



*Opening
Doors to
Better
Lives*

Housing and Homelessness Plan

SEPTEMBER 2013



Algoma District Services Administration Board

Conseil d'administration des services du district d'Algoma



Algoma District Services Administration Board
Conseil d'administration des services du district d'Algoma

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Algoma District Services Administration Board
Conseil d'administration des services du district d'Algoma

September, 2013



Message from the Chair

The Board of the Algoma District Services Administration Board is pleased to present “*Opening Doors to Better Lives*”, its ten year Housing and Homelessness Plan. The Plan has come together thanks to the many hours of meetings and discussion with people across our local municipalities, government agencies, community organizations and the housing sector. It reflects the realities of housing needs in our communities.

Through the enactment of the *Housing Services Act* and the resulting further consolidation of the delivery of housing and homelessness services at the local level, as a District Services Administration Board we have been charged with the responsibility for ensuring our housing system is inclusive, sustainable and economically viable. To do so, we must be in a position to offer our residents a range of housing types and services to meet the broad range of identified needs. As a small and financially bereft service manager, we will require the full and active participation of all of our partners to implement our plan.

The provision of housing and homelessness services is a joint responsibility of all levels of government, and there is an ongoing need for the Province of Ontario and the Government of Canada to invest in our communities. I call upon the federal and provincial governments to provide long term financial commitments in a manner that redresses previous discrepancies in funding distribution, and respects local discretion and flexibility in how funding is used to meet identified housing needs. Without this participation, the Algoma District Services Administration Board will be challenged to meet the objectives in its Plan.

I look forward to the active participation of all parties as we make this Plan a reality.

Sincerely,

Lorraine Aelick



Algoma District Services Administration Board
Conseil d'administration des services du district d'Algoma

September, 2013



Message from the CAO

Opening Doors to Better Lives, the Algoma District Services Administration Board's (ADSAB) 10 Year Local Housing and Homelessness Plan, provides a blueprint for the delivery of housing and homeless services for the next decade. The Plan reflects the current and future housing needs in our communities based on projected trends and identifies four broad strategic directions:

1. Encourage Effective Solutions to Address Homelessness
2. Promote Strong Communities and Strengthen Community Partnerships
3. Sustain the Existing Social and Affordable Housing Portfolio
4. Provide for Efficient and Effective Access to Housing and Support Services

These strategic directions are supported by a set of bold and pragmatic actions that will help us tackle our housing issues.

Under the guidance of a Steering Committee, *Opening Doors to Better Lives* was developed with the assistance of the consulting firm of Toni Farley & Associates. Steering Committee members included representatives from the ADSAB Board, non-profit housing sector, the North East LHIN, Ontario Aboriginal Housing Support Services Corporation, the Ministry of Municipal Affairs and Housing, the general public and ADSAB staff. I wish to acknowledge and thank them for their dedication and thoughtful input.

I also want to thank all the individuals, municipal leaders, government agencies, community organizations, non-profit housing providers and ADSAB staff that contributed to the development of the Plan through their participation in the consultations and interviews.

I look forward to working with our housing partners to make this 10 year Housing and Homelessness Plan a reality for the benefit of our residents.

Sincerely,

Keith Bell

ACKNOWLEDGEMENTS

The contributions of the following groups and individuals are gratefully acknowledged.

NAME	ORGANIZATION
Housing and Homelessness Plan Steering Committee	
Keith Bell	CAO & Chair, ADSAB
Lorraine Aelick	ADSAB Board Member
Norman Mann	ADSAB Board Member
Gabriel Tremblay	ADSAB Board Member
Howard Whent	Private Citizen
Don McBain	Executive Director, OAHSSC
Valerie Scarfone	North East LHIN
Cindy Couillard	MMAH Representative
Lisa Krug	ADSAB
Tracey Seabrook	ADSAB
Debbie Mills	ADSAB

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Roger Lord	Councillor
Luc Levesque	Councillor
Stephanie Vallee	CDEC
Chris Gauthier	Township
Gretchen Belanger	Algoma Public Health
City of Elliot Lake	
Norman Mann	Councillor
Tanya Williams	Non-Profit Board
Denis LeChance	Non-Profit Board
Brian Cardy	Non-Profit Board
Town of Spanish	
Brent St. Denis	CAO
Township of Hornepayne	
Morley Forster	Mayor
Susan Smith	CAO/Clerk
Willy Liebigt	Councillor
Paul Stewart	Councillor
Carlo Bin	EDC
Stacey Rendell	EDC
Barbara O'Hare	Senior Citizen's Club

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Debbie Tonelli	Clerk/Admin.
Jane Armstrong	Councillor
Georges Bilodeau	Councillor
Eloise Eldner	Councillor
Ted Linley	Councillor
Dale Weddwood	Councillor
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Brenda Green	Clerk-Treasurer
Barbaray Barton	Councillor
Brenda Wilson	Councillor
Judy Wismer	Councillor
Townships of St. Joseph, Hilton, Hilton Beach & Jocelyn	
Lorraine Aelick	Councillor, St Joseph Township and ADSAB Chair
Carol Trainor	Clerk, St Joseph Township
Gloria Fischer	Clerk/Treasurer, Hilton Beach Township
Lavera Crack	Councillor, Hilton Beach
Valerie Obarymskyj	Clerk, Hilton Township
Janet Boucher	Clerk/Treasurer, Jocelyn Township
Town of Thessalon	
Brent Rankin	Mayor
Merl Lawrence	Deputy Mayor
Twin Rocks - Richards Landing	
Merle Hawdon	Board Member
Barb Jackson	Board Member
Ray St. John	Board Member
Township of White River	
Angelo Razzoni	Mayor
Kevin Morgan	President, Non-Profit Board
Marg McMillan	Councillor and Health Committee
Marilyn Parent Lethbridge	Township of White River
Judith Fuller	Non-Profit Board Member and Health Committee
Jocelyne LeBreton	Non-Profit Board Member
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Chris Wray	CAO/Clerk Treasurer
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Danette Mathias	Wawa and Area Victim Services
Paula Valois	CHADWIC Home
Sally Garland	Lady Dunn Hospital Corp.
North East - CCAC	
Mary Tasz	Director, Client Services
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Town of Blind River Non-Profit Housing Corporation	
Gabriel Tremblay	Chair
Katheryn Scott	Property Manager
H.P. Roy	Board Member and Councillor
Lou Moise	Board Member and Councillor
Evilda DuBois	Board Member
Makawa Native Non-Profit Homes Inc.	
Joe McCoy	Board Chair
Cathy Cyr	Board Member
Nancy Houle	Board Member
Holly Hughes	Board Member
Opal Oliver	Board Member
Denise Churchill	Property Manager
Michipicoten Non-Profit Housing Corporation	
Howard Went	Board Member
Lynda Zedlacher	Board Member
Connie Taylor	Property Manager
Penewobecong Native Non-Profit Homes Inc.	
Jon Cada	President
Sharon Boyer	Board Member
Bruce Mines	
Ed Golec	Acting Mayor
Richard O'Hara	Councillor
Donna Brunke	Clerk
Patsy Golec	Member, Bruce Mines Lions
Tim McDougall	Light Haven Home
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Dianne Lanigan	East Algoma CFDC
Sandra Walker	B.R. & District Chamber of Com.
LeeAnn Blondeau	Sault College
Kathryn Scott	Town of Blind River

Elliot Lake Community Agencies	
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Ron Nadon	Elliot Lake Men's Centre
Ron McBride	Elliot Lake Men's Centre
Naomi Magga	Maplegate House for Women
Melody Rose	Maplegate House for Women
Karol Osmond	Maplegate House for Women
Caily Robinson	Elliot Lake Secondary School
Bob Stripp	Algoma Public Health
Marshall Chow	Algoma Public Health
Jeannette Merhar	Collège Boréal - Employment Options
Louise Zola	Ministry of Training, Colleges and Universities
Pamela Stanger	Salvation Army – Elliot Lake Emergency Food Bank
Brenda McConnell	Elliot Lake Consumer Initiative
Norman Mann	Huron Lodge
Jane Munroe	Adult Education
All staff of the Algoma District Services Administration Board who contributed to the development of the Housing and Homelessness Plan	

1.0 EXECUTIVE SUMMARY

Opening Doors to Better Lives sets out the Algoma District Services Administration Board's (ADSAB) 10 Year local Housing and Homelessness Plan (HHP). While the development of the plan was prompted by legislative requirements under the *Housing Services Act, 2011*, the ADSAB recognizes that stable, affordable housing that is in good repair has positive effects on people's lives. It is a key contributor to building and sustaining strong local communities.

Opening Doors to Better Lives considers the housing needs of all residents in all municipalities in our service area. It provides:

- ❑ An assessment of current and future housing needs
- ❑ Objectives and targets relating to identified needs; and determines strategic directions and specific and realistic actions to meet identified needs
- ❑ A description of how our progress is to be measured as the ADSAB works towards actioning its HHP

This plan also addresses matters of provincial and local interest consistent with the Provincial Long-Term Affordable Housing Strategy and Ontario's Housing Policy Statement. It provides us and our partners with a clear structure for delivering housing and other human services to our residents. The strategies and recommended actions will help make certain that we:

- ❑ Target our limited financial resources to those initiatives that best serve our needs
- ❑ Link with our partners and build on existing local opportunities to secure effective housing
- ❑ Make the best use of the existing stock
- ❑ Plan and facilitate any needed new housing supply
- ❑ Ensure our existing rental and ownership housing is in good, safe condition
- ❑ Do our part to break the cycle of homelessness

This 10 year HHP is for everyone and is tailored to local conditions. It goes beyond what the ADSAB can do on its own; and, in many ways, it is a catalyst for the housing and support services sectors, and for local and senior orders of government to act together. This HHP is not about quick fixes – it is about making systemic changes for the long-term.

The HHP is prepared in two separate documents. Document 1 entitled *Opening Doors to Better Lives* is the 10 year local HHP. It addresses the needs and gaps identified through broad based community consultations and the findings identified in its companion document 2, *The Housing Analysis Report*.

