

## Housing and Homelessness Plan - Opening Doors to Better Lives Progress Report – 2017

### Strategic Direction 1 Encourage Effective Solutions to Address Homelessness

#### Goal 1.1 – Meet the need for emergency and crisis accommodation for transients and the homeless



| Recommendations   | Complete | In Progress\<br>Ongoing | Actions\Initiatives\Comments  |
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| <p>1.1.1: In partnership with supporting advocacy groups, appeal to the federal and provincial governments to recognize the ongoing nature of homelessness and the need for the federal government to renew and enrich the Homelessness Partnership Strategy; and the province to provide new capital funding for shelters in addition to the funding provided through the Community Homelessness Prevention Initiative (CHPI).</p> |          | <p>✓</p>                | <p>2016</p> <ul style="list-style-type: none"> <li>Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs):</li> </ul> <p><b>2017- Update</b></p> <ul style="list-style-type: none"> <li>ADSAB continues to advocate for homelessness prevention initiatives through the OMSSA and NOSDA working groups.</li> <li>The National Housing Strategy (November 2017) includes an investment of \$2.2 billion to renew the Homelessness Partnering Strategy allowing more flexibility when creating housing solutions that fit the needs of ADSAB communities. The strategy also includes a plan to cut chronic homelessness by 50% in 10years.</li> </ul> |

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| <p>1.1.2: In partnership with supporting advocacy groups, advocate for the inclusion of shelters as eligible for funding under the next version of the Canada-Ontario Affordable Housing Program in Northern Ontario.</p> |   | ✓ | <ul style="list-style-type: none"> <li>• ADSAB continues to advocate for the inclusion of shelters as eligible for funding under future versions of the Canada-Ontario Affordable Housing Program.</li> </ul> <p><b>2017 Update:</b></p> <ul style="list-style-type: none"> <li>• ADSAB was a part of the NE Planning /Working group in the creation of the Wawa &amp; Area Safe Bed program</li> </ul>  |
| <p>1.1.3: In Partnership with the NE LHIN and other community agencies as appropriate, support the development of a 3-5 bed crisis shelter for men in Wawa.</p>   | ✓ |   | <p><b>2017 - Update</b></p> <ul style="list-style-type: none"> <li>• The Wawa and Area Safe Bed program began in November 2017 by utilizing community/agency collaboration between Algoma Public Health, <b>ADSAB</b>, OPP, Victim Services and SSM Hospital Mobile Crisis to provide a new housing crisis bed.</li> <li>• ADSAB assisted with funding through CHPI</li> </ul>   |
| <p>1.1.4: In the City of Elliot Lake support the development of a 3-5 bed shelter for men, a family shelter, and a 5-10 bed youth shelter.</p>  | ✓ |   | <p><b>2017-Update</b></p> <ul style="list-style-type: none"> <li>• ADSAB worked with the executive director of Maplegate House for Women to determine the need of a men's shelter in Elliot Lake and the best way to move forward.</li> <li>• ADSAB further supported the initiative by allocating \$15,000.00 of CHPI funds for the 2017 year</li> <li>• Provided funding information and referral when opportunities presented</li> <li>• Promoted and encouraged ADSAB participation in fundraising activities for the shelter</li> </ul> |
| <p>1.1.5: In the Town of Blind River, support the development of a 3 bed shelter for transients and men in crisis.</p>  |   |   | <ul style="list-style-type: none"> <li>• No new or existing funding available.</li> </ul>  |

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| 1.1.6: In the Township of Dubreuilville, support the provision of a 1 bed shelter for women and a 1 bed shelter for men.                                  |  | ✓ | <b>2017 - Update</b> <ul style="list-style-type: none"> <li>• Dubreuilville and transient population supported through the Wawa and Area Safe Bed program</li> </ul>  |
| 1.1.7: In the Municipality of Huron Shores, support the provision of a 3 bed shelter for men with and without children.                                   |  |   | <ul style="list-style-type: none"> <li>• No new or existing funding available.</li> </ul>   |
| 1.1.8: Expedite the provision of stable housing for the homeless through the establishment of a priority category or urgent category for homeless people. |  | ✓ | 2016 <ul style="list-style-type: none"> <li>• ADSAB is in the process of finalizing a new policy for the waitlist for housing programs that will have special priorities including one for homeless.</li> </ul> <p style="text-align: center;"><i>To be implemented in 2016 as part of new Social Services Delivery Model.</i></p> <b>2017 -Update</b> <ul style="list-style-type: none"> <li>• The Social Services Delivery Model was implemented in March 2017</li> <li>• Housing Services continues to work on updating policies and processes and examining best practices in other areas. Currently reviewing adding an additional priority category, which would include homelessness as a reason for consideration of special priority.</li> </ul> |

