
Special Needs

Persons with special housing needs require support services and/or housing design features (e.g. wheelchair accessible) not normally provided in housing and without which these persons would be unable to live independently, even if the housing was affordable. This client group includes persons with physical or mental disabilities, victims of family violence, persons recovering from drug addiction problems, the homeless, troubled youth, and seniors requiring support services. Housing these clients is generally more complex than the other major client groups and to be successful would require linking housing and appropriate support services as a package.

79 registrants, mostly from non-profit organizations directly involved in the delivery of supportive housing or in the delivery or planning of health or social services, selected the special needs housing stream. While participants in this group tended to be in the health or support services field, a fair number of social housing management bodies and local politicians also took part in these round table discussions. John Martin of Alberta Municipal Affairs was the facilitator for this stream. Panel members included Gary McPherson (Premier's Council on the Status of Persons with Disabilities, Ed Riediger (Robin Hood Association for the Handicapped), Dermot Baldwin (Calgary Drop-in Centre), Ron Wickman (Ron Wickman Architect), Helen Krimmer (Handicapped Housing Society), and Bonnie Laing (MLA Calgary-Bow, Calgary Housing Committee).

Most of the comments and suggestions from this stream relate to the issues of insufficient financial resources for housing and support services, insufficient coordination and cooperation within government and between governments and too many regulatory and community barriers to new supportive housing developments. The most frequently suggested solutions to overcome these needs and obstacles include stronger commitment and leadership from government to: increase housing and support funding; remove barriers through better coordination of services and flexible funding arrangements; and, work with communities and service agencies to develop better planning and standards and remove road blocks to special needs housing.

SPECIAL NEEDS
SUMMARY OF HIGH PRIORITY IDEAS FROM ROUND TABLE DISCUSSIONS

Needs	Freq	• Comments
Project Specific	20	<ul style="list-style-type: none"> • Safety and Security (5) • Affordable Housing with supported services (3) • Accessibility <i>[Interpreted as: a) accessibility within physical dwelling (ie. handicap accessible); b) accessibility to daily living services (i.e. transportation); c) accessibility of support services (i.e. ease of accessing support services)]</i> • Non judgmental housing (acceptance). <i>(Interpreted as: a) acceptance by community; b) acceptable/appropriate housing for need - including barrier-free considerations)</i>_(3) • Housing – range full of options/style of housing, e.g. Respite, emergency, long-term, diff. Housing models- transitional housing with skills training, support housing with rehabilitation serv.) (2) • More financially mixed neighbourhoods • Common areas <i>(Interpreted as referring to physical layout, as per flip chart comments)</i> • Esthetically pleasing environment • Privacy <i>(Interpreted as: a) individual privacy within the physical building; b) personal privacy with respect to community awareness, i.e. want to be treated like everyone else)</i> • Special needs housing other than strictly rehabilitative <i>(believe this refers to Abuse Victims - e.g. Women required to leave a Shelter)</i> • Better maintained housing • Location
Create or Enhance Services	14	<ul style="list-style-type: none"> • Continuum of integrated housing & support services (immediate and ongoing) / Long-term support (services) - specialists and generalists (5) • Accessibility <i>[Interpreted as: a) accessibility within physical dwelling (ie. handicap accessible); b) accessibility to daily living services (i.e. transportation); c) accessibility of support services (i.e. ease of accessing support services)]</i> (3) • Access to suitable employment (2) • Mental health support • Better day programs for mentally ill instead of living in custodial setting • More social & recreational activities available to adults & children • Household items available
Education	11	<ul style="list-style-type: none"> • De-stigmatize the issue through community inclusion, public awareness. Non judgmental housing (acceptance). <i>(Interpreted as: a) acceptance by community; b) acceptable/appropriate housing for need)</i> (5) • Preventive approach with family, etc. (early intervention), long-term cycle intervention (2)