Vision, Mission and Guiding Principles

The strategic directions, goals and recommendations need to be implemented within the context of a shared vision with the ADSAB’s partners in housing. As such, it is important to establish vision and mission statements for housing for the District that resonates with all partners in housing.

VISION:

The Algoma District Services Administration Board is committed to working with all partners including local communities, government agencies, non-profit housing providers and other organizations, to ensure effective management of all human and financial resources to the benefit of the residents we serve. Through innovative solutions and initiatives, we strive to provide high quality programs and services that are readily accessible and recognize the diverse cultures and needs of our communities.

MISSION:

The Algoma District Services Administration Board seeks to enhance the quality of life, health and well-being for the citizens in the communities serviced in Algoma District by providing efficient, quality programs and services in the areas of Children’s Services, Emergency Medical Services, Housing Services, Ontario Works and related social services.

Principles: The following principles reflect what was heard during the community engagement process.

Focus on building strong partnerships

Local housing solutions to meet local housing needs

Housing builds and sustains local economies

Putting people first

Housing First

Human dignity through housing

Accountable and fiscally responsible

Summary of Strategic Directions

The following is a summary of the four (4) strategic directions and the seventeen (17) corresponding goals. In addition, there are 67 recommendations found in the body of this plan that support the implementation of the strategic directions and goals.

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.
- 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.
- Goal 1.3** Support victims of domestic violence.

**STRATEGIC DIRECTION 2: Promote Strong Communities
and Strengthen Community
Partnerships**

- Goal 2.1** Increase the supply of affordable rental housing with and without supports.
- Goal 2.2** Provide and maintain good quality affordable housing for homeowners.
- Goal 2.3** Support housing opportunities for Aboriginal people.
- Goal 2.4** Develop an ongoing relationship with First Nations in the ADSAB service area to better serve residents of both communities.
- Goal 2.5** Support economic development and partnering with local municipalities and agencies as appropriate.

**STRATEGIC DIRECTION 3: Sustain the Existing Social and
Affordable Housing Portfolio**

- Goal 3.1** Preserve and maintain the existing housing portfolio owned by the ADSAB.
- Goal 3.2** Enhance supports to applicants and tenants of ADSAB owned housing.
- Goal 3.3** Effective administration and protection of the non-profit housing portfolio.
- Goal 3.4** Build capacity and establish successful partnerships with non-profit housing providers.
- Goal 3.5** Promote environmental sustainability and energy conservation measures.

**STRATEGIC DIRECTION 4: Provide for Efficient and Effective
Access to Housing and Support
Services**

- Goal 4.1** Build on the current level of integration for the delivery of human services programs.
- Goal 4.2** Improve access to information about the programs delivered by the ADSAB including housing options, programs and support services.
- Goal 4.3** Promote a “no wrong door” approach to accessing services.
- Goal 4.4** Support community based supportive housing solutions that enable residents to remain in their community of choice.

2.0 INTRODUCTION

The Housing and Homelessness Plan (HHP) for the Algoma District Services Administration Board (ADSAB), *Opening Doors to Better Lives*, identifies a system of housing and homelessness services that is to be implemented over the next 10 years. The plan is the ADSAB's response to its obligation under the *Housing Services Act* to have a 10 year local HHP ready for implementation by January 1, 2014.

Opening Doors to Better Lives encompasses the full continuum of housing and incorporates housing types for all incomes and stages of life. Taking into consideration compatibility of age and life styles, the plan provides for a full range of housing from emergency shelters, special needs, seniors, Aboriginal to government assisted and private market affordable housing. The fundamental principle behind this plan is that people living in the ADSAB's service area should be able to remain in their own community as they age or experience life altering events.

The ADSAB's plan puts forth a vision to move forward together with its partners in housing under an umbrella of four strategic directions:

- ❑ Encourage Effective Solutions to Address Homelessness
- ❑ Promote Strong Communities and Strengthen Community Partnerships
- ❑ Sustain the Existing Social and Affordable Housing Portfolio
- ❑ Provide for Efficient and Effective Access to Housing and Support Services

The ADSAB requires the continued and enhanced funding support from senior levels of government to achieve the housing and support service goals identified by the housing community.

2.1 Challenges and Opportunities

The ADSAB faces a number of challenges with its HHP. Most of the challenges stem from multiple factors largely related to geography that poses significant barriers across the housing and supportive care continuum. These include:

- ❑ Large service area with many small and remote communities
- ❑ Geographic remoteness
- ❑ Long travel distances between centres
- ❑ Low and declining population densities
- ❑ Inclement weather conditions
- ❑ Scarcity of resources, services and infrastructure

These challenges make it difficult for residents to access services and for service providers to deliver services on a consistent basis. The impact of these challenges for the ADSAB and its member municipalities is exacerbated by the Northern Ontario Growth Plan which in essence diverts resources into designated northern large urban centers such as Sault St. Marie.

By far the biggest challenge that the ADSAB faces is getting the province to truly understand the impact of geographic remoteness and low population density and then turn that understanding into meaningful policy reform. Meaningful reform is required particularly to the manner in which government funding is allocated.

Other challenges faced by the ADSAB include:

- ❑ An inequitable reduction in provincial funding for transferred consolidated homelessness initiatives
- ❑ Matching available financial resources to meet identified need
- ❑ Working with a small and declining assessment base
- ❑ Establishing funding priorities across the District

With challenge comes opportunity. There are unique opportunities for more innovative and creative solutions to meet identified housing needs. To implement these solutions, senior governments will be asked to give the ADSAB the flexibility it requires to allocate funding in accordance with the needs identified in its HHP.

3.0 APPROACH

To help guide the overall work plan and development of the housing strategy, the ADSAB established a Steering Committee. The Steering Committee was chaired by the CAO of the ADSAB and included the following members:

- ❑ ADSAB Board Chair, Township of St. Joseph
- ❑ CAO, ADSAB
- ❑ Board Member, City of Elliot Lake
- ❑ Board Member, Unorganized Territory and Board Chair, Town of Blind River NPHC
- ❑ Executive Director, Ontario Aboriginal Housing Support Services Corporation (OAHSSC)
- ❑ Representative from the North East Local Health Integration Network (NE LHIN)
- ❑ Member of the public
- ❑ Representative from the Ministry of Municipal Affairs and Housing (MMAH)
- ❑ Director of Ontario Works, ADSAB
- ❑ Director of Housing Services, ADSAB

The role of the Steering Committee was to review the proposed work plan activities and timelines; and provide direction and advice throughout the development of the HHP including, but not limited to, a review and comment of proposed strategic directions and recommendations.



Members of the ADSAB Steering Committee

3.1 Plan Development

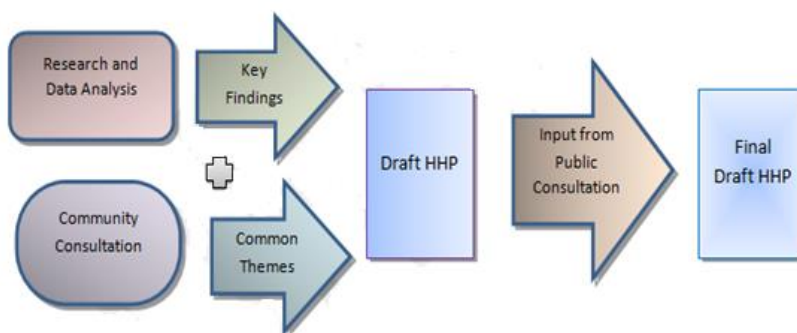
The HHP was developed through evidenced based research, community engagement and consultations with key stakeholders.

Quantitative analysis was undertaken using information derived from Statistics Canada, Canada Mortgage and Housing Corporation (CMHC), and ADSAB’s Coordinated Access system. Extensive consultations were held across the District. Participants at these meetings included: members of councils, support services providers, health services providers, operators of emergency shelters, non-profit housing providers, educators, Ontario Provincial Police, seniors groups, Ministry of Community and Social Services (MCSS), Community Care Access Centre (CCAC), Anchor Agency, private long-term care operators, tenants, and ADSAB housing and Ontario Works staff. (Refer to **ACKNOWLEDGEMENTS** on pages 6-9 for a complete list of stakeholders)

The information gained from these consultations was instrumental in shaping the housing plan.

Figure 1 below serves to illustrate how the plan was developed.

FIGURE 1: HOUSING PLAN DEVELOPMENT



3.2 Housing Plan Format

The HHP comprises two documents:

- Document 1, *Opening Doors to Better Lives*, is the 10 year local housing and homeless plan. It addresses the needs and gaps identified through broad based community consultations

and the findings identified in its companion document 2, *The Housing Analysis Report*. *Opening Doors to Better Lives* also contains the Delivery Plan. This plan identifies the supporting actions, performance measures and potential partners needed to implement the goals and recommendations together with the expected outcomes.

- Document 2, *The Housing Analysis Report*, provides information that supported the development of the plan including:
 - A review of the context for the plan
 - An analysis of the variables, in aggregate and by municipality, that impact the supply and demand for all housing across the housing continuum
 - An analysis of the findings of the extensive community consultations undertaken across the ADSAB service area

4.0 CONTEXT

4.1 The Policy Framework

The development of the housing strategy requires that it take into consideration broader government policies and directions that have or may have a bearing on it.

4.1.1 Federal Legal and Policy Framework

4.1.1.1 National Housing Strategy

Canada is the only G8 country that does not have a national housing strategy. There was a Private Members' Bill C-304 introduced in 2011 to establish such a strategy; however, the bill was not passed. Most recently, another Private Members' Bill C-400 has been introduced also calling for a national housing strategy. This Bill is not expected to pass. Some ground work has been laid by the Senate for the future passage of a national housing strategy through the *In from the Margins* report – a call to action on poverty, housing and homelessness.

4.1.1.2 National Housing Act (NHA)

“The purpose of this Act, in relation to financing for housing, is to promote housing affordability and choice, to facilitate access to, and competition and efficiency in the provision of, housing finance, to protect the availability of adequate funding for housing at low cost, and generally to contribute to the well-being of the housing sector in the national economy”¹. The NHA is very comprehensive and provides the Government of Canada through Canada Mortgage and Housing Corporation far reaching authorities. All public housing and virtually all non-profit and affordable housing projects developed in Ontario where either the federal and or provincial governments provide a subsidy is insured under the NHA and subject to the lending policies contained therein.