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| 1.1.9: Examine the feasibility of using vacant units in the ADSAB owned housing portfolio for emergency or temporary housing.   | ✓        |                         | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB has reviewed the feasibility of utilizing vacant units for emergency or temporary housing and has determined that it is not a workable solution: <ul style="list-style-type: none"> <li>• Extensive work and costs to be compliant with applicable legislation</li> <li>• Availability of vacant units does not match-up with need</li> </ul> </li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• No changes to previous analysis</li> </ul> |
| <b>Goal 1.2 - Ensure that households in need whether they are individuals or families, tenants or homeowners, do not lose their existing housing as a result of economic eviction</b>               |          |                         |  |
| Recommendations   | Complete | In Progress\<br>Ongoing | Actions  |
| 1.2.1: The ADSAB advocate for at least the provincial average per capita funding for the Community Homelessness Prevention Initiative (CHPI).   |          | ✓                       | <p>2016</p> <ul style="list-style-type: none"> <li>• CHPI funding allocation has stabilized and allocation amounts have been announced until 2020</li> </ul>   |
| 1.2.2: The ADSAB, in conjunction with supporting advocacy groups, advocate for the inclusion of utility costs in any future allocation model for Canada-Ontario Affordable Housing Program funding. |          |                         | <p>2016</p> <p><i>Note: The Investment in Affordable Housing for Ontario Program – 2014 Extension funding allocation has already been determined and announced by the Province in 2014.</i></p> <ul style="list-style-type: none"> <li>• <i>The Province has indicated utility costs will be reconsidered in future Green Energy programs.</i></li> </ul> <p><b>2017-Update</b></p> <ul style="list-style-type: none"> <li>• CHPI funding allocation runs until 2020.</li> </ul>   |



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| 1.2.3: The ADSAB develops a comprehensive eviction prevention program.  | ✓               |                             | <ul style="list-style-type: none"> <li>ADSAB has developed a comprehensive eviction program supported by policy and existing available funding including Board approved municipal funding. Implementing a comprehensive eviction program was made possible by the Provincial CHPI funding announcement for 2015/16 and 2016/17.</li> </ul>  |
| 1.2.4: Continue to provide ad hoc support to OW clients for rent arrears and energy arrears as funding is available pending allocation of funding for a full eviction prevention program.   | ✓               |                             | <ul style="list-style-type: none"> <li>ADSAB provides ongoing support to social assistance clients and low-income clients through CHPI funds and information /referral to other subsidy or funding opportunities available to them.</li> </ul>  |
| <p>1.2.5: In conjunction with other DSSAB service managers and supporting advocacy groups, appeal to the province and the Ontario Energy Board to mandate a greater level of support by northern electric utilities for low income households and, in partnership with DSSAB service managers, create a program that reflects the realities of living in Northern Ontario.</p> <ul style="list-style-type: none"> <li>Advocate for the ADSAB to be the delivery agent for energy programs funded in its service area</li> </ul> |                 | ✓                           | <p>2016</p> <ul style="list-style-type: none"> <li>ADSAB is the Intake Agency for the Ontario Energy Support Program (OESP).</li> <li>ADSAB is delivering the Low-income Energy Assistance Program (LEAP) for part of Algoma through a contract arrangement.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>ADSAB continues to play a role as Intake Agency for the OESP and continues to provide LEAP to parts of Algoma on behalf of Algoma Power</li> </ul> |
| <b>Goal 1.3 – Support victims of domestic violence</b>  |                 |                             |   |
| <b>Recommendations</b>  | <b>Complete</b> | <b>In Progress\ Ongoing</b> | <b>Actions</b>  |
| 1.3.1: Actively support victims of domestic violence to ensure they have access to housing and support services   |                 |                             | <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>The Client Services Unit and the Waitlist Client Support Worker (WL-CSW) are actively engaged with applicants and clients in the ADSAB's one worker model. Information and referral is provided utilizing both internal and external supports.</li> </ul>  |



