

JULY 8, 2025

JOINT SERVICES COMMITTEE REPORT

REPORT NO. JSC-011-2025

**UNITED HOUSING SOLUTIONS FOR ALL -
THE UNITED COUNTIES OF LEEDS AND GRENVILLE
TEN YEAR 2025-2035 HOUSING AND HOMELESSNESS PLAN**

**CHRIS MORRISON
MANAGER, HOUSING**

**SHANNA CULHANE
DIRECTOR, COMMUNITY AND
SOCIAL SERVICES**

RECOMMENDATIONS

THAT the Joint Services Committee recommend to Counties Council to approve the 2025-2035 Ten-Year Housing and Homelessness Plan.

FINANCIAL IMPLICATIONS

There have been no funds provided by the Ministry of Municipal Affairs and Housing (MMAH) with respect to the costs of implementing the Ten-Year Housing and Homelessness Plan (Plan). The Housing Department and the Integrated Program Delivery Department rely on the Housing and Homelessness Plan (HHP) when considering the utilization of MMAH funds, such as the Homelessness Prevention Program (HPP), the Canada-Ontario Community Housing Initiative (COCHI), and the Ontario Priorities Housing Initiative (OPHI).

The actions that have been identified in the Plan are varied, and several may require a commitment of future dollars, but such will only occur upon the direction and approval of the Joint Service Committee.

CLIMATE CHANGE IMPLICATIONS

Where possible, the reports are provided in a digital format to reduce the Counties' carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats upon request.

The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive to ensure accessibility barriers are reduced or eliminated where possible.

COMMUNICATIONS CONSIDERATIONS

There is a legislative requirement to communicate this information to the Minister of Municipal Affairs and Housing, and the same information is to be provided to the public. In order for it to be accessible to the public it is posted on the Counties' website.

BACKGROUND

The Housing Services Act was enacted in 2011, and one of the requirements established was for Consolidated Municipal Service Managers (CMSMs) to develop a ten-year housing and homelessness plan. The first housing and homelessness plan was approved by Council in May 2014.

The report is to include:

- Measures taken, and the progress achieved to meet the objectives and targets in the Plan.

- The report must mirror the requirements in the Housing Services Act.
- Provide the Minister of Municipal Affairs and Housing with the same information provided to the public, and the method in which it was reported to the public by June 30 of each year.

In addition, the Plan is to demonstrate how the provincial priorities in addressing housing and homelessness issues are being supported by the Service Manager.

On March 1, 2024, the Assistant Deputy Minister, Community and Supportive Housing Division, MMAH, notified all Service Managers that the Ministry understands that Service Managers may already be in the process of preparing to undertake the review of their local plans. At that time, the Ministry was in the process of reviewing the current policy direction that is intended to guide local plans to ensure the plans align with government priorities. As such, the Ministry requested that Service Managers not complete the review of their local plans until they receive further communication. The Ministry stated they understand the need to provide guidance in a timely manner. To date, no further information has been provided.

Given the current landscape of the issues of housing affordability and homelessness affecting persons in Leeds and Grenville, it was determined that it was imperative to move forward with a new plan.

Once the new provincial priorities are announced, they will be reviewed and incorporated as necessary into the new Plan for Leeds and Grenville.

As with the original Plan, Leeds Grenville is still striving to embody a strategic, community-focused approach to address not only the current needs and issues, but also looking to meet future housing needs. In developing the new Plan, an extensive community engagement was undertaken. Input was sought from the public, community partners, persons with lived-experience, indigenous persons, persons with disabilities, land-use planners and staff. These consultations were conducted in person and online.

Key highlights of housing issues identified from the consultations, and in reviewing current data include:

- The number of households entering into and affected by homelessness in Leeds and Grenville has greatly increased since the previous Plan.