4.1.1.3 Canada-Ontario Social Housing Agreement

In the 1990’s, the federal government determined to divest itself of its responsibilities with regard to social housing. In November of 1999, the Canada-Ontario Social Housing Agreement was signed. Under this Agreement, the federal government transferred:

- ❑ All financial liability – Province indemnifies CMHC against all losses incurred in the mortgage insurance fund (with the passage of the *Housing Services Act*, the province transferred its liability to service managers)
- ❑ Management and administrative non-profit program responsibilities (except for the federal co-operative non-profit program)
- ❑ Title to public housing projects
- ❑ Funding for its share of cost (declines as mortgages and debentures mature and is set to fully expire in 2033 – refer to section 4.2.3)

4.1.2 Provincial Legal and Policy Framework

The legal and policy framework that impact the development of the ADSAB’s local HHP is very prescriptive. The requirements

¹ <http://laws-lois.justice.gc.ca/eng/acts/N-11/page-2.html#h-3>

that the ADSAB's plan must address are provided for in three key documents:

- ❑ Provincial Long-Term Affordable Housing Strategy
- ❑ Housing Services Act
- ❑ Ontario's Housing Policy Statement

4.2 The Fiscal Framework

4.2.1 Allocation of Funding - The Upload Download Dilemma

The ADSAB continues to be disadvantaged by the allocation model used by the province to calculate how provincial funding or benefits are disbursed. Whether it's the downloading of homelessness programs or the uploading of social assistance costs, models at their core take into account the size of the population and core need as defined by CMHC. The ADSAB, because of its low and declining population and low core need, rarely gets enough funding. For example, the download of the consolidated homelessness programs saw a devastating drop in funding of about 80 percent from about \$700,000 to about \$140,000 annually. Similarly, the upload of social assistance costs saw a net benefit of only some 6 percent, less than \$300,000 annually unevenly distributed across the municipalities in the ADSAB service area. Some five municipalities experienced negative impacts and one municipality saw a loss of 30 percent of its provincial funding.

What needs to be clearly understood is that the geographic challenges previously noted, coupled with lack of social infrastructure (including community agencies to deliver the services in parts of the service area) and services, pose a very real threat to people getting access to the services they are entitled to receive. Along with declining population and a dwindling economic base comes a reduced tax assessment base. Municipalities in the ADSAB service area simply do not have the resources to fund the housing and support services gaps left by the province. What is required is an allocation model that realistically considers the large distances required to access and deliver services, the accumulated deficit in local services and

housing especially supportive housing, high utility costs, and the condition of the local housing stock.

4.2.1.1 Consolidation of Homelessness Programs

The recent decision by the province to amalgamate the emergency housing and eviction prevention programs and provide bulk funding to service managers should enable them to make their own decisions on how to serve their residents. However, the decision to reduce the level of funding for the programs may result in a greater incidence of homelessness in communities in the ADSAB service area.

The Community Start-up and Maintenance Benefit (CSUMB) was the mainstay of homelessness prevention in the ADSAB service area. The benefit was used for a wide range of measures including assisting with first month's rent, paying rent arrears, paying utility arrears, paying for minor home repairs for Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients and subsidizing food banks. As figure 2 shows, spending through this program was curtailed in 2012 and effectively terminated as of January 1, 2013.

FIGURE 2: COMMUNITY START-UP AND MAINTENANCE BENEFIT

Year	CSUMB
2012	\$338,390
2011	\$398,360
2010	\$465,565
2009	\$421,710

Source: ADSAB Housing Division

Municipalities in the ADSAB service area do not have the financial resources to make up this significant difference. The discretionary benefit was used to offset the substantial hydro costs of clients to prevent disconnection and in a few cases to assist with rent arrears. The Provincial Rent Bank was fairly restrictive and many needy residents were unable to benefit as they could not meet the eligibility criteria.

With the elimination of the CSUMB in January 2013, the introduction of a cap of \$10.00 per person on both Health and Non-Health Related Discretionary Benefits and the elimination of Home Repairs for ODSP recipients, the ADSAB is financially unable to develop a comprehensive homelessness prevention program. While some service managers experienced an increase in funding through the Consolidated Homelessness Prevention Initiative (CHPI), the ADSAB saw an overall reduction of 80 percent of its funding.

As a result, CHPI funding in the District of Algoma, which was focused primarily on the prevention of homelessness, has morphed into a CSUMB like benefit supporting food banks in the area. In December 2012, the Ministry of Community and Social Services (MCSS) introduced CHPI like mitigation funding to address the shortfall and to allow for transition planning. However, the extents of the reduction in the ADSAB funding envelope will likely result in an increased incidence of homelessness.

In future, the only source of funding available for home repairs will be what the ADSAB chooses to allocate towards a renovation program based on its funding envelope from the province. This funding would have to stretch to include OW and ODSP recipients as well as all other eligible applicants.

4.2.1.2 Ontario Municipal Partnership Fund

The municipalities contributing to the ADSAB costs cannot increase their funding contributions as assessment bases have been declining. The recent decision to upload a portion of Social Assistance costs could have been a source of additional funding for the ADSAB to address homelessness issues. Unfortunately, the province also made the decision to include the reduction in social services costs as an offset to the component of the Ontario Municipal Partnership Fund (OMPF) that relates to funding social services. In some cases, the reduction in the OMPF was greater than the costs that were uploaded. The aggregate result for the municipalities in the ADSAB service area was a net grant increase of 6.3 percent or \$290,000. However, due to the distributional effects, there were five municipalities that saw a net reduction in their funding.

4.2.2 Borrowing Capacity

The ADSAB's ability to borrow or leverage funds is quite limited. Unlike other larger DSSAB's, such as The District of Thunder Bay Social Services Administration Board and Cochrane District Social Services Administration Board, there is no prescribed municipality on whose credit debentures can be issued or sold to finance permanent capital improvements. Further, as the ADSAB made the decision, at the point of transfer, to dissolve its Local Housing Corporation, there does not appear to be the ability to leverage the equity in its owned housing portfolio. It is unclear whether the ADSAB is able to do secured borrowing.

Municipalities are prohibited from doing so under the *Municipal Act*. "A municipality shall not enter into a bank loan agreement that provides for the giving of any security by the municipality for the debt. O. Reg. 276/02, s. 4 (2)." What is unclear is whether a DSSAB is considered a municipality for this purpose.

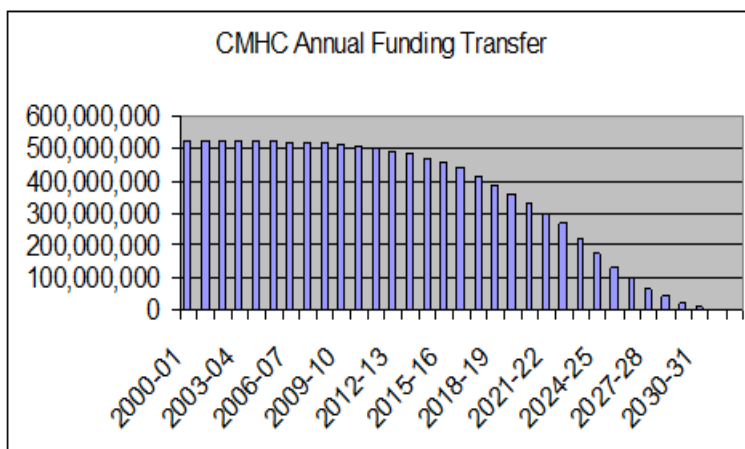
The Infrastructure Ontario's Loan Program provides long-term financing to eligible public sector clients to help renew infrastructure. Unfortunately, DSSABs do not appear as eligible participants. It may be that the ADSAB would need to work through either a housing provider or a municipality or establish a housing corporation in its service area to access loan funding.

Social Impact Bonds are the latest innovation for financing capital improvements. These performance based investments have the potential to draw in new partners to tackle important housing and social issues. Bonds of this nature allow government to partner with innovative service providers and private investors who will front the costs and assume performance risk to expand programs. The downside is that government assumes a service provider is able to secure the funding in the first place and will not advance funds unless performance is achieved. There is little documented experience on the use of Social Impact Bonds, and it is too soon to tell if these bonds are a viable option for the ADSAB. However, the ADSAB is committed to exploring all viable low risk, low cost financing opportunities.

4.2.3 Canada-Ontario Social Housing Agreement and Federal Funding

The ADSAB receives a share of federal dollars associated with social housing projects and programs transferred to the province under the Canada-Ontario Social Housing Agreement. This funding covers what was the federal share of operating subsidies and capital associated with the federal and federal/provincial transferred programs. The provincial share of those program costs has been a service manager responsibility since the late 1990's. The federal flow through funding is reduced as individual project mortgages or debentures mature. Figure 3 provides an illustration of the step out of federal flow through dollars.

FIGURE 3: DECLINING FEDERAL FUNDING



SOURCE: PROVINCE OF ONTARIO

By 2033, all debentures, mortgages and operating agreements will have expired, and there do not appear to be any plans to renegotiate the terms of the Canada-Ontario Social Housing Agreement. Provincially, the drop in federal funding becomes material at 2020.