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| <p>1.3.2: Continue to quickly and efficiently process requests for housing under the Special Priority Policy.</p>   |  |  | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB has added staff to the housing waitlist management process.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• ADSAB housing now has a full time Client Support Worker (CSW) dedicated responsible for all housing applicants, including SPP applicants.</li> <li>• The Waitlist CSW is well versed with the new SPP legislation and is being trained on the PHB-SPP program so that this program so that Victims of Domestic Violence applying for housing have another option to applying for RGI.</li> </ul> |
| <p>1.3.3: Consider the development of a new program to provide more housing options for victims of domestic violence applying for subsidized housing under the Special Priority Policy using funds for victims of domestic violence announced in the 2013 Federal Budget.</p>   |  |  | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB is not pursuing this option as needs are being met through existing housing options.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• Algoma was not involved in the PHB-SPP pilot however is now playing its role under the PHB-SPP program to provide applicants PHB as an alternative support.</li> </ul>  |
| <p><b>Other Supporting Actions to encourage effective solutions to address homelessness</b></p>   |  |  |   |
| <ul style="list-style-type: none"> <li>• ADSAB continues to provide the Algoma Shelter Assistance Program (ASAP) now named Algoma Shelter Top Up Program (ASTP) as a top up rental subsidy for eligible clients who can't afford their shelter costs. The ADSAB member municipalities fund the ASTP program. This is an effective tool to prevent homelessness by giving applicants access to supports that are not dependent on ADSAB's housing availability</li> <li>• ADSAB continues to deliver the Community Rent Supplement – Direct Shelter Subsidy to eligible clients who are unable to afford their rent in the private market, again providing equal access to supports based on need regardless of housing tenure.</li> <li>• ADSAB has reviewed and made changes to the Community Homelessness Prevention Initiative (CHPI) now named Algoma Shelter Assistance Program (ASAP) policy to provide additional supports for the homeless or at risk of homeless.</li> </ul> |  |  |   |

**Strategic Direction 2**  
**Promote Strong Communities and Strengthen Community Partnerships**

**Goal 2.1 – Increase the supply of affordable rental housing with and without supports**

| Recommendations  | Complete | In Progress\<br>Ongoing | Actions  |
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| 2.1.1: Explore the feasibility of re-establishing or creating a housing corporation with full powers including the ability to borrow funds for the purpose of developing, owning and managing housing. | ✓        |                         | <ul style="list-style-type: none"> <li>• ADSAB has completed a review of the feasibility and need to re-establish or create a housing corporation and determined that it is not necessary:               <ul style="list-style-type: none"> <li>• DSSABs have the ability to borrow</li> <li>• ADSAB can re-visit this issue in the future should the need arise</li> </ul> </li> </ul>                                |
| 2.1.2: In collaboration with supporting advocacy groups, advocate for increased borrowing powers and/or financing options.   | ✓        |                         | <ul style="list-style-type: none"> <li>• ADSAB has a legal opinion that supports a DSSAB's ability to borrow and finance housing related projects.</li> <li>• NOSDA has a legal opinion that supports DSSABs having Natural Persons Powers and ability to borrow.</li> <li>• NOSDA has requested that the Province allow DSSABs to be eligible applicants under the Infrastructure Ontario Lending Program.</li> </ul> |

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| <p>2.1.3: In collaboration with supporting advocacy groups, advocate for annualized multi-year program funding for new affordable housing projects.</p>  |  |  | <p>2016</p> <ul style="list-style-type: none"> <li>• Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs):</li> <li>• OMSSA – HSC Position Paper – Building Sustainability in the Housing System (March 2015)</li> <li>• NOSDA Issues Paper (June 2015)</li> </ul>  |
| <p>2.1.4: In partnership with local municipalities, community groups, senior levels of government, the NE LHIN as appropriate, and building on identified opportunities to address local housing needs, the ADSAB will consider the potential for increasing the supply of affordable housing with or without support services as may be required based on a needs assessment.</p> |  |   | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB has increased the number of affordable housing units in Algoma by 31 units in 2014. 10 of these units have supports. <ul style="list-style-type: none"> <li>• PHARA- Westwind Heights (Town of Thessalon)</li> <li>• Possibility Homes (Township of Johnson)</li> </ul> </li> <li>• ADSAB is continuing to work with prospective proponents to add affordable housing units where there is demonstrated need and funding available.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• ADSAB will be increasing the number of affordable housing units in Algoma by 22 units in 2018 through the addition of 2 new housing complexes built under the IAH-E program (Echo Bay and St Joseph Island)</li> </ul> |

