JUNE 9, 2026

JOINT SERVICES COMMITTEE

REPORT NO. JSC-021-2026

UNITED IN HOUSING SOLUTIONS FOR ALL: THE UNITED COUNTIES OF LEEDS AND GRENVILLE 2025-2035 TEN-YEAR HOUSING AND HOMELESSNESS PLAN – ANNUAL PUBLIC REPORT

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INTERIM DIRECTOR
COMMUNITY AND SOCIAL SERVICES

RECOMMENDATIONS

THAT the Joint Services Committee recommend to Counties Council to approve the Annual Public Report 2026 for the United in Housing Solutions for All: The United Counties of Leeds and Grenville 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 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 action strategies that have been identified in the Housing and Homelessness Plan are varied, and several may require a commitment of future dollars, but such will only occur upon the direction and recommendation of the Joint Services Committee and approval of Counties Council.

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 make 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 by June 30 of each year, and the same information is to be provided to the public. For it to be accessible to the public, it is posted on the Counties' website.

BACKGROUND

The Housing Services Act (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. It is also a requirement of the Act that public reports on the activities of the previous calendar year are required.

The report is to include:

- Measures taken and the progress achieved to meet the objectives and targets in the housing and homelessness plan.
- Compliance with the requirements in the Act.
- Provision to the Minister of Municipal Affairs and Housing the same information provided to the public, and the method in which it was reported to the public by June 30 of each year.

The MMAH notified CMSMs on May 8, 2026, that the Ministry is currently considering implementing a new required format for CMSMs' annual reporting on their housing and homelessness plans. The Ministry plans to follow up with CMSMs in the near future to provide further communication on the annual reporting requirements for this year.

DISCUSSION/ALTERNATIVES

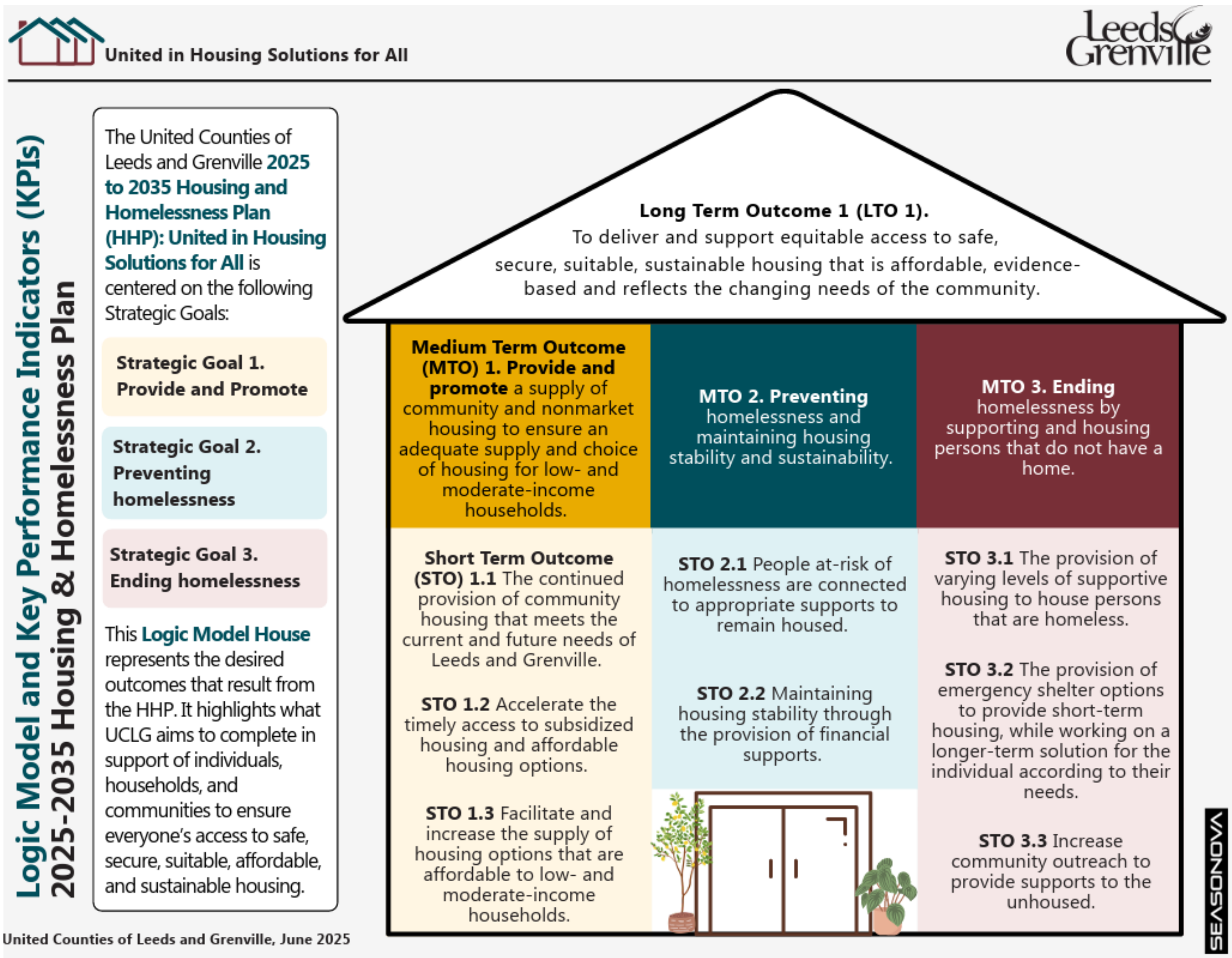
In 2024, the first Ten-Year Housing and Homelessness Plan (2014-2024) expired, and in July 2025 the second Ten-Year Housing and Homelessness Plan (2025-2035) was approved for Leeds and Grenville.