		<ul style="list-style-type: none"> • Education in regard legal issues (landlords) (e.g. Stewart vs. Extendicare) • Educating support systems to support the people in supported housing, etc. (educating collateral service providers) • Access to <u>All</u> education • Assistance to individuals and/or their families in identifying their need
Other	10	<ul style="list-style-type: none"> • Individual choices (personal care options / supportive housing options) (2) • Grass-roots advocacy (2) • Assessment beds • Privacy (<i>Interpreted as: a) individual privacy within the physical building; b) personal privacy with respect to community awareness, i.e. want to be treated like everyone else</i>) • Legislation for mentally ill • Tailored-to-“fit” solutions – urban vs. rural • To be a contributing member of the community • Accessing recognition of victims of mistreatment
Resources - Individuals	8	<ul style="list-style-type: none"> • Raise income levels, higher minimum wage, increase Supports for Independence (SFI)/Assured Income for the Severely Handicapped (AISH) (2) • Sustainable income supports • Financial assistance • Funding for medication • Money to follow individual • Income to match housing need • More money & reasonable damage deposit
Roles - Operations	7	<ul style="list-style-type: none"> • Accessibility (<i>Interpreted as: a) accessibility within physical dwelling (ie. handicap accessible); b) accessibility to daily living services (i.e. transportation); c) accessibility of support services (i.e. ease of accessing support services)</i>) (4) • Gatekeeper of services / One-Stop Shopping (2) • Less gov’t bureaucracy and increased flexibility/decision making for special purpose group
Roles - Strategy/Planning	5	<ul style="list-style-type: none"> • Collaboration/partnership between all levels of gov’t, with community involvement, etc. (incl. Community e.g. landlords) (2) • Collaboration between service providers • Community Empowerment • Greater case management between support workers
Resource Sources	4	<ul style="list-style-type: none"> • Financial resources (<i>Interpreted as: financial resources for special purpose groups</i>) • Long term funding • Funding supports - Federal / Provincial / Municipal / Industry • Incentives for community development

Resource Allocation	3	<ul style="list-style-type: none">• Funding for staff and programs• Wages of caregivers, quality of care• Dollars for adapting
Further Clarification Required	n/a	<ul style="list-style-type: none">• More flexibility about rent when in crisis• Costs/clients (relative to #'s)• Consistency• Sense of community (service club)

Obstacles	Freq	Comments
Roles - Strategy/Planning	24	<ul style="list-style-type: none"> • Changing political agendas of party in power / Too much of a “problem of the month” approach to concerns. “Pet Problem” (3) • Lack of planning (both short and long term) (3) • No political will / Lack of advocacy by political leaders & helping agencies (2) • Lack of personal and government ownership of problem / passing responsibility between agencies and (gov’t) departments <i>(has both planning and operating implications)</i> (2) • Narrow focus (e.g. qualification for assistance too restrictive) (2) • Lack of advocacy by political leaders & helping agencies • Inconsistencies in legislation and by-laws across the province • Lack of co-ordinated long-range planning by large government agencies (i.e. Health, Social Services, Municipal Affairs) • Lack of long-term planning for housing by gov’t (leadership / administration) • More co-ordination between Provincial Gov’t departments • Lack of program & policy coordination – leadership • Lack of ownership involvement <i>(Interpreted as: a) owners are not sufficiently involved; b) no one/group is taking ownership)</i> • Turf protection re: provincial gov’t departments (Health, Social Services, AMA, PWSS, Transportation) • Competition vs. co-operation among local agencies • Too many restrictions on local decision making <i>(has both <u>strategy</u> and operational implications)</i> • Barriers or disincentives to getting off SFI – AISH • Performance measures for gov’t departments too isolating – need to be tied to common outcome measures. (Business Plans) <i>(Has both <u>planning</u> and operational implications)</i>
Resource Sources	14	<ul style="list-style-type: none"> • Lack of funding (capital/operating) / Lack of subsidies <i>(interpreted as: a) lack of source funding; b) insufficient source funding being allocated to subsidies)</i> (5) • Lack of long-term funding / Agency territorialism reinforced by funding strategies (typically short-term) (2) • Not enough support services (2) • Lack of investment in housing (not enough units) no incentives or return • Lack of incentives for private sector involvement • Lack of private sector involvement – builders & developers • No incentives to fix the problem • Lack of Land