Once mortgages and debentures mature and operating agreements expire, the ADSAB's funding obligations change. It continues to be responsible for the funding and administration of about 541 former public housing and non-profit units in accordance with the Canada-Ontario Social Housing Agreement. With the former federal unilateral projects, such as those developed under the Urban Native Housing Programs, it will effectively cease to have funding obligations for those projects

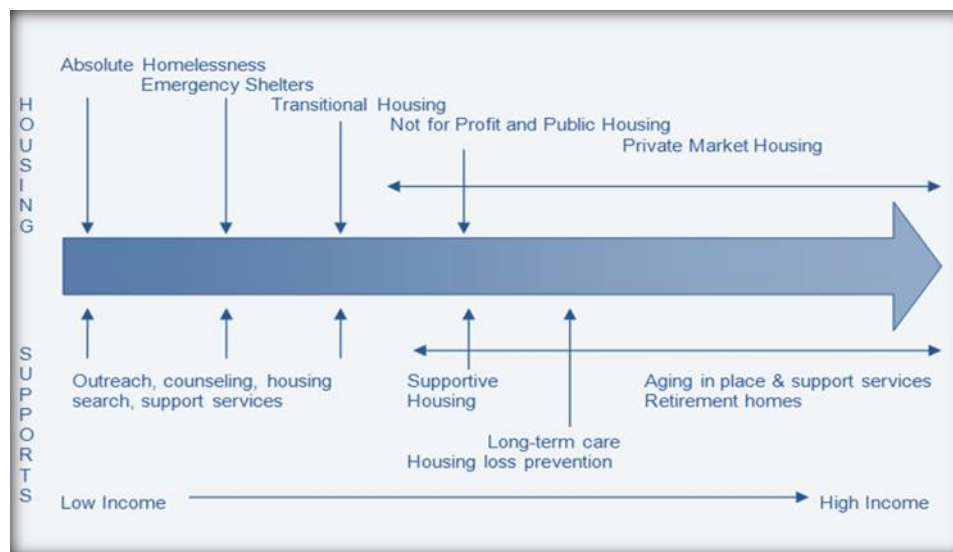
when mortgages have matured and operating agreements expired.

The issue of the withdrawal of funding, although gradual by the federal government, is an issue that needs to be addressed by all housing partners.

5.0 THE HOUSING CONTINUUM

This HHP considers the full housing continuum or the range of housing options available to people of all incomes and stage of life from emergency shelters and housing for the homeless to assisted and affordable rental housing, and homeownership. Figure 4 is an illustration of the housing continuum.

FIGURE 4: THE HOUSING CONTINUUM



Adapted from: Pomeroy, 2004

The housing options that make up the housing continuum have their own dynamics and are highly interdependent. Activity or inactivity in one area of the market affects the supply or availability of other housing. For example, a limited supply of housing subsidies means considerable delay or inability of individuals to move from temporary or emergency housing to permanent subsidized housing. Similarly, a general lack of rental housing stock would inhibit mobility along the continuum even if there were rent subsidies available. Lack of supportive housing for seniors may mean that some seniors are forced out of their homes and/or

communities and are prematurely placed in long-term care homes or occupy acute care hospital beds longer than necessary.

5.1 Partners in Housing

Everyone is a partner in housing. Residents, private sector, all levels of government, non-profit sector and community agencies all interact within a complex network of legislation, regulations, and funding programs to supply housing options along the housing continuum.

FIGURE 5: ROLES OF PARTNERS IN HOUSING



As indicated in figure 5 above, all of the players are connected and in fact overlap at many points. What one partners does or does not do has implications for all.

What was clear during the consultation is that no one group can act alone to meet the identified housing needs. It became evident that all stakeholders must work together to bring about change.

This HHP puts forward what was heard, what needs to be done and what is required by whom to get it done.

6.0 HOUSING NEEDS ASSESSMENT

The following provides highlights of the key findings contained in *The Housing Analysis Report* (document 2).

The Local Economy

- The local economy is declining and undergoing structural change

Demographic Trends

Population

- Population of the ADSAB service area has been declining and aging. This trend is projected to continue throughout the HHP 10 year planning timeframe
- Decline in the number of young people may result in a reduced the demand for larger units
- Declining numbers of people in the “middle” age segment may mean a reduction in the number of people who can support aging family members
- Aboriginal population is the fastest growing component of the population in the ADSAB service area

Households

- Number of households has increased slightly, but there is a move toward smaller sized households
- Increasing number of single person households point to an increased demand for smaller one and two bedroom units

Income

- Between 2001 and 2006, median household incomes rose faster in the ADSAB service area than in the province;

however, income levels remain lower than those for the province as a whole

- ❑ Income levels in the service area were variable with the lowest income levels in Elliot Lake and the highest in Hornepayne and Dubreuilville

Trends in the Housing Market in the ADSAB Service Area

- ❑ Occupied housing stock declined between 2006 and 2011
- ❑ Homeownership is the predominant housing tenure in Ontario and this also holds true for the ADSAB service area
- ❑ Higher percentage of renters are experiencing affordability problems than owner households
- ❑ Homeowners in a number of municipalities are experiencing more severe affordability problems than the province as a whole
- ❑ Housing portfolio in the ADSAB service area is older and in greater need of repair than in the province as a whole

The Assisted Housing System (Social and Affordable Housing Programs) in the ADSAB Service Area

- ❑ ADSAB makes a big investment annually in assisted housing programs relative to its resources
- ❑ ADSAB administers a small portfolio spread over a wide area
- ❑ Mismatch between the supply of and demand for RGI housing
 - Demand for one bedroom units by those under 65 is significantly in excess of the units available for this group
 - Demand for one bedroom units by seniors is substantially less than the units available

Seniors Housing with Supports

- ❑ While overall demand for seniors housing is proportionately lower than for other client groups, there is an increasing demand for housing with supports for seniors
- ❑ ADSAB is severely underserved in more formal support services arrangements such as supportive housing, long-term care facilities and retirement homes
- ❑ Growth in number of seniors, particularly older seniors, will put increased pressure on current system of support services and could see people having to leave their homes and communities

6.1 Community Engagement

Extensive community consultations and meetings were held with key stakeholders in the late summer and fall of 2012. The purpose of these consultations was to identify local needs, issues, gaps and housing priorities in municipalities throughout the ADSAB's service area. Detailed findings by municipality are provided in document 2, *The Housing Analysis Report*. While each municipality has some unique needs, there were a number of issues and needs identified that are overarching across the service area.

6.1.1 Homeownership

Generally, there is not an issue with the cost of housing across the ADSAB service area. From a housing cost perspective, there is a good supply of affordable housing. What makes homeownership unaffordable for a significant number of households is high operating costs. The rising costs of utilities, taxes and repairs make it difficult for people even those who do not have a mortgage to stay in their own homes. In Hornepayne, for example, the cost of water and sewer services jumped 35 percent and the average monthly bill is now \$100. Add to this cost heating bills that average \$300 a month in winter and property taxes, and it becomes understandable why there is little if any money to undertake home repairs and why a number of families and seniors who are on fixed incomes are at the brink of

homelessness. This may also explain why the high proportion of housing units in need of repairs as compared to Ontario and Algoma District as a whole.

The Northern Home Repair Program had a high approval rating among community representatives and all urged for a continuation of the program. The chief complaint about the program was that its definition of income excluded households who had affordability issues as a result of high operating costs. The ADSAB currently has a wait list of some 200 eligible households for the Northern Home Repair Program. There is no doubt that this figure would be considerably higher if the definition of income used to determine eligibility took into consideration the high operating costs associated with homeownership.

The prevailing view is the need for:

- A program which provides operating assistance to homeowners, similar to renter households who would otherwise face economic eviction – homelessness prevention for homeowners
- A continuation of the Northern Home Repair Program with a modified definition of income to take into consideration at a minimum high utility costs

Homeowners who move or abandon their housing because they can no longer afford to stay in their homes have a huge negative impact on the local economy and put pressure on other housing markets.

Additionally, for seniors who are homeowners, help is required to do minor repairs and grounds keeping.

6.1.1.1 Private Market Housing – Ownership

Wawa consultations indicated a need for new affordable home ownership options, especially for seniors. Seniors are looking to sell homes that they have difficulty maintaining and moving around in; however, there are no alternate homeownership options available to them. Condominiums or life lease were the preferred options as the living space is located on one floor, and

maintenance and repairs are done by the condominium association or life lease operator.

A need was also identified for market ownership housing for young professionals. Some local businesses have difficulty recruiting as there is no new higher end housing for professionals. The lack of decent housing, even if there is work available, encourages young professionals to move to other communities, in particular Southern Ontario.

6.1.2 Rental Housing

Most communities across the service area identified a need for new rental housing of mainly two bedrooms units at low end of market. For example, a need was expressed for:

Location	Identified Need
Dubreuilville	6-10 subsidized units
Huron Shores	10-15 units of seniors housing and a few RGI
MacDonald, Meredith and Aberdeen Additional	10 units (minimum) of seniors housing
Thessalon	40 units of family market rental (Replacement of lost rental units over stores required for workers who commute from Sault Ste. Marie)
Twin Rocks in Richards Landing	10-15 units of primarily market rental for seniors
White River	6-8 units of seniors housing

Other communities, principally Wawa and The North Shore, expressed very strong support for the repair and conversion of existing building to meet the need for rental accommodation where it was financially feasible to do so. Supply is not an issue in these communities, rather the very poor state of repair. For example, there are a number of 10-12 unit apartment buildings in Wawa that could be purchased by the ADSAB and retrofitted to

accommodate seniors wishing to remain in the community. Similarly, there are some properties in The North Shore that could be converted.

6.1.2.1 Rental Housing – Private Landlords

In communities, such as Wawa and Blind River, where there is an existing supply of rental accommodation, some of the housing is, as previously noted, in a poor state of repair. Landlords are able to continue to offer this housing for rent because there are very few alternatives. As well, with rising costs and limited ability to raise rents, landlords can't make enough to cover costs let alone make a profit. It was recommended that a repair program geared to privately owned rental properties could be a viable alternative to building new.

6.1.3 Supportive and Supported Housing for Seniors

With an aging population, it is not surprising to find that all municipalities identified a need for both supportive and supported housing for seniors – a continuum of care for seniors. This includes supports to daily living in existing homes both rental and ownership (private and non-profit), supportive housing and long-term care beds.

There was a strong view that the province's "Aging in Place" strategy is not being funded to the extent that it should be and, as a result, the services received by seniors are now inconsistently delivered and very limited. Homemaker services such as laundry are no longer provided unless the person is living alone. Missed appointments by service providers are not always rescheduled in a timely manner. Inconsistent service delivery was also believed to be a function of services being relocated elsewhere. The prevailing view is that services are "draining out" of the ADSAB service area into Sault Ste. Marie resulting in seniors and others who require supports, such as the disabled and families in crisis, having to move away from their community of choice.