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| <p>2.1.5: In collaboration with the City of Elliot Lake, the ADSAB will consider the feasibility of adding more bachelor and one bedroom units and 4-5 bedroom units for larger families.</p>  |  |  | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB is investigating the feasibility of developing one bedroom units in Elliot Lake through the Investment in Affordable Housing Program.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• This remains under review</li> </ul>  |
| <p>2.1.6: In collaboration with the Municipality of Wawa, the NE LHIN, the non-profit sector and other community partners as appropriate, the ADSAB will:</p> <ul style="list-style-type: none"> <li>• Consider the feasibility of developing 4-6 fully accessible supportive housing units for seniors and adults with disabilities.</li> <li>• Determine the feasibility of partnering with the hospital to provide personal support workers on an outreach basis.</li> <li>• Explore the feasibility of rehabilitating some of the existing stock to create good quality affordable rental housing.</li> <li>• Explore the feasibility of adding 10 units to property owned by Michipicoten Non-Profit Housing Corporation and the feasibility of developing 4-6 fully accessible supportive housing units for seniors and adults with disabilities.</li> </ul> |  |  | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB is working with community partners in Wawa to review housing issues and needs.</li> <li>• ADSAB is investigating the feasibility of developing units in Wawa under the Investment in Affordable Housing Program.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• ADSAB is reviewing the possibility of adding affordable housing stock to the town of Wawa, possibly under the Construction Stream of the Co-Investment Fund using municipal surplus land.</li> </ul> |
| <p>2.1.7: The ADSAB will:</p> <ul style="list-style-type: none"> <li>• Encourage municipalities in its service area to adopt a “Housing First” policy with regard to any lands that are surplus to municipal needs.</li> <li>• Encourage the establishment of a municipal Registry of Surplus Properties or a single electronic registry to be maintained by ADSAB for its service area.</li> </ul>  |  |   |  |

**Goal 2.2 – Provide and maintain good quality affordable housing for homeowners**

| Recommendations   | Complete | In Progress\<br>Ongoing | Actions  |
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| 2.2.1: The ADSAB, in conjunction with supporting advocacy groups, advocate for additional home repair funding over and above future allocations from the Canada-Ontario Affordable Housing Programs.  |          |                         |  |
| 2.2.2: The ADSAB, in conjunction with supporting advocacy groups, advocate for additional flexibility in the design of component parts of the next Investment in Affordable Housing for Ontario (IAH) program to make them more appropriate for a Northern Ontario context. | ✓        |                         | <p>2016</p> <ul style="list-style-type: none"> <li>• NOSDA continues to advocate for additional flexibility under the Investment in Affordable Housing Program:</li> <li>• NOSDA Position Paper – Long Term Affordable Housing Strategy Update (June 2015)</li> </ul>  |
| 2.2.3: Design a new ADSAB Renovates program to assist home owners with capital repairs.   | ✓        |                         | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB has reviewed and updated its policies and processes under the Ontario Renovates Program.</li> <li>• ADSAB has allocated all available funding under the Investment in Affordable Housing Program to the Ontario Renovates component for 2015.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• ADSAB has discontinued the Ontario Renovates Program /Home Owner Repair Program and has allocated all available funding under the Investment in Affordable Housing Program to the new builds in central Algoma</li> </ul> |

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| <p>2.2.4: In partnership with member municipalities, the ADSAB share information with respect to any initiatives that would assist homeowners to defray operating costs such as those offered by utility companies.</p>  | <p>✓</p>        |                                 | <ul style="list-style-type: none"> <li>• ADSAB works with clients to ensure they are accessing any and all available energy support programs.</li> <li>• ADSAB has entered into a Service Agreement with the Ontario Energy Board to be an Intake Agency for the Ontario Energy Support Program (OESP).</li> <li>• ADSAB continues to administer the LEAP energy program on as per contract agreement with Algoma Power.</li> </ul> |
| <p>2.2.5: Support the increase in the supply of decent and affordable housing for homeowners.</p>  |                 |                                 |   |
| <p>2.2.6: The ADSAB encourage local municipalities to amend their Official Plans to allow for the creation of additional units in existing single family homes and the creation of ancillary suites.</p>   |                 |                                 |   |
| <p>2.2.7: Redesign the homeowner program of the Investment in Affordable Housing for Ontario (IAH) program to include a repair component in addition to down payment assistance for first time buyers with priority given to repairs that increase energy efficiency of the units.</p> | <p>✓</p>        |                                 | <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• The homeowner program is no longer available in Algoma</li> </ul>  |
| <p><b>Goal 2.3 – Support housing opportunities for Aboriginal people</b></p>   |                 |                                 |   |
| <p>Recommendations</p>   | <p>Complete</p> | <p>In Progress\<br/>Ongoing</p> | <p>Actions</p>  |
| <p>2.3.1: The ADSAB provide OAHSSC with assistance as may be required to expedite the development of housing for Aboriginal people.</p>  | <p>✓</p>        |                                 | <ul style="list-style-type: none"> <li>• OAHSSC has received an allocation for the development of housing for Aboriginal people.</li> </ul>   |