Roles - Operations	13	<ul style="list-style-type: none"> • Red Tape / Government Bureaucracy re: a) services/housing/references/eligibility/asset limits; b) municipal land use by-laws /zoning. Too many restrictions on local decision making (<i>has both strategy and operational implications</i>) (5) • Lack of coordination/authority to cross departmental/funding boundaries – both across and within levels of gov't / Fragmentation of service - falling between the gaps (4) • Lack of inter-departmental accountability; lack of personal and government ownership of problem/passing responsibility between agencies and (gov't) departments (<i>has both planning and operating implications</i>) (2) • Inability to create affordable housing <u>now</u> due to: a) lack of appropriate support co-ordination, b) government bureaucracy, c) lack of affordable rental accommodation, d) escalating rents • Performance measures for gov't departments too isolating – need to be tied to common outcome measures. (Business Plans) (<i>Has both planning and operational implications</i>)
Education	11	<ul style="list-style-type: none"> • NIMBY syndrome / there is more sophisticated community resistance (7) • Lack of personal responsibility – public apathy / Lack of understanding or caring (2) • Perception of those in need (i.e. drain on tax dollars)/stigma, invisible disabilities, blaming the victim which is supported by public will • Ignorant media messages
Resource Allocation	6	<ul style="list-style-type: none"> • Funding based on diagnosis, not needs • Agency territorialism reinforced by funding strategies (typically short-term) • Funding distribution - limited • Funding not flexible or sufficient • Lack of subsidies (<i>Interpreted as: a) lack of source funding; b) insufficient source funding being allocated to subsidies</i>) • Too much being asked of Non Profits with too little resources
Resources - Individuals	6	<ul style="list-style-type: none"> • Lack of individual resources (including resources to make change from street to other accommodation) (4) • Funding/income supports • Minimum wage
Project Specific	6	<ul style="list-style-type: none"> • Transportation (<i>Interpreted as service available but not physically accessible</i>) (2) • Poor design – don't fit in to surrounding properties • Lack of standards quality (<i>Interpreted as a) with respect to physical building; b) with respect to support services</i>) • Accessibility to emergency services (<i>Interpreted as: services available but not physically accessible</i>) • Land locations

Other	6	<ul style="list-style-type: none"> • Inability to create affordable housing <u>now</u> due to (2): a) lack of appropriate support co-ordination, b) government bureaucracy, c) lack of affordable rental accommodation, d) escalating rents, e) High market rents • Lack of ownership involvement (<i>Interpreted as: a) owners are not sufficiently involved; b) no one/group is taking ownership</i>) • Low vacancy = low landlord tolerance • Complexity of problem • Attitude that this is a problem without solution
Create or Enhance Services	4	<ul style="list-style-type: none"> • Not enough education for basic living skills (free services needed) • Lack of standards quality (<i>Interpreted as a) with respect to physical building; b) with respect to support services</i>) • Employment support • Poor assessment by social workers (S.F.I.)
Further Clarification Required	n/a	<ul style="list-style-type: none"> • Lack of education • Lack of Co-operation • Unsupported permanent housing: Unsafe/Inappropriate • Assessing needs

Solutions	Freq	Comments
Resource Sources	13	<ul style="list-style-type: none"> • Re-profile existing publicly owned buildings, including (provincially-owned housing stock, schools, hospitals) (3) • Housing Trusts (2) • Stable adequate funding for non-profit. Stable adequate funding - to come from government. (2) • Land swaps for development of more inner-city housing • Develop land banks in rural and urban communities with designated special needs lands • Increase rent allowance from SFI and AISH • Continue and enhance rental subsidy. Recognize that market rents don't take into account higher cost of operating homes for special needs. Subsidize to cover reasonable costs. • Finance 100% capital cost • Property tax exemptions
Roles - Operations	9	<ul style="list-style-type: none"> • Create an accountable and responsible alliance responsible for removing barriers and encouraging housing and support services to respond to identified needs, whether programmatic or financial. Example of responsibilities: <ul style="list-style-type: none"> - Fast track services - use of discretionary funding in AMA budget to support innovation, i.e. land and housing trust - utilize existing reports and information to quantify magnitude of need as a basis for action - create designs to address mobility concerns across all "streams" - accountability: produce status reports of progress Example of alliance would be AFSS, AMA, municipal gov't, CMHC, private sector Key factors for success: Political will, support by provincial Corporate Finance (2) • Allow special purpose non-profit groups flexibility to use funding for administration/operation of special purpose facilities as they see fit. (2) • Centralize inter-provincial government funding, eg "Special Needs Program" . (Special purpose agencies/clients require funding for accommodation <u>and</u> support services jointly. Funding for both should be available from one government outlet). • Allow special purpose non-profit groups to design, develop and construct special purpose facilities (unit design and physical adequacy, affordability, community integration), e.g. Habitat for Humanity. • Work in partnership with funders to allow more flexibility in the use of funds • Develop an all inclusive partnership, including builders, city government, Health, Edmonton (Housing) Trust Fund, non-profit and owner. (<i>Interpreted as: a "per project" partnership, i.e. new</i>