Out migration of seniors to other communities that have both supported and supportive housing puts pressure and increased demand on the available services in those communities. This

creates funding pressures in those communities and attracts the investment of more services in those areas to alleviate demand and in turn attracting more seniors. This cycle has very deleterious impacts on ADSAB residents and their communities. Residents are forced to leave their community of choice, family and friends. For communities, the inability to support seniors in the communities where they currently reside has devastating impacts on local economies through the loss of spending power. It is a cycle that needs to be broken by investing in supported and supportive housing in communities where seniors currently reside.

There are some excellent opportunities to provide supportive and supported housing in a number of communities that can build on the existing infrastructure. Examples include: The Dr. Trefry Centre in Richard's Landing and Twin Rocks, Blind River Municipal Non-Profit, and White River Municipal Non-Profit. As well, there is a new 33 unit supportive and non-supportive housing project under construction in Thessalon that could be a nucleus for outreach to surrounding communities.

6.1.4 Housing for Aboriginal People

No significant needs or issues were identified. Essentially, many Aboriginal people living off reserves experience the same housing needs as the general population. There was some concern expressed over the deterioration of some of Rural and Native Housing Units (RNH) located in Huron Shores and Hornepayne. Some of these RNH units are in very poor conditions and others have been vacant for some time.

During the consultations and in discussion with the Ontario Aboriginal Housing Support Services Corporation (OAHSSC), it was noted that a number of Aboriginal people are moving back to their reserves. The impetus behind this appears to be the high cost of living off reserve.

6.1.5 Homelessness and Transients

Homelessness that is visible is predominately found in the City of Elliot Lake. In other communities, such as Wawa and municipalities located along highway 17, homelessness is the face of transients who ride the Grey Hound bus, get off at a stop and

have no place to go. Since there are no shelters (other than two shelters for victims of domestic violence), these individuals are either provided with a motel room paid for by Ontario Works, end up in hospital or in police custody. They are then provided with bus fare and move along to the next stop and the cycle continues.

There was a three bed men’s shelter in Elliot Lake funded by the ADSAB and through private donations. This facility closed its doors when the ADSAB withdrew funding because its CHPI budget was severely cut back by the province and tough decisions needed to be made about what homelessness initiatives to support. Efforts are now underway to piece together funding to re-establish the much needed men’s shelter Elliot Lake.

Outside of the re-established men’s shelter in Elliot Lake, there are no crisis beds anywhere else in the District. Additionally, none of the traditional volunteer organizations, like the Salvation Army, March of Dimes etc., have a presence in the ADSAB service area outside of the City of Elliot Lake. In fact, most communities note that the ADSAB is the only service provider with a presence across entire the service area.

A need was identified for crisis care housing for men and temporary and transitional housing for men, men with children and families. The need is strongest in communities along the highway 17 corridor and in Wawa. Identified needs include the following:

Location	Identified Need
Blind River	3-5 bed shelter
Dubreuilville	1 bed shelter for women and a 1 bed shelter for men
Elliot Lake	3-5 bed shelter for men that has permanent funding and supports Family shelter that would also accommodate with children
Huron Shores	3 bed shelter for men and men with children
Wawa	3-5 bed shelter for men

The largest segment of the homeless population is those that are at risk of becoming homeless. Either through insufficient income, high operating costs or poor decisions, a number of homeowners

and renters is on the verge of becoming homeless. A comprehensive adequately funded homelessness prevention program is required to meet the needs of this vulnerable population.

6.1.6 Victims of Domestic Violence

As noted in the previous section, there are two women's shelters in the ADSAB service area, CHADWIC Home in Wawa and Maplegate House in Elliot Lake. There is also a 10 bed women's shelter operated by the Mississagi First Nation in the vicinity of Blind River. Women from the Blind River area are welcome to use the facility and can stay up to six weeks. There is the requirement that women participate in cultural programs.

Most communities did not feel there was a need for locally based housing for victims of domestic violence. Many felt it best to relocate victims of domestic violence as lack of anonymity and security in small communities may put women at further risk.

Consultations with representatives from both CHADWIC Home and Maplegate House felt the capacity of the current facilities is sufficient to meet current and future demand. However, what is sorely lacking is transitional or second stage housing, and funding for services to integrate women back into the community.

The Special Priority Policy works well and wait times compared to the rest of the province are much shorter. Notwithstanding, representatives of the women's shelter still require faster access to housing, and second stage housing is the preferred method of housing women immediately upon leaving the shelter.

6.1.7 Youth Housing

There is no housing for youth anywhere in the ADSAB service area. There are situations in Wawa where young people have moved or have been asked to leave their homes and have no place to go. In both Wawa and Elliot Lake, there is a demonstrable need for a group home for Youth like Pauline's Place in Sault Ste. Marie. As well, there is a need for people who can be trustees for youth aged 16-18 who end up living on the street or "couch surfing" with friends or other family. In some cases, the Court will

assign a trustee but there is no safe, affordable and supportive place for the young people to live.

6.1.8 Supportive Housing for Persons with Disabilities

There are virtually no facilities that serve persons with disabilities. The group home operated by Community Living in Blind River for persons with developmental disabilities closed. Recently, a new four unit home funded under the Affordable Housing Program is to start construction.

6.1.9 Non-Profit Housing Providers

Separate consultations were held with each non-profit housing provider that is governed by the *Housing Services Act* or a project operating agreement.

Some providers were very vocal about program rules continuing to be too prescriptive, onerous and appeared to be arbitrary.

Most housing providers felt they had little capacity and resources to take on additional housing projects, although three – in Blind River, Richard’s Landing and Wawa, had surplus land and would be interested in partnering to develop the land for more affordable rental housing. Several others felt it was a role for the ADSAB to develop and own the housing so that it would remain in the public domain. Generally, housing providers felt they could use or benefit from:

- ❑ More resources to engage full time property management services. A suggestion was made partnering with other property managers to achieve better economies.
- ❑ Technical support with tendering, preparation of specifications, finding qualified trades
- ❑ Funding to convert electric heating to oil or some other source of heating fuel
- ❑ Succession planning and new member recruitment
- ❑ Annual or semi-annual group meetings to share information and best practices and receive group training

- ❑ Board governance training as several housing providers were “projects in difficulty”

A number of housing providers are governed by project operating agreements that are set to expire within the 10 year time frame of this HHP. Concern was expressed, particularly by Urban Native housing providers, about what would happen when their agreements expire as all of their units are geared to income.

6.1.10 Access to Information

Prevalent at all community meetings was the recurring theme of improving access to information. Participants noted that:

- ❑ It's very difficult to know who to contact for what services
- ❑ Little or no knowledge of what services are available and the entitlements those services
- ❑ Assistance is required to complete forms and applications
- ❑ It's difficult to access services in the French language

Participants felt there should be a single point of access at different locations where people can inquire about how to access the services they need. There was considerable interest in exploring the “No Wrong Door” approach to helping residents.

7.0 STRATEGIC DIRECTIONS

The ADSAB's HHP is intended to be a living document that sets out tangible actions to better people's lives by creating opportunities for housing and support services that will result in strong local housing environments. In some areas, supportive housing for seniors and supports to homeowners, the HHP challenges and stretches the ADSAB's authority and ability to reverse current trends and policies; and, move in policy directions that may in turn challenge its senior government funding partners. The alternative for these populations is to have a component of the HHP that says...move!

7.1 Vision, Mission and Guiding Principles

Vision and Mission: The following vision and mission statement has been established for housing for the District that resonates with all partners in housing.

VISION:

The Algoma District Services Administration Board is committed to working with all partners including local communities, government agencies, non-profit housing providers and other organizations, to ensure effective management of all human and financial resources to the benefit of the residents we serve. Through innovative solutions and initiatives, we strive to provide high quality programs and services that are readily accessible and recognize the diverse cultures and needs of our communities.

MISSION:

The Algoma District Services Administration Board seeks to enhance the quality of life, health and well-being for the citizens in the communities serviced in Algoma District by providing efficient, quality programs and services in the areas of Children's Services, Emergency Medical Services, Housing Services, Ontario Works and related social services.

Principles: The following principles reflect what was heard during the community engagement process.

Focus on building strong partnerships

Housing is a shared responsibility and only through effective partnerships that lever financial and human resources can positive housing outcomes be achieved. As well, by working collaboratively, the housing system as a whole can benefit from increased capacity and greater opportunities for housing.

Local housing solutions to meet local housing needs

One size does not fit all. There is no one solution to meeting locally identified housing needs. Housing markets have different

characteristics, and needs change over time. The housing solutions must be locally relevant and generated through local responses to locally identified needs.

Housing builds and sustains local economies

The availability of a full range of affordable housing choices in local communities contributes to local economic stability and prosperity.

Putting people first

All people need to know their entitlements to housing and support services; where and how to access housing and services, in order to achieve the best outcome for themselves.

Housing First

Individuals and families, who are homeless or at risk of becoming homeless, will be assisted to obtain and retain appropriate housing.

Human dignity through housing

The worth and dignity of every person and family is best reflected in access to safe, decent and affordable housing.

Accountable and Fiscally responsible

Responsibility is accepted for actions and business decisions made in how local services are delivered and administered through experience, good judgment and good governance.

7.2 Strategic Directions

Synthesizing the data and information derived from the research and community consultations, four (4) strategic directions emerge supported by 17 objectives or goals and 67 recommendations. The strategic directions are:



The following provides a description of each strategic direction and the corresponding goals and recommended actions.



DESCRIPTION

Homelessness is an extreme form of poverty characterized by the instability of housing and the inadequacy of income, health care supports and social supports. It includes people who are absolutely homeless (those living on the streets, transients), people staying temporarily in emergency shelters or hostels, the “hidden homeless” (people staying temporarily with friends or family), and others who are “at risk” of homelessness or who live in substandard and unsafe housing. The homeless in the ADSAB service area is principally comprised of transients, people who are “couch surfing” or individuals and families who are at risk of becoming homeless. The visible homeless were principally identified in the community of Elliot Lake and to a lesser extent in Wawa.