The Counties has made great strides in addressing homelessness over the past year. With the addition of 49 supportive housing units in 2025, and the collaborative work between multiple Leeds and Grenville agencies, individuals who have faced complex barriers to housing and support over long periods of time are now housed. While staff celebrate these successes, they recognize the growing affordability crisis and the increased complex challenges faced by those experiencing, or at risk of experiencing, homelessness. There is a need to deliver and support more housing that reflects the needs of the community.

The new plan, United in Housing Solutions for All: The United Counties of Leeds and Grenville 2025-2035 Ten-Year Housing and Homelessness Plan, was created as a deliberate set of actions, and looks to address present issues, and forge a bold path for the future with housing solutions for all, and end homelessness in Leeds and Grenville.

Incorporated into the Housing and Homelessness Plan are defined strategic 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 cover the entire ten years of the Plan, will be evaluated annually and re-examined as part of the five-year Plan assessment.



The 2025 outcomes for the Medium- and Short-Term Strategic Goals and the respective items in the Action Plan are captured in the attachments.

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 in Leeds and Grenville, 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 - 2025 Key Performance Indicators (KPIs)
Attachment 2 - Action Planning and Timelines

CHRIS MORRISON **MANAGER, HOUSING**	**May 29, 2026** **DATE**
FIONA GOODMAN **MANAGER, INTEGRATED PROGRAM DELIVERY**	**May 29, 2026** **DATE**
ALISON TUTAK **INTERIM DIRECTOR,** **COMMUNITY AND SOCIAL SERVICES**	 **May 29, 2026** **DATE**
PATRICIA HUFFMAN **TREASURER**	**May 29, 2026** **DATE**
AL HORSMAN **CHIEF ADMINISTRATIVE OFFICER**	**June 1, 2026** **DATE**