		<p><i>partnership formed for each project)</i></p> <ul style="list-style-type: none"> Partnership between landlords/hotels and non-profit agencies to provide management of support programs/services (Two possible interpretations: 1) Non-profit groups provide support to landlords housing special purpose clients 2) private landlords provide support/advise on property management to non-profit groups)
Project Specific	6	<ul style="list-style-type: none"> Non-profit developers <ul style="list-style-type: none"> - reinvestment of income into more housing - sweat equity - flexible to needs of individuals - design for future needs (2) Integrated use of buildings (<i>Interpreted as: Allow special needs to live with non-special needs in the same building</i>) Involve Habitat for Humanity Approach (2) Build 5 units in each of Calgary and Edmonton, and 1 unit in each of Brooks and Fort McMurray <ul style="list-style-type: none"> - built by Habitat for Humanity, using existing design by Ron Wickman - funded by province/municipal government, trust funds, Telus and utilities - Regulations & zoning - city, municipalities to co-operate and ease restrictions - owned by individuals (seniors, disabled, low-income families) - service by all/any agencies as needed (Home Care, PMHAB) - Public education - involve communities where these are located <p>Other Implementation Option from same group's flip chart</p> <ul style="list-style-type: none"> - provincial gov't design - funded by a trust fund <p>Provincial Mental Health or others providing supports</p>
Roles - Strategy/Planning	5	<ul style="list-style-type: none"> Combined Provincial and Community-based leadership, to provide information and build on approaches to meet individual needs based on ideas that are already working (2) Create an alliance of stakeholders (e.g. individuals from non-profit, public and private sectors) to continue work of how to assess/address special needs. Monitor and assess provincial special needs (<i>not a proposal evaluation committee</i>) Create an interdepartmental planning committee responsible for organizing one-stop shopping. Promote and continue to use inter-governmental committees to break down barriers within government

Education	4	<ul style="list-style-type: none"> • Educate communities (2) • Educate landlords re: their legal responsibilities regarding special needs rental accommodation • Educate collateral service providers
Resource Allocation	3	<ul style="list-style-type: none"> • Money and support should follow the person not the housing (2) • Base funding on care not equal allocation among special purpose groups. (Some special needs require more \$ than others to provide same level of care).
Create or Enhance Services	3	<ul style="list-style-type: none"> • Support services and housing models need to provide for changing needs. [Individual needs change over time, and support services and housing model need to change with the individual. <i>(Two possible interpretations: individual stays put, <u>or</u> moves from one specialized facility to another as need changes)</i>] • Resources to maintain housing in times of personal crisis, i.e. during family breakdowns, hospitalization, incarceration, child welfare intervention • Provide support services to ensure individual's successful independence
Other	1	<ul style="list-style-type: none"> • Regulatory bodies encouraging code/by-law upgrade should identify costs and revenue sources to meet this.