Presently, other than two emergency shelters for women – one located in Wawa and the other in Elliot Lake, there is a distinct absence of emergency and temporary housing for men, youth and families in crisis.

The goals and recommendations presented below are designed to address the identified housing needs of the homeless:

- ❑ Temporary housing with supports for transients
- ❑ Temporary housing for youth
- ❑ Emergency housing for men in crisis some of whom may have children
- ❑ Emergency housing for families
- ❑ Second stage housing for victims of domestic violence and the need to reintegrate women and children leaving the shelters into the community
- ❑ Stable housing for the homeless

The ADSAB will move to adopting a Housing First approach as it considers taking an active role in addressing the housing needs of the homeless.

Goal 1.1 *Meet the need for emergency and crisis accommodation for transients and the homeless.*

Description

Very little has been achieved in the ADSAB service area by successive governments by way of investing in the services and housing for the homeless. Catch-up is going to be extremely difficult. The ADSAB does not have the financial capacity to meet the identified need for housing and services for this highly vulnerable population in a meaningful way. It will require financial assistance from senior levels of government and flexibility in program rules to begin to address the needs of the homeless population.

The ADSAB understands that it may not be possible to fund homelessness initiatives in all communities that identified a need but fully expects, with the financial backing of senior orders of government, to make progress in the area over the term of the plan. In the absence of any funding, the ADSAB will consider the possibility of using some of its own stock to provide emergency housing.

Recommendation 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).
Recommendation 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.
Recommendation 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.
Recommendation 1.1.4	In the City of Elliot Lake, support the development of a 3 bed men's shelter, a family shelter, and a 5-10 bed youth shelter.
Recommendation 1.1.5	In the Town of Blind River, support the development of a 3 bed shelter for transients and men in crisis.
Recommendation 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.
Recommendation 1.1.7	In the Municipality of Huron Shores, support the provision of a 3 bed shelter for men with and without children.
Recommendation 1.1.8	Expedite the provision of stable housing for the homeless through the establishment of a priority or urgent

<p>Recommendation 1.1.9</p>	<p>category for homeless people. Examine the feasibility of using vacant units in the ADSAB owned housing portfolio for emergency or temporary housing.</p>
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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.*

Description

Consultations revealed that residents in the ADSAB’s service area who are most at risk of homelessness are youth, low income singles, seniors and families who are renters. Families and seniors who are homeowners are also at risk of homelessness. High operating costs and, in particular, the cost of hydro put a number of homeowners at risk. Community leaders would like to see the implementation of a program that provides operating subsidies to vulnerable families and seniors regardless of tenure.

<p>Recommendation 1.2.1</p>	<p>The ADSAB advocate for at least the provincial average per capita funding for the Homelessness Prevention Initiative (CHPI).</p>
<p>Recommendation 1.2.2</p>	<p>The ADSAB, in conjunction with supporting advocacy groups², advocate for the inclusion of utility costs in any future allocation model for Canada-Ontario Affordable Housing Program funding.</p>
<p>Recommendation 1.2.3</p>	<p>The ADSAB develop a comprehensive eviction prevention program.</p>
<p>Recommendation 1.2.4</p>	<p>Continue to provide ad hoc support to OW clients for rent arrears and energy</p>

² Refers to organizations such as AMO, FONOM, NOSDA, NOMA, OMSSA

<p>Recommendation 1.2.5</p>	<p>arrears as funding is available pending allocation of funding for a full eviction prevention program.</p> <p>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"> □ Advocate for the ADSAB to be the delivery agent for energy programs funded in its service area.
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Goal 1.3 Support victims of domestic violence.

Description

Both emergency shelters located in the ADSAB’s service area felt the Special Priority Policy was working well and the wait times compared favourably to other communities across the province. However, there is a need for second stage housing – transitional housing with supports and permanent housing. Virtually all municipalities recognized the need to reintegrate women and children back into the community and the challenges posed in small communities particularly where the perpetrator still resides in the community.

<p>Recommendation 1.3.1</p>	<p>Actively support victims of domestic violence to ensure they have access to housing and support services.</p>
<p>Recommendation 1.3.2</p>	<p>Continue to quickly and efficiently process requests for housing under the Special Priority Policy.</p>

Recommendation 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.



**Promote Strong Communities and
Strengthen Community Partnerships**

DESCRIPTION

The ADSAB supports building healthy, stable communities that offer a good range and mix of housing with and without support services. The ADSAB will work with its partners – senior levels of government, local municipalities, non-profit housing providers and community agencies, to meet locally identified housing needs.

Senior governments have always had a major role in providing funding for housing and, in recent years, this has taken the form of the various Canada-Ontario Affordable Housing Programs. While these programs appear to be continuing, the funding is not provided to a level and in a manner that allows effective planning and delivery to meet identified need. Often, there is a time limited opportunity to access the funds and fortuitously ADSAB has been able to take advantage of funds “left on the table” by other service managers. While the ADSAB will work with Northern Ontario advocacy organizations to promote local discretion in the use of program funds and increase the level of funding provided to northern communities, it also needs to work with its constituent municipalities to substantiate housing needs and be “shovel ready” in advance of receiving any funding allocations.

The ADSAB also needs to identify “out of the box” solutions such as providing assistance to low income homeowners in order for them to remain in their own homes. While homeowners are generally not subsidized, except for home repairs, an assistance

program may be a cost effective and least disruptive solution to address their affordability problems.

Many of the communities in the ADSAB service areas are also served by an off reserve Aboriginal housing organization and in some cases non-Aboriginal people receive support services on reserve. The ADSAB should strengthen ties to the Aboriginal community and reach out to First Nations and other Aboriginal organizations to identify opportunities to improve services across the service area.

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

Description

All municipalities across the ADSAB's service area identified a need for good quality affordable rental housing for families and seniors, and supportive housing for seniors and persons with disabilities. Notwithstanding the declining population being experienced in most parts of the service area, municipal leaders and community groups identified a need for additional affordable and subsidized housing. Planning for new assisted living facilities throughout the ADSAB service area will have the added benefit of freeing up existing housing.

While municipalities may have some resources that can be used to contribute to meeting local housing needs, the ADSAB will need to rely on funding from senior governments and maximize the use of funds. Given the low level of funding that the ADSAB typically receives and the competing priorities for how the funding should be used, it may be many years before needs can be addressed in all communities.

The ADSAB made the decision immediately following the transfer of assisted housing responsibilities in 2001 to dissolve its Local Housing Corporation. Given the level of identified demand for affordable and assisted housing coupled with issues of capacity and the very limited options the ADSAB has to leverage its assets and secure financing streams, it is worth while exploring the possibility of re-establishing a Local Housing Corporation or similar entity.

Recommendation 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.
Recommendation 2.1.2	In collaboration with supporting advocacy groups, advocate for increased borrowing powers and/or financing options.
Recommendation 2.1.3	In collaboration with supporting advocacy groups, advocate for annualized multi-year program funding for new affordable housing projects.
Recommendation 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.
Recommendation 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.
Recommendation 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: <ul style="list-style-type: none">▪ Consider the feasibility of developing a 4-6 fully accessible supportive housing

Recommendation 2.1.7

The ADSAB will:

- units for seniors and adults with disabilities.
 - Determine the feasibility of partnering with the hospital to provide personal support workers on an outreach basis.
 - Explore the feasibility of rehabilitating some of the existing stock to create good quality affordable rental housing.
 - Explore the feasibility of adding 10 units to property owned by Michipicoten Non-Profit Housing Corporation and the feasibility of adding 4-6 accessible supportive housing units for seniors and adults with disabilities.
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- Encourage municipalities in its service area to adopt a “Housing First” policy with regard to any lands that are surplus to municipal needs.
 - Encourage the establishment of a municipal Registry of Surplus Properties or a single electronic registry to be maintained by the ADSAB for its service area.

Goal 2.2 Provide and maintain good quality affordable housing for homeowners.

Description

The majority of residents in the ADSAB service area are homeowners. While homeowners are not normally eligible for housing subsidies, assistance with repairs was identified by virtually all parties consulted as an effective means of enabling them to remain in their own home, in their community and avoid increasing waiting lists for assisted housing. The Northern Home Repair Program has been particularly well received and has been effective in allowing seniors to remain in their homes. Currently, there is a waiting list of over 200 applicants for the home repair program.

Attempting to meet this demand has been made further challenging with the competing priority from OW and ODSP clients for repair funding as a result of the consolidation of homelessness program funds and ADSAB's drastically reduced share of homelessness funding.

<p>Recommendation 2.2.1</p>	<p>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.</p>
<p>Recommendation 2.2.2</p>	<p>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>
<p>Recommendation 2.2.3</p>	<p>Design a new ADSAB Renovates program to assist home owners with capital repairs.</p>

Recommendation 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.
Recommendation 2.2.5	Support the increase in the supply of decent, affordable housing for homeowners.
Recommendation 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.
Recommendation 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.

Goal 2.3 *Support housing opportunities for Aboriginal people.*

Description

The Investment in Affordable Housing for Ontario (IAH) program has a separate funding component for Aboriginal people living off reserve which is administered by the Ontario Aboriginal Housing and Support Services Corporation (OAHSSC). While the ADSAB is not required to provide funding, it may be able to assist in other ways with local municipalities.

Recommendation 2.3.1	The ADSAB provide OAHSSC with assistance as may be required to
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<p>Recommendation 2.3.2</p>	<p>expedite the development of housing for Aboriginal people.</p> <p>Provide information to member municipalities on housing programs for Aboriginal people.</p>
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Goal 2.4 *Develop an ongoing relationship with First Nations in the ADSAB service area to better serve residents of both communities.*

Description

Presently, the ADSAB's relationship with the Aboriginal community is through the Urban Native Housing Program and contact with OAHSSC. During the consultations with Urban Native housing providers, it was determined that there may be a mutual benefit in developing a relationship with First Nations in the ADSAB's service area.