	Strategic Goal - Medium Term Outcome 1	Key Performance Indicators (KPIs)	Measurement		Service Level Targets	RGI	MARKET	Affordable
MTO 1-2.1	Provide and promote a supply of community and nonmarket housing to ensure an adequate supply and choice of housing for low- and moderate-income households.	# and types of community and nonmarket housing available	Count by housing type (e.g., co-op, nonprofit, market)	Public Housing	667	614	77	2
				Non-Profit Housing	246	215	95	63
				Rent Supplement Units	74	187	5	0
				Totals	987	1016	177	65
MTO 1-2.2		# of low- and moderate-income households accessing community and nonmarket housing	Count of low/moderate-income households housed annually	Public Housing	667	578	113	2
				Non-Profit Housing	246	193	117	63
				Rent Supplement Units	74	187	5	0
				Totals	987	958	235	65
MTO 1-2.3		Elapsed time from request to access community and nonmarket housing to accessing them	Average # of **days** from request to move-in	Totals	306 days			

#	Short Term Strategic Goal 1.1	Key Performance Indicators (KPIs)	Measurement		Service Level	RGI	MARKET	Affordable
STO1.1 -3.2	The continued provision of community housing that meets the current and future needs of Leeds and Grenville.	# of households accessing community housing over time	Count of households per quarter/year accessing units	Public Housing	667	633	77	2

#	Short Term Strategic Goal 1.2	Key Performance Indicators (KPIs)	Measurement	TOTALS
STO1.2 -4.1	Accelerate the timely access to subsidized housing and affordable housing options.	Elapsed time from request to subsidized housing to accessing subsidized housing	Average # of days from request to housing	306 days

#	Short Term Strategic Goal 1.3	Key Performance Indicators (KPIs)	Measurement	TOTALS	Change
STO1.3 -5.1	Facilitate and increase the supply of housing options that are affordable to low-and moderate-income households	# of housing options that are affordable to low- and moderate-income households and percent change	Count and % change of affordable housing units	1258	6%
STO1.3 -5.2		# of increase of units related to Service Level Standards	Net increase in units (compared to Service Level Standards baseline)	72	n/a
STO1.3 -5.3		# of low- and moderate-income households accessing housing options that are affordable as a percentage of counties population	% = (# of households in affordable housing ÷ total county population) × 100	7%	n/a

Short- Term Outcome 1.1 - The continued provisions of communtity housing that meets the curent and future needs of Leeds and Grenville.

#	Actions	Key Performance Indicators (KPIs)	Measurement	RESPONSIBLE		TOTALS
1	**Continue to invest in current community housing assets through asset management planning**	% of housing assets with current asset management plans	count of units with current plans (≤ 5 years old) ÷ count of all units* with or without plans	Housing	**Public Housing**	**100%**
					Non-Profit Housing	**0**
		% of Units Rated "Good" or "Very Good" (Condition Assessment)	count of units rated "good" or "very good" ÷ count of all units (condition	Housing	**Public Housing**	**100%**
					Non-Profit Housing	**n/a**
		Capital Projects Delivered On-Time and On-Budget	count of major projects meeting targets ÷count of all major projects	Housing	**Public Housing**	**100%**
					Non-Profit Housing	**n/a**

#	Actions	Key Performance Indicators (KPIs)	Measurement	RESPONSIBLE		TOTALS	TOTAL FUNDED
2	**Support community housing providers with repair funding opportunities**	# of providers receiving repair funding, OR $ of providers receiving repair funding	count of providers receiving funding, OR count of providers receiving funding÷ total eligible providers	Housing	**Public Housing**	**0**	**0**
					Non-Profit Housing	**5**	**$571,907.00**
					Totals	**5**	**$571,907.00**
		% of funded repairs completed within planned timelines	count of repair projects meeting targets ÷ count of total funded	Housing	**Public Housing**	**n/a**	
					Non-Profit Housing	**80%**	
3	**Engage with non-profit and co-op housing providers to support RGI units**	# of RGI **units maintained** or added	count of RGI units in place	Housing	**Non-Profit Housing**	**215**	
					Rent Supplement Units	**187**	
					Totals	**402**	
		% of providers meeting service level standards	count of NPP meeting service level standards ÷ count of total NPP (units or NPP)	Housing	**Non-Profit Housing**	**67%**	
		% of RGI Agreements Renewed or Extended On-Time (EOM)	count of agreements renewed ÷ count of total NPP in EOM	Housing	**Non-Profit Housing**	**100%**	
		# of Engagements with Non-Profit/Co-op Providers	count of meetings, training, or communications per year	Housing	**Non-Profit Housing**	**31**	