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| 2.3.2: Provide information to member municipalities on housing programs for Aboriginal people.  |          |                         |         |
| <b>Goal 2.4 – Develop an ongoing relationship with First Nations in the ADSAB service area to better serve residents of both communities</b>              |          |                         |         |
| Recommendations   | Complete | In Progress\<br>Ongoing | Actions |
| 2.4.1: Investigate the opportunity for partnerships with the First Nations.   |          |                         |         |
| 2.4.2: Promote the availability of on reserve support services for non-Aboriginal people.   |          |                         |         |
| <b>Goal 2.5 – Support economic development and partnering with local municipalities and agencies as appropriate</b>                                       |          |                         |         |
| Recommendations   | Complete | In Progress\<br>Ongoing | Actions |
| 2.5.1: Investigate opportunities for partnerships with communities and community agencies to improve local economies.                                     |          |                         |         |
| <b>Other supporting actions to promote strong communities and strengthen community partnerships</b>   |          |                         |         |
| <ul style="list-style-type: none"> <li>• ADSAB has expanded the ASAP policy to provide supports to community hubs and other community agencies</li> </ul> |          |                         |         |


**Strategic Direction 3 – Sustain the Existing Social and Affordable Housing Portfolio**

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| <b>Goal 3.1 – Preserve and maintain the existing housing portfolio owned by the ADSAB</b> |          |                         |         |
| Recommendations   | Complete | In Progress\<br>Ongoing | Actions |

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| 3.1.1: Develop a long-term Financial and Capital Plan.   |          | ✓           | <b>2017 Update</b> <ul style="list-style-type: none"> <li>• ADSAB hired a Building Maintenance Supervisor who has since been promoted to position of Manager of Corporate Property Maintenance managing a Building Maintenance unit and will be responsible for annual and ongoing capital works planning</li> </ul>  |
| 3.1.2: Ensure rehabilitation of existing properties is environmentally sustainable and properties are physically accessible. |          | ✓           | <b>2017 Update</b> <ul style="list-style-type: none"> <li>• The Building Maintenance unit is responsible to uphold legislated and quality standards to ensure safe, well-maintained buildings and grounds tenant use.</li> <li>• ADSAB continues to access energy efficiency programs. The GreenON funding opportunity to reduce GHG was to be used to update heating systems however has since been terminated by the province.</li> </ul> |
| 3.1.3: Research and develop best practices to reduce building maintenance costs.   |          | ✓           | <b>2017 Update</b> <ul style="list-style-type: none"> <li>• The Manager of Corporate Property Maintenance, his unit and the housing team continue to review and update preventative maintenance plans to ensure buildings operate efficiently</li> </ul>  |
| <b>Goal 3.2 – Enhance supports to applicants and tenants of ADSAB owned housing</b>  |          |             |   |
| Recommendations  | Complete | In Progress | Actions   |