- A lack of supportive housing for people who need more supports to be housed and live independently.
- Too much reliance on emergency/transitional housing spaces for those who are experiencing homelessness.
- Significant core housing need and an affordable housing deficit that presents housing affordability issues.
- There is a need for more rent-geared-to-income one-bedroom units in Brockville, Prescott and Kemptville.
- More non-market housing options are needed to provide an affordable home for all households, to prevent further households from being at-risk of homelessness and entering into homelessness.
- It is important to continue to maintain rent-geared-to-income housing targets as housing projects exit their original operating agreements.
- The Community Housing portfolio is a valuable community asset, which is aging and needs to continue to be maintained and repaired as per legislation to prevent the loss of subsidized housing units.

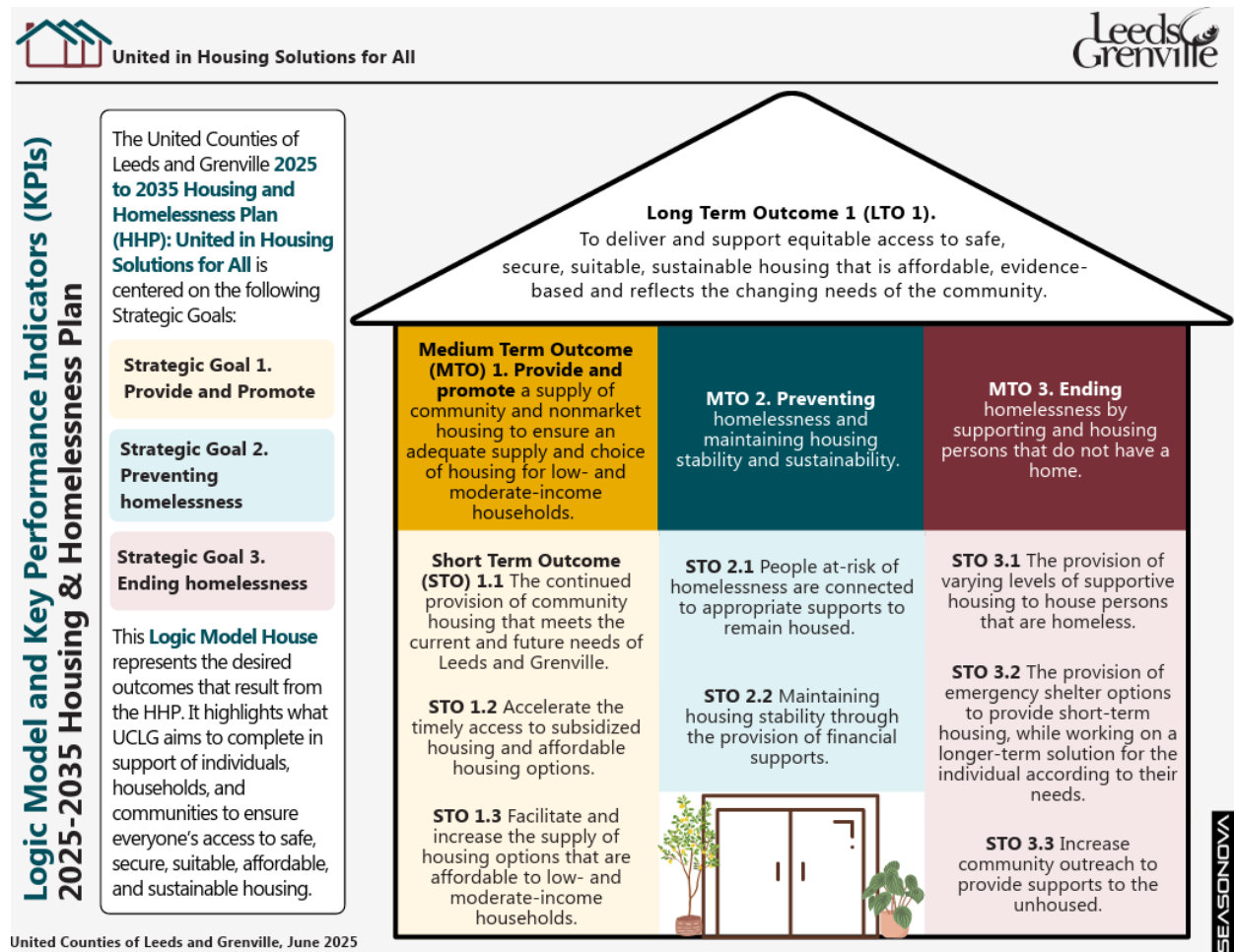
DISCUSSION/ALTERNATIVES

Since the creation of the United Counties of Leeds and Grenville's Plan in 2014, the landscape of housing and homelessness has significantly changed, not only in Leeds and Grenville, but the entire province. The issue of homelessness in our communities, and the need for a coordinated response has become a priority for all Service Managers.

In the original Plan there were three central overarching strategic goals identified:

- To maintain our current affordable housing programs and services.
- Enhance services to reflect the changing needs of the community.
- Involve all stakeholders in the development and implementation of the Plan.

These strategic goals have had to mature and evolve since the first Plan, to address the new realities faced by Leeds and Grenville. The attached Logic Model and Key Performance Indicators (KPIS) provides the revised strategic goals with short, medium, and long-term outcomes for the next ten-year period (2025-2035) of the Plan:



The residents of Leeds and Grenville are faced with increasing pressures to find affordable housing solutions, whether they are renting or buying. There has been an increase in homelessness, and more varied options needed to address the issues. An increased awareness of the need for supportive housing to be part of the homelessness solution is required.