#	Actions	Key Performance Indicators (KPIs)	Measurement	RESPONSIBLE	TOTALS
4	**Enhance contributions to housing amortization reserves to address future needs**	Annual contributions to reserve funds	count of total dollars contributed this year	Finance	**$911,098.40**
		% growth of reserve balance	($ this year – $ last year) ÷ $ last year	Finance	**-0.035**
		# of NPP Contributing to Reserve Funds	coount of NPP contributing from AIR	Housing and Finance	

Short- Term Outcome 1.2 - Accelerate the timely access to subsidized housing and affordable housing options

#	Actions	Key Performance Indicators (KPIs)	Measurement	RESPONSIBLE	TOTALS
6	**Assess feasibility of municipally-funded rent supplement program to increase subsidized units**	Feasibility study completed	status of Study (not started/draft/approved)	Housing - Affordable	**Pending**
7	**Review and implement recommendations of feasibility report to increase subsidized units**	# of recommendations implemented	count of approved recommendations ÷ total recommendations	Housing - Affordable	**n/a**
		# of increased subsidized units	count of units added via rent supplements, agreements, or new builds	Housing	**n/a**
		Reduction in Wait Times for Priority Groups (e.g., families, seniors)	change in average wait time for targeted groups	Housing -	**n/a**
		% of RGI Market Rent Levels Aligned with Local Market Data	count of units updated ÷ total count of RGI market rent units	Housing	**n/a**
		# of Stakeholders Engaged in the Review Process	count of Landlords, tenants, service managers, municipal staff	Housing	**n/a**
8	**Review annual market rental increases to RGI units to match private market rates**	Impact on subsidized unit availability	count of number of RGI units maintained	Housing -	**614**
			count of unit turnovers	Housing	**19**
			total average length of vacancies (number vacant days ÷ 365 days) ÷ total number of units	Housing	**47**

Short- Term Outcome 1.3 Facilitate and Increase the supply of housing options that are affordable to low- and moderate income levels.

#	Actions	Key Performance Indicators (KPIs)	Measurement	RESPONSIBLE	TOTALS
9	**Administer and improve Affordable Home Ownership Program**	% of Program Funds Disbursed	total amount disbursed ÷ total allocated funding	Housing	**100%**
		# of Households Assisted Through the Program	count of number of approved applicants receiving homeownership support	Housing	**3**
10	**Provide data/information to develop evidence-based business case for new housing**	# of Funding or Capital Proposals Influenced by Data Provided	count of proposals for grants, CMHC programs, municipal capital plans	Housing - Affordable	**10 projects funded, 1 constructed, 9 are under construction or pre-construction**
		# of Data Sets or Reports Produced to Support Business Cases	count of housing needs assessments, demand forecasts, financial models provided	Housing - Affordable	**12**
		Stakeholder Satisfaction with Data Provided and Usefulness	survey results - % of users rating data as "useful" or "very useful" ÷ total survey responses	Housing - Affordable	**Pending**
11	**Refer developers and non-profits to funding and financing programs**	# of Community Partners informed of Funding or Financing Programs	count of number of unique referrals to programs	Housing - Affordable	**3**
		% of Referred Projects That Secure Funding	number of referred projects funded ÷ total referred (annual)	Housing - Affordable	**83%**
		# of Information Sessions or One-on-One Supports Provided	count of workshops, calls, or meetings explaining funding programs	Housing - Affordable	**27**
		# of New Housing Units Resulting from Referred Projects	count of new community/affordable units created from successful referrals	Housing - Affordable	**1 Project (24 units)**

Short- Term Outcome 1.3 Facilitate and Increase the supply of housing options that are affordable to low- and moderate income levels.