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| 3.2.1: Augment the community relations worker (CRW) function to better support tenants and provide effective linkages to social service agencies. | ✓        |                         | <p>2016</p> <ul style="list-style-type: none"> <li>Part of Social Services Delivery Review (SEE Item 4.1.1).</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>Tenant Support Workers (previously CRW) positions have increased to 2 full time and 1 part time positions and are strategically located in Elliot Lake, Blind River and Wawa in order to provide increased access throughout Algoma.</li> </ul> |
| 3.2.2: Develop a strategy to effectively manage the waiting list for subsidized housing.  | ✓        |                         | <p>2016</p> <ul style="list-style-type: none"> <li>ADSAB implemented changes to waitlist management process including adding staff: <ul style="list-style-type: none"> <li>Revised application (streamlined)</li> <li>Determining eligibility up-front (clean list)</li> </ul> </li> </ul>   |
| 3.2.3: Undertake a housing satisfaction survey annually; and, of community agencies where appropriate.  |          | ✓                       | <p>2016</p> <ul style="list-style-type: none"> <li>Part of Social Services Delivery Review (SEE Item 4.1.1). Will be implemented for all social programs.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>This type of survey is still a prospect activity for completion in the future</li> </ul>   |
| <b>Goal 3.3 – Effective administration and protection of the non-profit housing portfolio</b>   |          |                         |  |
| Recommendations   | Complete | In Progress\<br>Ongoing | Actions  |

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| <p>3.3.1: Work with housing providers whose operating agreements will shortly expire to develop transition plan to full self-governance.</p>   |  |  | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB is working with housing providers through the Operational Review process to ensure that there is adequate and effective Board Governance in place supported by Operational policies.</li> </ul> <p><i>Note: First operating agreement expires in 2018.</i></p> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• As a proactive measure, ADSAB met with all Non-Profit housing providers to examine existing future viability and sustainability after EOA. Available options to ensure ongoing viability, such as the possibility of transferring ownership to the ADSAB were provided along with an overview of the rationale and benefits for doing so.</li> <li>• The Thessalon Non Profit Housing Corporation has been transferred to the ADSAB eff June 2018</li> <li>• ADSAB and Blind River Non Profit Housing Corp. have begun transfer process</li> <li>• The Michpicoten Non Profit Housing Corporation will be transferred to the ADSAB eff 2018</li> </ul> |
| <p>3.3.2: Encourage Urban Native housing providers to amalgamate or partner with OAHSSC to ensure the long-term viability and retention of the housing for Aboriginal people under Aboriginal control.</p> |  |   | <ul style="list-style-type: none"> <li>• ADSAB has 2 Urban Native Housing Providers: <ul style="list-style-type: none"> <li>• Penewobcong Native Non-Profit Homes Inc. has transferred its assets and obligations under the operating agreement to Ontario Aboriginal Housing Support Services Corporation (OAHSSC).</li> <li>• Makawa Native Homes Inc. is in the process of hiring OAHSSC to provide Property Management</li> </ul> </li> </ul>   |
| <p>3.3.3: Explore options to improve access to technical services for social housing providers.</p>  |  |   |   |

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| <p>3.3.4: Undertake a Building Condition Assessment (BCA) and capital reserve fund study of all properties every five years and make a copy available to all housing providers for planning purposes. Prepare a Long Term Capital Needs Strategy using BCA results to identify capital requirements and work with providers to address any capital shortfalls.</p> |  |   | <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>The Manager of Corporate Property Maintenance will continue to implement and conduct capital planning processes as required</li> </ul>  |
| <p>3.3.5: Advocate, in conjunction with supporting advocacy groups, for annualized federal and/or provincial funding to address the capital needs of the existing social housing portfolio.</p>  |  |  | <ul style="list-style-type: none"> <li>Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs): <ul style="list-style-type: none"> <li>OMSSA Position Paper – Long Term Affordable Housing Strategy Renewal (July 2015)</li> <li>OMSSA – HSC Position Paper – Building Sustainability in the Housing System (March 2015)</li> <li>NOSDA Position Paper – Long Term Affordable Housing Strategy (June 2015)</li> <li>NOSDA Issues Book (June 2015)</li> </ul> </li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>Co-Investment Fund Construction Stream and Repair stream were announced as part of the National Housing Strategy</li> </ul> |