Partnerships	Freq	Comments
Project Specific	3	<ul style="list-style-type: none"> <li data-bbox="521 254 1484 512"> <p><i>Purpose:</i> (Interpreted as: construct special purpose housing)</p> <p><i>Explanation:</i> Look outside housing for partners for sweat equity opportunities (Interpreted as: having students, with professional supervision, build special needs housing as part of their apprenticeship program)</p> <p><i>Example(s):</i> Partnership of students, Advanced Education, Union (\$), apprenticeship programs with special purpose non-profit agencies</p> <li data-bbox="521 667 1484 814"> <p><i>Purpose</i> Cause-related marketing to corporations / Partnerships with profit sector</p> <p><i>Explanation:</i> (Interpreted as: corporate sponsorship of a special project)</p> <li data-bbox="521 827 1484 1010"> <p><i>Purpose:</i> To improve quality of living in new units</p> <p><i>Explanation:</i> Giving existing tenant input on design</p> <p><i>Example(s):</i> Partnership between special needs tenant and builder/developer (e.g. private contractor or non-profit group or provincial gov't)</p>
Roles - Strategy/Planning	2	<ul style="list-style-type: none"> <li data-bbox="521 1054 1484 1276"> <p><i>Purpose:</i> Remove barriers to funding possibilities and accessibility through Provincial-wide planning instead of regionalization</p> <p><i>Example(s):</i> Partnership of AMA, Health, Social Services, Municipal Government, and Housing Management Bodies</p> <li data-bbox="521 1289 1484 1549"> <p><i>Purpose:</i> A workable program/system for <u>all</u> people in need</p> <p><i>Explanation:</i> Set up a pilot project, involving <i>partnership</i> (see <i>example given</i>), to set up a workable program/system for <u>all</u> people in need</p> <p><i>Example(s):</i> Partnership involving government (federal, provincial, municipal), developers, bankers, non-profit organization, and residents</p>
Information	2	<ul style="list-style-type: none"> <li data-bbox="521 1589 1484 1629"> <p><i>Purpose:</i> Information partnership</p> <li data-bbox="521 1642 1484 1709"> <p><i>Purpose:</i> Cross-pollination of ideas, knowledge and resources (Care Providers and Industry)</p> <li data-bbox="521 1717 1484 1785"> <p><i>Explanation:</i> Have an Information Resource in every RHA to co-ordinate cross-pollination</p>

Resource Sources	1	<ul style="list-style-type: none"> • <i>Purpose:</i> Fundraise / Raise Profile • <i>Explanation:</i> Partnering, on a goodwill basis - fundraise/raise profile (<i>interpreted as a donation of time or resources</i>) • <i>Example(s):</i> (<i>Partnering special purpose non-profit group</i>) with trade association, UDI, real estate association, BOMA, APA, appraisers, Assessors
Roles - Operations	1	<ul style="list-style-type: none"> • <i>Purpose:</i> Crisis partnership (Vision + Passion = a good partnership) • <i>Example(s) :</i> "Inn from the Cold"
Education	1	<ul style="list-style-type: none"> • <i>Purpose:</i> Provide opportunity for business and government to mentor and guide young adults for: <ul style="list-style-type: none"> a) social responsibility to be taken seriously b) social conscience development • <i>Explanation:</i> (<i>For young adults under the age of 22</i>) A mandatory 6 months of personal development and community education - working in a social agency/ humanitarian service (Peace Corps model) - in a Canadian community • <i>Example(s):</i> "The Cheap Core": Partnership of young adults (under the age of 22), with businesses, legal firms, police force, social agencies, and all levels of government
*Other (Strategy)	n/a	<ul style="list-style-type: none"> • Community centered solutions appropriate to individual communities, using private development, individuals in need, and rent-supplement program • Rent-to-own - No down payment; more flexibility; no hidden expenses • * (<i>Considered to be a Strategy rather than a Partnership</i>)
Further Clarification Required	n/a	<ul style="list-style-type: none"> • Educational - skill building training using resources from multiple sources • Partnering with parents/consumers • Banks and Federal Government • 50/50

