 5% down payment assistance. As noted below updated Municipal Housing Facilities By-law to include support for not-for-profit affordable first-time homeownership programs.	2020	Complete
			Work with the County to develop a Municipal Housing Facilities By-law for homeownership purposes to support potential incentives for private development of homeownership opportunities.	Discussions to commence in 2022 with County staff in regards to this incentive opportunity.	2022/2023	Future action

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
			Review affordability provisions of Municipal Housing Facilities By-law for homeownership to support potential incentives for private development of homeownership opportunities.	Municipal Housing Facilities By-law amended November 2019 to broaden the affordable housing definition to include affordable homeownership.	2019	Complete and ongoing
			Investigate opportunities for municipal-led development opportunities that can include mixed tenure housing to generate additional revenues to support rental housing.	Mixed income model for Trillium Way, Paris. Planning process began 2021 with completion through 2022/23. Staff continues to explore other opportunities with prioritization of municipally owned sites underway. Timelines impacted by ability to complete this process due to COVID related priorities.	2021-2022/23	In progress

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
1.2	Housing units and properties are maintained in good repair, are habitable for occupancy quickly at turnover and meet the current needs of tenants.	Vacancy rates are maintained at or below 2% across all municipally owned properties.	Implement smoke-free transition plan for new housing constructions and new tenancies in existing housing.	Smoke-free housing policy approved in 2019; transition plan developed and underway for municipally managed housing units. First phase of smoke-free leases scheduled to begin in spring 2020 with final phase beginning in 2024.	2019-2025	Complete
		10% reduction in costs related to unit turnovers and damage remediation by 2024	Review and update 10-year capital plan following completion of building condition assessments and annual unit inspections.	Preparations to issue a Request for Proposals for new building conditions began in late 2019 to be issued by summer 2020. Building Condition Assessments completed in Fall 2021. Future projects have been identified in 10-year capital budget plan and prioritized accordingly.	2020-2021	Complete
			Implement unit standards policy for maintenance/repairs following tenant move-out.	In progress, with target date delayed due to staff changes and COVID. Project recommenced later portion of 2021.	2021-2022	In progress

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GOAL #2: Providing holistic prevention and support services						
2.1	People remain housed and experience housing stability	Reduction in evictions (non-payment of rent and behavioral)	Maximize the use of Housing Stability Fund (HSF, formerly BBHPA) as eviction prevention resource. Complete operational reviews of municipal housing to increase efficiencies and reserve fund contributions.	A review of the former BBHPA program was undertaken and the fund was renamed the Housing Stability Fund (HSF) in 2020. Funding assistance components was redesigned to extend more assistance to help prevent economic evictions.	2019	Complete and ongoing
			Train and include non-profit and co-operative housing providers in eviction prevention efforts and provide toolkits of material and best practices to all housing providers.	Annual training opportunities are provided for housing providers, who are actively utilizing best practices for eviction prevention. Schedule impacted and delayed due to pandemic. Scheduled to continue training in 2022 and onwards.	2020-2022 onwards	In progress

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
		100% of clients requiring individualized support to remain housed are connected to available and appropriate resources.	Develop and pilot case conferencing approach to housing supports for tenants living within municipal housing (to include staff from social assistance and homelessness and other community resources).	Commenced action, and working with partner agencies to formalize and identify process over 2022. Rollout impacted due to challenges of pandemic, formalized program scheduled to commence in 2022/2023.	2021 ongoing	In progress
GOAL #3: Strengthening collaboration and coordination						
3.1	Tenants are engaged in their community	Housing Department achieves a reduction in complaints related to social housing sites.	Conduct Tenant Satisfaction Surveys and prepare action plans to address deficiencies and/or ensure that successes are continued.	Scheduled to commence 2022/2023 for all tenants / housing sites. Prioritization of housing sites based on needs assessment for survey rollout.	2022/2023	Future action

Number	Outcome (What are we going to achieve)	Measures Success looks like	Actions/Strategies	Activities/Comments	Updated Target/ Timeline	2021 Status
			Increase tenant education efforts to ensure that tenants are aware of their rights and obligations, as well as resources available to prevent eviction.	Website updates scheduled to commence in 2022. These will include clear links to resources, identification of important information, and contacts. Exploration of partnership opportunities with Legal Clinic to facilitate tenant education sessions.	2022/2023	Future action
			Update and distribute tenant handbooks to include “good neighbour etiquette” messaging	The tenant handbook has been updated to include appropriate messaging with ongoing distribution efforts.	2020	Complete and ongoing

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3.2	People are able to live in the most appropriate housing for their needs.	75% reduction of households remaining in social housing units that no longer required rent-gearred-to-income assistance by 2024.	Create a housing graduation strategy that targets households living in social housing that could be successfully transitioned to market rental (with or without support) or are eligible for BHome or other affordable homeownership opportunities.	Offered Canada-Ontario Housing Benefit (COHB) to eligible applicants on wait list, with requirement to transition off the wait list. Legislative changes impacted the ability to transition households. Legislative changes preclude this action; however continue to provide alternative options to facilitate appropriate housing choices.	2020-2021	N/A
		50% reduction in refusals of offers of RGI housing by 2022.	Implement communications strategy for applicants to encourage prioritizing housing projects and policy for limited circumstances under which a refusal would be permitted.	Ministry legislated changes to one offer process to be implemented January 1, 2021. Applicant notification and Housing Provider training scheduled Fall 2020.	2020-2022	Complete