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| <p>3.3.6: Encourage all housing providers to have a preventative maintenance plan in place.</p> <ul style="list-style-type: none"> <li>Encourage housing providers to align their preventative maintenance plan to their capital plan.</li> </ul> | ✓               |                    | <p>2016</p> <ul style="list-style-type: none"> <li>ADSAB has incorporated a recommendation that housing providers have a preventative maintenance plan in place into the Operating Review process: <ul style="list-style-type: none"> <li>Information and templates are provided</li> </ul> </li> </ul>   |
| <p>3.3.7: Develop protocols to manage the liability associated with obligations under the <i>Housing Services Act</i> and in the post mortgage maturity environment.</p>  |                 |                    |   |
| <p>3.3.8: Review the <i>Housing Services Act</i> and Regulations to identify areas of service manager flexibility under the new framework to manage the housing system in ADSAB's service area.</p>   |                 | ✓                  | <p>2016</p> <ul style="list-style-type: none"> <li>Part of Social Services Delivery Review: <ul style="list-style-type: none"> <li>All Social Programs (Integrated Approach)</li> </ul> </li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>ADSAB is currently reviewing and updating HSA local rule policies and procedures.</li> </ul> |
| <p><b>Goal 3.4 – Build capacity and establish successful partnerships with non-profit housing providers</b></p>   |                 |                    |   |
| <p>Recommendations</p>  | <p>Complete</p> | <p>In Progress</p> | <p>Actions</p>  |
| <p>3.4.1: Provide timely information on new program initiatives.</p>  |                 |                    | <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>ADSAB remains in close contact with the Non Profit Housing providers, encourages membership with ONPHA and distributes information pertinent to them as required.</li> </ul>   |

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| 3.4.2: Strengthen Board governance and capacity in the non-profit sector.   | ✓               |                                 | <ul style="list-style-type: none"> <li>• ADSAB has developed a comprehensive Governance Reference Manual for Non-Profit Social Housing Boards.</li> <li>• Ongoing governance training and support will be provided by ADSAB to Non-Profit Social Housing Boards where governance issues are identified through the ADSAB operational review process.</li> </ul>  |
| 3.4.3: Regularize the governance structure of Thessalon Non-Profit Housing Corporation.   | ✓               |                                 | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB is moving forward with transferring ownership of the Thessalon Non-Profit Housing Corporation to ADSAB.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• Thessalon Non Profit Housing was transferred to ADSAB in June 2018</li> </ul>   |
| <b>Goal 3.5 – Promote environmental sustainability and energy conservation measures</b>   |                 |                                 |  |
| <b>Recommendations</b>  | <b>Complete</b> | <b>In Progress\<br/>Ongoing</b> | <b>Actions</b>   |
| 3.5.1: Provide information about energy conservation programs to housing providers, tenants and OW clients to maximize use of available financial assistance. | ✓               |                                 | <ul style="list-style-type: none"> <li>• GreenSaver and Union Gas Home Energy program information is provided to tenants and OW clients as part of orientation process.</li> <li>• Housing Providers receive information as part of normal communication process.</li> <li>• ADSAB’s Client Service Workers and Tenant Support Workers provide clients and tenants information on new programs as they become available on a consistent basis</li> </ul> |
| 3.5.2: Encourage housing providers to develop green plans for their properties.   |                 |                                 |  |

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| 3.5.3: Include an energy audit component to the next cycle of Building Condition Assessments.                                    |  |  |  |
| 3.5.4: Work with providers to explore the feasibility of converting from electricity to an alternate clean, cost-effective fuel. |  |  |  |
| <b>Other Supporting Actions</b>  |  |  |  |
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**Strategic Direction 4 – Provide for Efficient and Effective Access to Housing and Support Services**

| <b>Goal 4.1 – Build on the current level of integration for the delivery of human services programs</b>   |          |                         |  |
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| Recommendations   | Complete | In Progress\<br>Ongoing | Actions  |
| 4.1.1: The ADSAB will build on its current level of program integration to continue to improve the efficiency and effectiveness of the human services programs it delivers to better meet client needs. | ✓        |                         | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB is finalizing its Social Services Delivery review with the following goals: <ul style="list-style-type: none"> <li>• Better service to communities and community members served</li> <li>• Enhanced integration of social services</li> <li>• Improved utilization of resources</li> <li>• Accountability and transparency</li> <li>• Quality assurance</li> <li>• Enriching the staff experience</li> </ul> </li> <li>• Key accomplishments to date: <ul style="list-style-type: none"> <li>• New organizational structure</li> <li>• New Vision, Mission and Principles</li> <li>• Social Services branding</li> <li>• New and Updated Social Services Policies and Procedures</li> </ul> </li> </ul> |