Service Managers are facing complex issues with increasing costs and fixed funding, with the expectation to provide a solution. The only way to address these complex multi-faceted issues is through multi-level government and agency collaboration. It is acknowledged that there is not a one-size-fits-all solution to addressing homelessness and housing needs. The new Plan is titled "United in Housing Solutions for All" to exemplify this need for collaboration.

Leeds and Grenville is currently experiencing an unprecedented and escalating homelessness crisis, primarily driven by the increasing cost of post-pandemic market rents, and a growing affordability crisis that cannot be adequately addressed by the current range of program offerings and available housing options. There is a need to deliver and support more housing that reflects the needs of the community.

The new Plan was created as a deliberate set of actions, and looks to address the present issues, and forge a bold path for the future with housing solutions for all, and ending homelessness in Leeds and Grenville. Incorporated into the Plan are defined goals and key performance indicators to measure progress of a bold goal of addressing housing, and ending homelessness in Leeds and Grenville by 2035. The goals and key performance indicators will be evaluated annually and re-examined as part of the five-year mid-term review of the Plan.

As part of the next steps for the Plan, an evaluation and performance measurement framework will be developed in order to monitor, evaluate and report on our successes throughout the next ten-year period. Further details of which will be shared with the Joint Services Committee.

Through this Plan, the Community and Social Services Division, with its community partners, will be **United in Housing Solutions for All**, to prevent and end homelessness, support those who are homeless to be housed, and provide a range of community and non-market affordable housing options to meet the needs of low-income and medium-income households in Leeds and Grenville.

ATTACHMENTS

Attachment 1: Housing and Homelessness Plan 2025-2035

Attachment 2: Infographic 1 – Logic Model and Key Performance Indicators (KPIs)

Attachment 3: Infographic 2 – Action Planning and Timelines

Attachment 4: Infographic 3 - Accomplishments

The report set out above has been reviewed and the information verified by the individuals listed below.

CHRIS MORRISON
MANAGER, HOUSING

JUNE 20, 2025
DATE

SHANNA CULHANE
DIRECTOR, COMMUNITY AND SOCIAL SERVICES

JUNE 27, 2025
DATE

PATRICIA HUFFMAN
TREASURER

JUNE 30, 2025
DATE

AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER

JULY 2, 2025
DATE