<p>Recommendation 2.4.1</p>	<p>Investigate the opportunity for partnerships with the First Nations.</p>
<p>Recommendation 2.4.2</p>	<p>Promote the availability of on reserve support services for non-Aboriginal people.</p>

Goal 2.5 *Support economic development and partnering with local municipalities and agencies as appropriate.*

Description

Through its operations in many communities across its service area, the ADSAB contributes to local economic development by employing local people and paying property taxes to municipalities. In some communities, such as Blind River and the Township of St. Joseph, municipalities work with housing providers to provide property management services.

The extent to which the ADSAB and its partners in housing are able to introduce new housing opportunities, that will either allow residents to stay in the communities of choice or attract new residents, will benefit local economies. Housing means people and people are needed to support the economy. For example, the economic benefits to the Town of Thessalon would be enormous if about 40 rental housing units were available to house employees of local industries.

The ADSAB will work to identify areas where additional benefits can be gained through community partners working together.

Recommendation 2.5.1

Investigate opportunities for partnerships with communities and community agencies to improve local economies.



Sustain the Existing Social and Affordable Housing Portfolio

DESCRIPTION

This strategic direction addresses the housing stock that is owned or financially assisted by the ADSAB.

Assisted housing is an important foundation to building and maintaining healthy communities. For those who have only low incomes, small pensions, social assistance and a few assets, their only option for safe, secure and affordable housing is through units funded and administered by the ADSAB. Ensuring the ongoing viability of the existing assisted housing portfolio is a fundamental priority for the ADSAB.

The key challenge for the ADSAB, working with its non-profit housing partners, will be to ensure the ongoing physical and financial viability and functionality of the assisted housing stock in the absence of sustained funding by senior levels of government.

The ADSAB has one of the smallest assessment bases of all the service managers and most of its constituent municipalities are already feeling the impact of declining economies. Consequently, it needs to effectively work with its partners to ensure the optimum use of financial and other resources.

Where possible, the ADSAB will consider making use of opportunities to provide rent supplement and other housing assistance to help tenants afford to stay where they currently reside.

The ADSAB, in consultation with urban native and other housing providers, will also need to determine how to transition housing projects once their project operating agreements expire.

Goal 3.1 Preserve and maintain the existing housing portfolio owned by the ADSAB.

Description

The social housing portfolio is aging. Other than the few projects created under the Affordable Housing Programs, the portfolio is now 25 to 40 years old and is in need of constant care. While the portfolio is being maintained well, it requires ongoing capital investments to maintain its functionality. Additionally, the portfolio does not always meet current accessibility standards. The housing form, namely the traditional two storey walk-up design of seniors' buildings, means that a significant number of units may not be available to aging tenants with mobility issues.

There is also a high turnover rate in the portfolio of around 25 percent of units in any given year. Recently, new tenants are being advised at the time of placement that they will be responsible for excessive damage to the unit and will be required to pay for repairs.

The ADSAB faces difficulty in getting skilled trades similar to other landlords or homeowners and is not able to take advantage of economies of scale even with an ADSAB owned portfolio of almost 300 units. The units are spread over a wide geographic area with less than 50 units in most catchment areas. There is

also insufficient in-house staff to provide good service to the entire portfolio due to the distances involved.

Recommendation 3.1.1	Develop a long-term Financial and Capital Plan.
Recommendation 3.1.2	Ensure rehabilitation of existing properties is environmentally sustainable and properties are physically accessible.
Recommendation 3.1.3	Research and develop best practices to reduce building maintenance costs.

Goal 3.2 Enhance supports to applicants and tenants of ADSAB owned housing.

Description

Many households that live in or wish to live in assisted housing housed are faced with more than affordability issues. Because of its ongoing relationship with its tenants, the ADSAB is well placed to assist tenants to obtain other services they need. As a responsible landlord, the ADSAB works to improve the circumstances for its tenants by assisting them to obtain support services so that they may remain in their home communities.

The ADSAB recognizes that it is unlikely to obtain the resources it needs from senior governments to build enough housing of the right type to meet the needs of people on its waiting list. In the last few years, the ADSAB has been using its scarce resources to assist people on their waiting list to live in their existing homes until an assisted unit becomes available. This may assist in reducing the pressure on the existing portfolio. While the ADSAB regularly “feels the pulse” of its tenants and agencies serving its communities through daily interaction, it may be appropriate to introduce a more formal means of obtaining input.

Recommendation 3.2.1	Augment the community relations worker (CRW) function to better support tenants and provide better
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	linkages to social service agencies.
Recommendation 3.2.2	Develop a strategy to effectively manage the waiting list for subsidized housing.
Recommendation 3.2.3	Undertake a housing satisfaction survey annually; and of community agencies where appropriate.

Goal 3.3 *Effective administration and protection of the non-profit housing portfolio.*

Description

Consultations with non-profit housing providers identified a number of issues including expiring operating agreements and technical support.

Non-profit housing providers are governed by either the *Housing Services Act, 2011* or a project specific operating agreement. The legislation and agreements set out the rules and policies that govern the administration and funding of the projects. For housing providers whose projects are subject to legislation, there is the sense that the legislative framework will govern these providers in perpetuity. This is not the case for providers that have an operating agreement. Once the operating agreement expires, the ADSAB’s obligation to fund and administer these projects will cease. The ADSAB is committed to working with housing providers whose operating agreements will expire to help transition them to full self-governance.

The ADSAB understands the issues around technical support and the need for ongoing funding beyond what is available in capital reserve funds to sustain the physical assets. The ADSAB is committed to working towards putting measures in place to assist housing providers effectively manage their properties.

Recommendation 3.3.1	Work with housing providers whose operating agreements will shortly expire to develop a transition plan to
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	full self-governance.
Recommendation 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.
Recommendation 3.3.3	Explore options to improve access to technical services for social housing providers.
Recommendation 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. <ul style="list-style-type: none"> ▪ Prepare a Long-Term Capital Needs Strategy using BCA results to identify capital requirements and work with providers to address any capital shortfalls.
Recommendation 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.
Recommendation 3.3.6	Encourage all housing providers to have a preventative maintenance plan in place. <ul style="list-style-type: none"> ▪ Encourage housing providers to align their preventative maintenance plan to their capital plan.
Recommendation 3.3.7	Develop protocols to manage the liability associated with obligations under the <i>Housing Services Act</i> and in

<p>Recommendation 3.3.8</p>	<p>the post mortgage maturity environment.</p> <p>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>
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Goal 3.4 *Build capacity and establish successful partnerships with non-profit housing providers.*

Description

Most housing providers are owned and operated by community volunteer Boards. The ADSAB appreciates the significant contribution housing providers make to creating and maintaining housing that is safe and affordable. The ADSAB will work with housing providers to build effective partnerships and strengthen sector capacity.

<p>Recommendation 3.4.1</p>	<p>Provide timely information on new program initiatives.</p>
<p>Recommendation 3.4.2</p>	<p>Strengthen Board governance and capacity in the non-profit sector.</p>
<p>Recommendation 3.4.3</p>	<p>Regularize and strengthen the governance structure of Thessalon Non-Profit Housing Corporation.</p>

Goal 3.5 *Promote environmental sustainability and energy conservation measures.*

Description

The province has identified environmental sustainability and energy conservation as a key component of the HHP. The measures listed below apply to both non-profit housing providers and the ADSAB's own portfolio.

Also, from time to time, the province and utility companies provide funding to improve energy conservation. The ADSAB needs to be positioned to capitalize on the funding for both its own portfolio and on behalf of non-profit housing providers, particularly if funding becomes available to convert to alternate sources of energy. During the consultations, housing providers expressed the desire to convert from electricity to an alternate fuel source in response to high energy costs.

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| Recommendation 3.5.1 | Provide information about energy conservation programs to housing providers, tenants and OW clients to maximize use of available financial assistance. |
| Recommendation 3.5.2 | Encourage housing providers to develop green plans for their properties. |
| Recommendation 3.5.3 | Include an energy audit component to the next cycle of Building Condition Assessments. |
| Recommendation 3.5.4 | Work with providers to explore the feasibility of converting from electricity to an alternate clean, cost-effective fuel. |



**Provide for Efficient and Effective
Access to Housing and Support
Services**

DESCRIPTION

Improving effective access to housing and support services is a priority for the ADSAB. The ADSAB understands the importance of ensuring residents in the District have access to the housing and support services they require to live in their community of choice.

Internally, the ADSAB will over time move to streamlining how clients access human services programs including children's services, employment and income support programs, and housing in line with provincial direction to consider integration of human services programs. In this regard, the ADSAB will build on its existing level of integration of human services programs.

Over the life of the plan, the ADSAB will consider taking on a proactive approach and potentially new responsibilities to ensure residents have access to the support services they need to remain in their homes. The goals and recommendations presented below are designed to address issues identified relating to:

- ❑ Need for more personal care supports and services for seniors allowing them to remain in their own homes in their own community
- ❑ Poor or declining or inconsistent delivery of support services
- ❑ Seniors moving due to lack of support services/supportive housing
- ❑ Diversion of support services/human resources to areas outside of the ADSAB service area
- ❑ Challenges of delivering services to rural, remote and isolated communities
- ❑ Lack of information on what supports are available and how to access these supports

Goal 4.1 Build on the current level of integration for the delivery of human services programs.

Description

The ADSAB was one of the first service managers in the province to embrace the integration of human services programs. The ADSAB will now move to completing the integration of the programs and will put in place an implementation and cross training plan to ensure effective service delivery to its clients.

The province will, however, need to do its part in breaking down policy barriers between ministries in effect adopting integrated human services delivery at the provincial level.

Recommendation 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.
Recommendation 4.1.2	In partnership with the advocacy and support organizations, advocate to remove policy and legislative barriers that prevent system wide planning for housing and support services.

Goal 4.2 Improve access to information about the programs delivered by the ADSAB including housing options, programs and support services.

Description

The community consultations identified the lack of information and information sharing as a barrier to residents accessing programs, funding and supports delivered by the ADSAB. The ADSAB recognizes the importance of having access to information, in both official languages and currently does provides an information service. However, the ADSAB appreciates that it may need to promote and enhance the services it provides. It will build on its current level of service with the goal of providing a full range of Help Services that may include.