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|   |          |                      | <ul style="list-style-type: none"> <li>• New and Updated Job Descriptions <ul style="list-style-type: none"> <li>• One Worker Model (Client Services Worker)</li> </ul> </li> <li>• New Social Services Delivery Model <ul style="list-style-type: none"> <li>• Fully integrated approach for Social Services (Planning, Policy and Client Service)</li> </ul> </li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• The one worker Model (CSW) was fully implemented in March 2017 and has accomplished goals set out in 2016</li> </ul> |
| 4.1.2: In partnership with advocacy and support organizations, advocate to remove policy and legislative barriers that prevent system wide planning for housing and support services. |          | ✓                    | <ul style="list-style-type: none"> <li>• Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs).</li> </ul>  |
| <b>Goal 4.2 – Improve access to information about the programs delivered by the ADSAB including housing options, programs and supports</b>  |          |                      |  |
| Recommendations   | Complete | In Progress\ Ongoing | Actions  |

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| <p>4.2.1: Establish a Help Service, available in both official languages, that provides information about where and how individuals can apply for services.</p>  |                 | ✓                               | <p>2016</p> <ul style="list-style-type: none"> <li>• ADSAB has reviewed approaches to access program information and is implementing a new website developed for clients.</li> <li>• Part of Social Services Delivery Review.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• The ADSAB public website was launched. Program information and applications are available to the public.</li> <li>• ADSAB participates and regularly updates it's program information for the 211 Ontario information website.</li> </ul> |
| <p>4.2.2: Establish information sharing protocols with key stakeholders including the NE LHIN, MCSS, MOHLTC and other community agencies as appropriate.</p>   |                 | ✓                               | <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• ADSAB Client Services and Housing Services staff sit on several planning boards which includes members from most local service providers and share program information on a regular basis</li> </ul>   |
| <p>4.2.3: Hold annual forum to ensure service providers and community partners have the opportunity to meet, exchange ideas and information about needs and available local services.</p> <ul style="list-style-type: none"> <li>• Internal cross education to keep front line ADSAB staff informed on issues and new programs.</li> </ul> |                 |                                 |   |
| <p><b>Goal 4.3 – Promote a “no wrong door” approach to accessing services</b></p>  |                 |                                 |   |
| <p>Recommendations</p>   | <p>Complete</p> | <p>In Progress\<br/>Ongoing</p> | <p>Actions</p>  |

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| <p>4.3.1: In partnership with the NE LHIN, MCSS and community agencies, develop protocols and resources to help residents efficiently navigate the social and community services system to access the housing and support services they require.</p> <ul style="list-style-type: none"> <li>Establish linkages with case managers from other agencies to case conference and “a warm hand off” to appropriate agencies so tenants obtain the assistance they require.</li> </ul> |                 | ✓                               | <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>ADSAB Client Services and Housing Services staff sit on several planning boards which includes members from most local service providers and share program information on a regular basis</li> </ul>   |
| <p><b>Goal 4.4 – Support community based supportive housing solutions that enable residents to remain in their community of choice</b></p>   |                 |                                 |   |
| <p>Recommendations</p>   | <p>Complete</p> | <p>In Progress\<br/>Ongoing</p> | <p>Actions</p>  |
| <p>4.4.1: The ADSAB, in partnership with the NE LHIN, investigate the development of a service delivery model that considers the unique challenges of the service area to improve access to support services.</p>  |                 | ✓                               | <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>ADSAB Client Services and Housing Services staff sit on several planning boards which includes members from most local service providers and share program information on a regular basis</li> </ul>   |
| <p>4.4.2: Seek funding to establish a program to train Ontario Work recipients and/or unemployed individuals who are interested in becoming personal support workers (PSWs).</p>   | ✓               |                                 | <p>2016</p> <ul style="list-style-type: none"> <li>ADSAB funded and arranged a personal support worker program through the local community college that was delivered in Blind River to Ontario Works/ODSP recipients, low-income individuals and Aboriginals.</li> <li>ADSAB is working with community partners to deliver another personal support worker program in 2016.</li> </ul> |
| <p>4.4.3: Build on existing community supports and housing opportunities to provide support services to residents in non-profit housing and the community at large.</p>  |                 |                                 |   |

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| 4.4.4: Develop a Quality Assurance program to ensure a high level of satisfaction with ADSAB services |  | ✓ | <p>2016</p> <ul style="list-style-type: none"> <li>• Part of Social Services Delivery Review (SEE Item 4.1.1) will be implemented for all social programs.</li> </ul> <p><b>2017 Update</b></p> <ul style="list-style-type: none"> <li>• This activity will be reviewed in the future</li> </ul> |
| <b>Other Supporting Actions</b>   |  |   |  |
|   |  |   |  |