#	Actions	Key Performance Indicators (KPIs)	Measurement	RESPONSIBLE	TOTALS
12	**Support the development of subsidized and affordable housing through Leeds & Grenville Affordable Housing Development Lab**	# of Projects Supported Through the Development Lab	count of Projects Supported Through the Development Lab	Housing - Affordable	**6**
		% of Lab-Supported Projects Advancing to Construction or Approval	number of projects reaching key milestones ÷ total projects supported	Housing - Affordable	**0**
		# of units created throug Lab Projects	count of units available	Housing - Affordable	**0**
13	**Review effectiveness of provincially funded Secondary Suite Programs (ADUs)**	Review Report Completed with Recommendations for Improvement	status of report (not started/draft/approved)	Housing - PRPA	**Pending**
		Recommendations made	count of Recommendations from Report	Housing - PRPA	**n/a**
		Program Uptake Rate	count of approved applications to date	Housing - PRPA	**n/a**
14	**Continue funding Leeds & Grenville Landlord Secondary Suite program to create affordable ADUs**	# of Affordable ADUs Created Through the Program	count of secondary suites completed and occupied	Housing - ERIN M	**2**
		# of Applications Received vs. Approved	total applications submitted ÷ total approved (annual and over time)	Housing - ERIN M	**2**
15	**Identify solutions to rural housing development barriers**	Completion of Rural Housing Barrier Assessment	status of report (not started/draft/approved)	Housing	**Pending**

Short- Term Outcome 1.3 Facilitate and Increase the supply of housing options that are affordable to low- and moderate income levels.					
#	**Actions**	**Key Performance Indicators (KPIs)**	**Measurement**	**RESPONSIBLE**	**TOTALS**
16	**Establish unit size, tenant, and geographic targets for new RGI, affordable, supportive, transitional housing**	Completion of Housing Needs and Demand Analysis	status of report (not started/draft/approved)	Housing - Affordable	**Pending- Updated Census Data Required (2027-2028)**
		Establishment of Unit Size Targets by Housing Type	targets set (e.g., 1BR, 2BR, 3BR by RGI, transitional, etc.) (not started/draft/approved)	Housing - Affordable	**Pending- Updated Census Data Required (2027-2028)**
		Geographic Distribution Targets Identified	distribution goals by municipality or sub-region (compelted/not completed)	Housing - Affordable	**Pending- Updated Census Data Required (2027-2028)**
		Tenant Priority Groups Identified and Quantified	targets by population (e.g., seniors, youth, Indigenous, women) (completed/not completed)	Housing - Affordable	**Pending- Updated Census Data Required (2027-2028)**
		Review and Update of Targets Conducted	status of review and updates (not started/draft/approved)	Housing - Affordable	**Pending- Updated Census Data Required (2027-2028)**
17	**Review Community Housing portfolio for sustainability; implement mixed income model**	Portfolio sustainability assessment completed	status of report (not started/draft/approved)	Housing - PRPA	**Pending**
		# of Buildings Identified as Candidates for Mixed-Income Model	count of bulidings based on location, demand, and financial analysis	Housing - PRPA	**6**
		# of Sites with Reinvestment Strategy into Non-Market Housing	count of sites with plans to redirect revenue to new non-market options	Housing - PRPA	**Pending**
		Projected # of Non-Market Units to Be Added from Reinvestment	count of non-market units based on financial modeling and savings generated	Housing - PRPA	**Pending**
		Annual Review and Reporting on Portfolio	status of portfolio review (not started/draft/approved)	Housing - PRPA	**Pending**