SPECIAL NEEDS
SUMMARY OF OTHER IDEAS FROM ROUND TABLE DISCUSSIONS,
POST IT NOTES AND PRE-SYMPOSIUM CONSULTATION

Needs	Freq	Comments
Resource - Source	4	<ul style="list-style-type: none"> • Residential intensification by-laws; density bouncing (2) • Additional funding for transitional housing • Reduced municipal tax rates for homes for clients on AISH
Roles - Strategy/Planning	4	<ul style="list-style-type: none"> • High-growth communities/urban communities, need quality control (appropriate planning, inspections, non-ghettoing) (<i>has both project specific and <u>planning</u> implications</i>) (2) • Non-Profit sector requires a clearer mandate on the desired degree of activity it should be involved with, preferably from the public • Non-Profit sector needs to develop agency competencies (i.e. establish standards, provide training, follow-up, measure outcomes, encourage changes)
Project Specific	4	<ul style="list-style-type: none"> • High-growth communities/urban communities, need quality control (appropriate planning, inspections, non-ghettoing) (<i>has both <u>project specific</u> and <u>planning</u> implications</i>) (2) • Wheelchair accessibility • Adaptation for physical disabilities
Roles - Operations	2	<ul style="list-style-type: none"> • Municipal licensing requirements to reflect provincial policy • Need provincial building codes (inspections)
Resource - Allocation	1	<ul style="list-style-type: none"> • Mental illness adequate support staffing needed
Other	1	<ul style="list-style-type: none"> • Non-profit volunteer boards need tangible rewards for doing a good job

Obstacles	Freq	Comments
Resource - Sources	5	<ul style="list-style-type: none"> • Available housing stock is rapidly decreasing / decrease vacancy rate (2) • Cost of maintenance of group homes accommodating persons who are physically/mentally challenged • Shortage of rent supplement designations • Fewer donated or fundraised dollars
Resources - Individuals	4	<ul style="list-style-type: none"> • Poverty affecting all client groups (4)
Roles - Strategy/Planning	4	<ul style="list-style-type: none"> • Lack of commitment from the City (Bylaw and Lane Use) to ensure the use of community residential situations (i.e. group homes) • When deinstitutionalization became policy, planning for the required infrastructure (including housing, transportation, income support and support services) lacked coordination and commitment • Private landlords are not interested in housing these clients within the Private Landlord Rent Supplement Program • Recognition by political leaders that magnitude of need for low-income/special needs housing is at a critical level; commitment/support for innovation and concrete action is necessary now
Other	4	<ul style="list-style-type: none"> • Historical oppression • Stresses from mainstream society to keep up with life styles • Our (<i>interpreted as Non-Profit groups</i>) success depends on how well we interact with the clients and the caregivers • Nowhere to place people leaving hospital
Roles - Operations	1	<ul style="list-style-type: none"> • Prejudicial screening process for prospective tenants
Create or Enhance Services	1	<ul style="list-style-type: none"> • Limited access to services in rural communities may for persons with disabilities to relocate to larger centres

Solutions	Freq	Comments
Roles - Strategy/Planning	26	<ul style="list-style-type: none"> • Province to a) develop standards and b) actively monitor existing program (3) • Co-ordinated, community based resources • Policy changes at provincial and political levels, and within programs and organizations • All levels of gov't (inter/intra) need to collaborate (in coordinating policy to create more housing and support services) • Create a provincial housing commission to identify problem areas and facilitate solutions, not to develop housing units themselves. • Accommodative process to qualify for funding (<i>has both planning and operating implications</i>) • Municipality to act as the "community catalyst" in creating partnerships of agencies, sectors, housing authorities • Municipal encouragement of local planning groups to identify and develop alternatives for priority areas • Strong secondary municipal supporting role • Province to take creative advantage of possibilities for reinvestment in managing federal programs • Province to provide support to municipalities for short and long-term strategic planning • Province to be responsible for communication - facilitation across municipalities • Federal gov't to be responsible for communication - facilitation across provinces • Province to ensure universality of programs (<i>i.e. prevent regionalization</i>) • Province to put a ceiling on rents by category (e.g. duplex, townhouse, house) • Province to identify and target high risk locations, cities • Province to remain responsible for housing • Establish provincial policy regarding licensing of group homes • Province to take lead role in setting annual housing targets • Federal gov't to create legislation that speaks to special needs in terms of safe affordable housing • Federal gov't, through National Building Code, may be able to be a leader in innovation to support affordable housing • Federal legislation on human rights • Federal gov't, through political process/legislation, to ensure that there are units for low-income and disabled persons • Non-Profit sector to recognize those who are doing well and share their successes with others