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GOAL #4: Strengthen partnerships and collaboration with Indigenous service providers						
4.1	There is good quality, affordable housing available for Indigenous people living off-reserve in Brantford and County of Brant.	No net loss of off-reserve housing for Indigenous people	Work with local Indigenous housing providers (Brantford Native Housing “BNH”) to explore opportunities to support, assist, or partner on housing development opportunities for Indigenous residents living off-reserve.	Exploring replacement of two BNH housing units removed from Service Level Standards due to extensive capital repair needs. Delays occurred due to staffing changes and impacts of pandemic.	2022 - onwards	Complete and ongoing
			Provide support and resources, as requested, to help BNH plan for sustainable approaches to end of operating agreements.	Discussions delayed due to challenges and re-prioritizations to address impacts of pandemic and staffing changes.	2022	Future action
			Inventory infill development or increased density opportunities on BNH properties and provide support as needed to navigate planning, engineering and other processes.	Discussions delayed due to challenges and re-prioritizations to address impacts of pandemic and staffing changes.	2022/2023	Future action
			Establish information sharing protocol on performance measures (such as wait lists, building conditions, eviction prevention programs and efforts).	Discussions delayed due to challenges and re-prioritizations to address impacts of pandemic and staffing changes.	2022/2023	Future action

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		Incorporate considerations about pressures for urban Indigenous housing provider into systems planning.	Create ongoing system for sharing grant and funding opportunities, including broker opportunities for joint submissions and joint procurement with other housing providers.	Explored options as part of Fall 2020 Housing provider training and information sharing. Encouraged BNH to apply for Rapid Housing Initiative funding. Exploring potential development with third party partners.	2020-2021 and ongoing	Complete and ongoing
GOAL #5: Improving systems, planning, and measurement						
5.1	Housing and homelessness planning and systems are designed and implemented to reflect current housing trends and population growth.	Key data and information is up-to-date and available for a variety of metrics that support an increased understanding of housing pressures and local needs.	Research reports that highlight population specific needs and forecasted growth.	Brantford-Brant Housing Stability Plan 2014-2024 Five Year Review in 2019 provided updated housing metrics. HIFIS Quarterly Reports. Improve access – will be updating online (starting 2022).	2020	Complete and ongoing

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			Population specific recommendations	Brantford-Brant Housing Stability Plan 2014-2024 Five Year Review, and Municipal Housing Master Plan, in 2019 provided updated housing metrics. Annual report updates using implantation of HIFIS and Byname list data.	2020	Complete and ongoing
			Establish and report to Council and community on key housing metrics annually as a resource to assist in decision making and resource allocation.	Annual reports in December to Council on Municipal Housing Master Plan & Mayors' Housing Partnerships Task Force Action Plan.	2019	Complete and ongoing
5.2	Enhanced housing with support for individuals transitioning within the housing continuum.	Improved systems coordination and planning with community partners to support individuals in need of housing with supports (e.g. collaboration with agencies providing long term care, health services, landlords, and support for developmental disabilities, mental health and addictions services).	Establish coordinated list of support services.	Website revised based on changes to Housing Resource Centre. Future updates to coordinated list delayed in 2021, to be completed 2022/2023.	2021	Complete and ongoing

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			Adopt and implement consistent assessment tools.	Service Prioritization Decision Assistance Tool (SPDAT) being used at emergency shelters and Live Well Brantford-Brant (LWBB) programs.	2021	Complete
			Coordinate wait lists for programs across partners.	Process to commence to first map the process of various types of applications and identify areas of alignment and system improvements. Next step to engage with agency partners and stakeholders as part of the overall application system update.	2022/2023	Future action
			Identify process for transition of clients out of health services into housing with supports.		2022	Future action
5.3	Operations are efficient and maximize value for public dollar.	Arrears rates at or below 4% of gross rents across all municipally owned properties.	Implement rent-gear-to-income calculation changes to reduce and eliminate arrears resulting from non-reporting of income changes.	Rent-gear-to-income (RGI) simplification will be in effect July 1, 2021, as per legislation. In-house and housing provider training in progress.	2021	Complete

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			Implement rent-gear-to-income. Implement early stage resolution process for tenants who incur arrears to prevent escalation and eviction.	Pending funding, consideration of program and specific HSF monies for housing provider tenants only	2022/2023	Future action
GOAL #6: Reducing chronic homelessness						
6.1	Implement Reaching Home community projects.	Chronic homelessness is reduced by 50% by 2027.	Creation of a Community Homelessness Framework.	Council Report (2019-667) on community input into a local plan under the Reaching Home redesigned federal homelessness program	2021	Complete
			Implementation of a Homelessness Management Information and Coordinate Access System.		2020-2021	Complete and ongoing

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			Development of an Emergency Shelter Program Framework.	Draft emergency shelter framework created with shelter operator partners. Coordinated Access System is the framework. Updating the shelter operation framework and this will be on-going to modernization of the system and Shelter Provider Guidelines. Completion of Shelter Review by OrgCode in 2022.	2020-2022	Complete and ongoing - delayed due to pandemic
			Develop a Community Progress Report.	Reaching Home progress report framework submitted, with outcomes to be reported beginning Spring 2021. In 2022 there will be another Reaching Home Report presented to Council (Year update and announce new allocation).	2020-2021	Complete
			Implement a Quality By-Name List.	Will be operational by early 2021 when Coordinated Access system is launched.	2020-2022	Complete and ongoing