Short- Term Outcome 1.3 Facilitate and Increase the supply of housing options that are affordable to low- and moderate income levels.					
#	**Actions**	**Key Performance Indicators (KPIs)**	**Measurement**	**RESPONSIBLE**	**TOTALS**
18	**Maximize governmental housing initiatives to align with UCLG's HHP Plan**	# of Government Initiatives Aligned with UCLG's HHP Priorities	count of Federal/provincial programs matched to local goals	Housing	**3**
		$ in Government Funding Secured Annually	count (total) amount received from all levels of government (annual)	Housing and Finance	**$1,169,558.00**
		# of Projects Leveraging Multiple Government Streams	count projects co-funded by more than one level of government	Housing	**1**

Short- Term Outcome 2.2Maintaining housing stability through the providions of financial supports					
#	**Actions**	**Key Performance Indicators (KPIs)**	**Measurement**	**RESPONSIBLE**	**TOTALS**
9	**Administer OPHI – Ontario Renovates**	# of households served/projects completed	count of renovation projects completed	Housing	**11**
		% of budget spent	amout budget spent ÷ total budget	Housing	**100%**
		% of projects with accessiblity modifications fund	count of projects that inclued modifications	Housing	**2**

Medium - Term Outcome 2. Maintaining Housing Stability through the Provision of Financial Supports					
Short - Term Outcome 2.1 - People at risk of homelessness are connected to appropriate supports to remain housed.					
#	**Actions**	**Key Performance Indicators (KPIs)**	**Measurement**	**Responsibility**	**2025**
1	**Continue to administer the Homlessness Prevention Benefit and Ontario Works Discretionary Benefit, to issue funds to prevent eviction and loss of utilities.**	# of households assisted with prevention funding+C4:C14	Count of number of unique households supported - Only HPB, OW Discretionary used for other purposes outside of Homelessness	IPD	204
		$ disbursed via HPB and OW discretionary funds	Count of funds issued - Only HPB	IPD	$ 153,112
		% of funding used specifically for rent arrears or eviction prevention	Total funds addressing eviction risk ÷ total funds spent *- 50% of total HPB budget*	IPD	50.4%
2	**Increase financial investments for prevention from HPP.**	# of prevention-focused initiatives funded	Count of current, new or expanded programs	IPD	10
		Average cost per preventionintervention	Total prevention dollars ÷ households assisted - currently unable to track; unable to differentiate between homeless services and prevention services funding	IPD	*
3	**Prepare individuals for independent living in the community.**	# of individuals enrolled in independent living programs (with community partners)	Count of individuals participating in structured supports - CABIN/1805, UCLG Supporitve	IPD	69
		# of transitions to independent housing	Count of individuals who move to independent, non-supported housing	IPD	11
		% of transitions that remain stable after six months	Count of participants who remain housed independently - Not reportable in 2025, not currently being collected		*
4	**Review and identify program improvements to the Homelessness Prevention Program (HPP), including creation of an overall HPP database.**	Completion of HPP program review and gap analysis	Status of formal internal/external review - not started/draft/approved	IPD	*
		# of program improvement recommendations identified	Count of program improvement recommendations identified - To be completed after analysis/review		*
		# of improvements implemented within 12 Months	Count of recommendations identified (can be %) - To be completed after analysis/review		*

#	Actions	Key Performance Indicators (KPIs)	Measurement	Responsibility	2025
6	**Identify the feasibility of establishing prevention programs such as the Rent and Utilities Bank in order to help people at risk of homelessness, lessening the pressure on HPP and reducing depencency on HPB for rent and utilities arrears.**	# of people and/or # of households supported who were at-risk of homelessness.	Unique count of people/households supported	IPD	484
		Amount of financial supports provided to maintain housing stability and sustainability ($).	Total $ provided in supports (annually) - HPB, Strong Communities, BNL Housing Allowance	IPD/HOUSING	$ 316,073
		# of people supported who remained housed for six month and one year.	Count of clients housed six months / one year - not available	IPD	*
		Cost per individual per program type.	$ per person supported annually [BNL Housing allowance + HPB + Strong Communities divided by number of people]	IPD	$ 1,259