Resource Sources	17	<ul style="list-style-type: none"> • Federal gov't to provide funding for special needs initiative (3) • Province to continue to provide funding (2) • Province to provide interim emergency housing for homeless • Province to fund renovations for housing agencies, the main providers of subsidized units • Province to fund design costs for renovations • Federal gov't to provide subsidy for homes through direct lender (i.e. CMHC) • Federal gov't to transfer payments to provinces for health and housing • Federal gov't to develop tax incentives to promote the development of new housing • Municipalities to increase density through bonuses/incentives • Low interest mortgages • Capital forgivable loans • Interest free loan for start up • Additional funding for additional projects • Sell all facilities to not-for-profit or profit corporations, make them responsible for budgets and subsidize operating costs.
Roles - Operations	8	<ul style="list-style-type: none"> • Develop a philosophy for self-managed care • Encourage crisis partnership (e.g. Inn from the Cold) • Consistency in administration of housing and support services. Establish a committee of stakeholders granted authority by government • Remove development road blocks at the municipal level • Accredited organization • Accommodative process to qualify for funding (<i>has both planning and operating implications</i>) • Province to a) develop standards and b) actively monitor existing program • Province to assess current operating projects for viability
Other	6	<ul style="list-style-type: none"> • Any new buildings to be built to a housing standard • Resources should be available regardless of housing situation • Regional Housing Co-ordinator in every RHA • Get youths and university students involved for young ideas and less expensive labour • No waiting lists • Re-hire Ralph Hubele
Project Specific	5	<ul style="list-style-type: none"> • Municipalities to align internal policies and practices (planning, utility billing, legal assessment, transit/special needs transportation, garbage charges, etc.) to support affordable housing (2) • Rent-to-Own Housing • Homes we would live in • Housing options for individuals

Resource Allocation	4	<ul style="list-style-type: none"> • Province to continue Home Adaptation Program (HAP) • Federal gov't to continue "RRAP" and "Home Grown Solutions" programs • Funding for life skills education for individuals returning to communities • Maximize \$ in rent supplement allocation (for group homes and shelters) to reduce paperwork at management body
Create or Enhance Services	4	<ul style="list-style-type: none"> • Social, recreational, spiritual options • Quality, monitored services • Set up a housing registry to match up disabled • Municipalities could be the logical choice to set up a housing registry
Education	3	<ul style="list-style-type: none"> • More public education re: special needs to eliminate stigma • Educate individuals and corporations on how they can help • Municipalities should provide training programs for low-skilled labour force to work in various levels/sectors of housing construction (electricians, plumbers, carpenters, etc.).
Resources - Individuals	1	<ul style="list-style-type: none"> • Province to raise income threshold
Further Clarification Required	n/a	<ul style="list-style-type: none"> • Municipalities could swap taxes in city lands for suburban land under development (<i>Interpreted as: municipality gives developer a break on taxes on suburban developments in exchange for building special purpose as needed in City.</i>) • Affordable

Partnerships	Freq	Comments
Project Specific	4	<ul style="list-style-type: none"> • <i>Purpose:</i> to encourage the construction of accessible housing accommodation • <i>Example:</i> non-profit and private sector, with municipalities acting as facilitator • <i>Purpose:</i> Planning • <i>Partners:</i> Municipality and private industry • <i>Purpose:</i> to create new projects by aligning priorities and leveraging respective assets • <i>Partners:</i> various public authorities (including the city and its housing authorities, AMA, Regional Health Authorities, Children's Authorities, Boards of Education) • <i>Purpose:</i> to create projects quickly • <i>Partners:</i> private sector and the City
Roles - Strategy/Planning	2	<ul style="list-style-type: none"> • <i>Purpose:</i> to develop long-term, affordable housing strategies that include financial support to implement these strategies • <i>Partners:</i> Federal and provincial governments
Roles - Strategy/Planning (Continued)		<ul style="list-style-type: none"> • <i>Purpose:</i> for ongoing measuring of successes and failures, and to transcend immediate borders or turf wars • <i>Partners:</i> sponsoring agency, municipal and provincial governments
Resource - Sources	1	<ul style="list-style-type: none"> • <i>Purpose:</i> to develop long-term, affordable housing strategies that include financial support to implement these strategies • <i>Partners:</i> Federal and provincial governments