Short - Term Outcome 2.2 - Maintaining Housing Stability through the Provision of Financial Supports (At Risk)

#	Actions	Key Performance Indicators (KPIs)	Measurement	Responsibility	2025
7	**Continue to partner and develop service agreements with community agencies to ensure those vulnerable to homelessness are supported in their efforts to remain and/or secure housing, including provincially mandated priority populations.**	# of active service agreements with community agencies	Count of MOUs or formal partnership agreements in place (# of programs) - Partner agencies only	IPD/Housing	7
		# of at-risk people served through supported partner programs	Count of at-risk clients served via agency partnership supports - Partner agencies only	IPD/Housing	133
		# of new partnerships developed annually (funded by HPP)	Count of new collaborations addressing housing vulnerability	IPD/Housing	0
		# of new partnerships developed annually (not funded by HPP)	Count of new collaborations addressing housing vulnerability	IPD/Housing	3
		Length of time supported individuals/households engage with the Homelessness Prevention Program	Average engagement duration (in days/months) - Not reportable in 2025, not currently being collected	IPD	*
8	**Review and match people and/or households at-risk of homelessness to approriate programs funded provincially or federally.**	# of people and/or # of households accessing HPP towards housing stability	Count of people/households achieving stability - HPB, BNL, Strong Communities	IPD	251
		Amount of financial supports provided to maintain housing stability	Total $ provided toward stability - HPB, BNL, Strong Communities	IPD	$316,073

Medium-Term Outcome 3. Ending Homelessness by Supporting and Housing Persons that do not Have a Home.					
Short-Term Outcome 3.1 - The provision of varying levels of supportive housing to house persons that are homeless					
#	**Actions**	**Key Performance Indicators (KPIs)**	**Measurement**	**Responsibility**	**2025**
1	**Continue community-based supportive housing in collaboration with community partners.**	# of supportive housing options available for unhoused individuals	Total # of supportive housing units - JHS Pathways cabins, UCLG units	IPD	53
		# of unhoused individuals accessing supportive housing	Count of individuals accessing those units - JHS Pathways cabins, UCLG units	IPD	71
		# of collaborative supportive housing projects ongoing	Count of collaborative projects	IPD	1
		# of referrals made to community agencies	Count of referrals - Not reportable in 2025, was not being collected	IPD	*
		# of supportive housing units maintained	Count of active supportive housing units - JHS Pathways cabins, UCLG units	IPD	53
		Occupancy rate - UCLG supportive	Total unit-days occupied ÷ total unit-days available	IPD	66%
		# of partner agencies actively involved in supportive housing initiatives	Count of MOUs, funding agreements, or active projects with partners	IPD	1
2	**Create 50 units every 3 years, total 150 units by 2035 (conditional on funding).**	# of units created every three years - TBD	Count of units (annually) **- TBD**	IPD/Housing	49
		Total units created over time - TBD	Cumulative count of units per annum **- TBD**	IPD/Housing	49
3	**Create 25 supportive housing cabins.**	# of cabins constructed	Count of cabins **- Completed 2025**	IPD	25
		Occupancy rate (cabins only)	Total unit-days occupied ÷ total unit-days available - Not reportable in 2025, was not being collected	IPD	*
		# of community or service Ppartnerships involved	Count of service partners - Not reportable in 2025, was not being collected	IPD	*
4	**Administer Homelessness Prevention Program (HPP) funding for community-based programming, including youth and individuals involved in the justice system.**	% of HPP funds allocated	$ allocated ÷ total HPP funding available	IPD	100%
		# of unhoused people served through HPP funding	Count of unhoused clients served by HPP dollars - Currently unable to count unique #, should be able to with HIFIS	IPD	2017
		# of community agencies funded	Count of community agencies (# of agencies)	IPD	5

Short-Term Outcome 3.2 - The Provision of Emergency Shelter Options to Provide Short-Term Housing, while Working on a Longer-Term Solution for the Individual According to their Needs.

#	Actions	Key Performance Indicators (KPIs)	Measurement	Responsibility	2025
5	**Administer provincial funding for varying levels of emergency shelter spaces.**	# of emergency shelter beds/spaces funded	Count of unique beds funded - UCLG, CCC	IPD/Housing	35
		Average length of stay in shelter	Average nights per client (annual) - UCLG units only	IPD/Housing	85
		Cost per shelter bed per night	Total shelter costs ÷ total bed nights provided - UCLG, CCC	IPD	$117
6	**Develop consistent emergency shelter model across the counties, including a centralized database**	Shelter model framework developed and approved	Status of framework model - not started/draft/approved	IPD	*
		# of shelters aligned with consistent model standards (or beds)	Count of shelters using model ÷ total shelters (or count in beds available within framework model) - pending HIFIS	IPD	*
		% of shelters using centralized database	Count of shelters actively reporting into system ÷ total number of funded shelters - pending HIFIS	IPD	*
7	**Increase transitional (21-day shelter) units and beds in Leeds and Grenville.**	# of transitional (21-day shelter) units/beds (baseline)	Count of units (baseline)	IPD	7
			Count of beds (baseline)		10
		# of new transitional (21-day shelter) units created	Count of new units/beds	IPD	1
		Average length of stay in transitional (21-day shelter) units	Total days ÷ total clients	IPD	85
		# of clients transitioned to permanent housing	count of individuals - UCLG only	IPD	27
		Occupancy rate (%)	Count of occcupied units ÷ total available (annual)	IPD	98%

Short-Term Outcome 3.3 - Increase Community Outreach to Provide Supports to the Unhoused.					
#	**Actions**	**Key Performance Indicators (KPIs)**	**Measurement**	**Responsibility**	**2025**
8	**Continue to maintain the By-Name List (BNL) to accurately track and identify service needs for the unhoused population across Leeds and Grenville.**	# of new individuals added to BNL	Count of new BNL individuals	IPD	146
		# of individuals moved to housing from BNL	Count of BNL individuals moved into housing	IPD	153
		% of BNL individuals housed who remain housed after six months	# remaining housed ÷ total housed six+ months ago - Not reportable in 2025, was not being collected	IPD	*
		# of individuals on the BNL (Dec)	# of individuals on BNL - limited to those who consent to BNL	IPD	138
		% change in homelessness over time	# homeless ÷ rate of change from Jan to Dec		2%
		Homelessness recidivism rate per program type	% of clients who return to homelessness within 6–12 months by program * since BNL tracking began	IPD	42%*
		# of referrals made from Coordinated Access	Count of referrals made by BNL - Not reportable for 2025		*
9	**Evaluate BNL process to ensure coordinated access to available housing and resources to support the unhoused population.**	Review of BNL process	Status of review (not started/draft/approved)	IPD	*
		Process improvements identified	Count of improvements identified (not started/draft/approved)	IPD	*
10	**Coordinate community outreach efforts to support unhoused populations.**	# of outreach events coordinated	Count of outreach events coordinated - Not reportable for 2025	IPD	*
		# of individuals engaged in events	Count of individuals in attendance or participating in events - Not reportable for 2025	IPD	*
12	**Explore community engagement to coordinate community wide effort to reduce homelessness across Leeds and Grenville.**	# of engagement sessions	Count of sessions - Not reportable for 2025	IPD/Housing	*
		# of stakeholders attending engagement sessions	Count of attendance at sessions - Not reportable for 2025	IPD/Housing	*