- ❑ A direct link to the public, non-profit and private market rental housing
- ❑ Individual consultation and advocacy
- ❑ Information on rental listings through local newspapers, landlord/tenant rights and obligations and current government programs, initiatives and publications, etc.

- ❑ Links to other community services including emergency/ overnight accommodation, food banks, employment programs, energy assistance programs, etc.
- ❑ Integrated information, referral and short-term case management where there is no other case manager to bring people and services together including: counselling and crisis intervention, advocating on behalf of a client to get supports, landlord tenant mediation and developing strategies to prevent homelessness
- ❑ Assistance with getting identification such as social insurance number, health cards
- ❑ Information resources to landlords on how to be a landlord and tenant issues

The ADSAB will consider to what extent it is able to offer some or all of these services over time.

Recommendation 4.2.1	Establish a Help Service, available in both official languages, that provides information about where and how individuals can apply for services.
Recommendation 4.2.2	Establish information sharing protocols with key stakeholders including the NE LHIN, MCSS, MOHLTC and other community agencies as appropriate.
Recommendation 4.2.3	<p>Hold annual community forums to ensure service providers and other community partners have the opportunity to meet, exchange ideas and information about needs and available local services.</p> <ul style="list-style-type: none"> ▪ Internal cross education to keep front line ADSAB staff informed on issues and new programs.

Goal 4.3 *Promote a “no wrong door” approach to accessing services.*

Description

There is a segment of the population including women who suffer abuse, people with mental health and addictions problems, men and families in crisis that need help finding the supports they need to stabilize their personal circumstances. The ADSAB understands that the support services delivery system is fragmented and difficult to navigate especially for people of low income with concurrent issues.

The ADSAB will, in collaboration with its community partners, work to improve how residents access the services they require. One approach that may be considered is “No Wrong Door” a virtual single point of entry to accessing housing and supports.

Recommendation 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.

- 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.

Goal 4.4 *Support community based supportive housing solutions that enable residents to remain in their community of choice.*

Description

There is a significant demand for supportive housing for seniors, youth, people with developmental, mental health and addictions

issues across the ADSAB's service area. It quickly became apparent that the District lacks infrastructure and resources to efficiently deliver support services. For example, as was previously noted, outside the City of Elliot Lake and to a far lesser extent Wawa, traditional support services agencies like the Salvation Army, March of Dimes and the United Way have no presence. As well, Community Living Algoma (CLA) needs to become an active partner again. Homeless clients of CLA have virtually no choice of community. They must leave the community where there are known neighbours, have often resided for many years and relocate to Sault Ste. Marie.

Additionally, there are very few local organizations that could enter into a Multi-Sector Accountability Agreement with the NE LHIN to deliver services. This situation is exacerbated by the strong view that what few resources do exist are being diverted from the District in favour of other jurisdictions that have been designated growth areas by the province under the *Grow Plan for Northern Ontario*.

It is acknowledged that there will not be assisted living in every community, but much can be done to improve upon the current level of supportive and supported housing that is available. The ADSAB is prepared to work with the NE LHIN to explore options to improve service delivery across the District including becoming the systems manager for the delivery of services where there are gaps in the system.

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| Recommendation 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. |
| Recommendation 4.4.2 | Seek funding to establish a program to train unemployed individuals or local residents who are interested in becoming personal support workers (PSWs). |

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| Recommendation 4.4.3 | Build on existing community supports and housing opportunities to provide support services to residents in non-profit housing, ADSAB owned housing and the community at large. |
| Recommendation 4.4.4 | Develop a Quality Assurance program to ensure a high level of satisfaction with ADSAB services. |

8.0 DELIVERY PLAN

Key to achieving the ADSAB's goals and priority is a delivery plan.



ADSAB Housing and Homelessness Administration Team

This will be dependent on staff working effectively together to deliver on the recommendations set out in this Housing and Homelessness Plan.

Key to achieving this will be:

- ❑ Organizing the ADSAB's housing HHP work to balance with the day to day work
- ❑ Putting in place local partnership arrangements to achieve the HHP priorities
- ❑ Building on the current relationships with its partners in housing including community agencies, municipalities and housing providers
- ❑ Ensuring the ADSAB maintains a productive working relationship with its primary partners, i.e., MMAH, NE LHIN, municipalities, etc.

- ❑ Keeping key stakeholders informed on activities and progress on a regular basis
- ❑ Receiving adequate funding and policy support from senior orders of government

The CAO of the Algoma District Services Administration Board will have overall responsibility for:

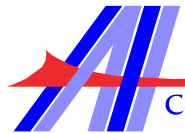
- ❑ Delivering on the recommendations set out in the HHP
- ❑ Leading the advocacy initiatives
- ❑ Reporting to the ADSAB Board, Minister of Municipal Affairs and Housing, and the public on progress
- ❑ Aligning the HHP with any new planning initiatives that may arise during the term of the plan

The following pages detail the delivery plan for the strategic directions, goals and accompanying recommendations.



DELIVERY

PLAN



Algoma District Services Administration Board
Conseil d'administration des services du district d'Algoma



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.

Measures:
 Number of new beds created for transients and the homeless
 Number of permanent housing units accessed
 Number of new partners
 Maintain existing number of emergency beds

- Recommendation 1.1.1: See Advocacy Plan on page 95
- Recommendation 1.1.2: See Advocacy Plan on page 95
- Recommendation 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.
- Recommendation 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.
- Recommendation 1.1.5: In the Town of Blind River, support the development of a 3 bed shelter for transients and men in crisis.
- Recommendation 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.
- Recommendation 1.1.7: In the Municipality of Huron Shores, support the provision of a 3 bed shelter for men with and without children.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
In each of the identified municipalities: Work with municipality and local service providers to conduct a detailed needs study <ul style="list-style-type: none"> ▪ Determine project lead ▪ Determine methodology Identify an appropriate sponsor for the project	Community partners - providers of homelessness services Local municipalities Senior orders of government - CMHC, MMAH	Emergency shelter network of 16 to 23 beds across the ADSAB service area that will reduce the incidence of absolute homelessness Leveraging of partnerships, assets and resources to meet identified need

<p>Identify facility and services to meet needs with respective community and municipal partners</p> <p>Explore funding options with senior levels of government and potential contributions from respective municipalities</p> <p>In consultation with partners establish priorities for funding</p>	<p>Municipalities</p> <p>NE LHIN</p>	
<p>Recommendation 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.</p>		
<p>Supporting Actions</p>	<p>Potential Partners</p>	<p>Outcomes In The Next 10 Years</p>
<p>Examine best practices in other jurisdictions and develop a policy that minimizes impact to wait list times</p> <p>Meet with partners to discuss provision of “wrap around” support services</p> <p>Communicate and implement new policy</p>	<p>NE LHIN MCSS Community agencies Housing providers</p>	<p>Improved access to permanent subsidized housing for the homeless including those who are at risk of becoming homeless</p> <p>Housing First approach</p>
<p>Recommendation 1.1.9: Examine the feasibility of using vacant units in the ADSAB owned housing portfolio for emergency or temporary housing.</p>		
<p>Supporting Actions</p>	<p>Potential Partners</p>	<p>Outcomes In The Next 10 Years</p>
<p>Undertake an analysis of the ADSAB owned portfolio to determine: impact on wait times and residents; feasibility and cost</p> <p>Feasibility to include consideration of issues such as transit, shopping and medical facilities, etc.</p>	<p>ADSAB Community agencies</p>	<p>Emergency housing for homeless and transients as part of a permanent shelter strategy</p>

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.

Measures: Greater percentage of evictions are prevented
Number of interventions to prevent homelessness

Recommendation 1.2.1: See Advocacy Plan on page 95

Recommendation 1.2.2: See Advocacy Plan on page 95

Recommendation 1.2.3: The ADSAB develop a comprehensive eviction prevention program.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Examine best practices in other jurisdictions</p> <p>Identify and prioritize components of program Including:</p> <p>Social Housing rent arrears for social assistance recipients and other low income households</p> <p>Private market rent arrears for social assistance recipients living in the private sector</p> <p>Private market arrears for tenants not receiving government assistance on a means tested basis</p> <p>Utility arrears for social assistance recipients and other low income households</p> <p>Utility arrears for social assistance recipients and RGI households living in the private sector</p> <p>Utility arrears for seniors and low income households living in their own homes on a means tested basis (e.g., housing costs not to exceed 30% of income)</p>	<p>Senior orders of government</p> <p>Utility companies</p>	<p>Working group is formed to develop an eviction prevention program</p> <p>Fewer people risk homelessness</p> <p>Equal access to supports based on need regardless of housing tenure</p>

Advocate to extend eligibility on a means tested basis to low income homeowners who are at risk of becoming homeless		
Examine potential funding options		
Recommendation 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.		
Recommendation 1.2.5: See Advocacy Plan on page 95		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Follow current program based on current reduced CHPI funding levels until new program is in place	MMAH	Cut in CHPI programs will likely result in more people becoming homeless unless the funding is restored

Goal 1.3: Support victims of domestic violence.

Measure: More victims of domestic violence access safe housing faster (Establish a baseline for the number of victims of domestic violence served and compare to number of victims of domestic violence transitioned to safe housing in subsequent years)

Recommendation 1.3.1: Actively support victims of domestic violence to ensure they have access to housing and support services.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
In partnership with stakeholders and senior levels of government: <ul style="list-style-type: none"> Explore the feasibility of providing transitional housing in Wawa and Elliot Lake 	Town of Wawa City of Elliot Lake	Transitional housing available as part of the housing system
Create a working group of the ADSAB and housing and services providers to investigate ways to increase housing options and supports for victims of domestic violence to help them reintegrate into the community	Senior orders of government - MOHLTC, MCSS NE LHIN CHADWIC Home Maplegate House for Women	More housing options Families reintegrated into the community

Recommendation 1.3.2: Continue to quickly and efficiently process requests for housing under the Special Priority Policy.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Continue to implement the Special Priority Policy	ADSAB CHADWIC Home Maplegate House for Women	Victims of domestic violence continue to have priority access to permanent housing Reduced potential harm to families
Recommendation 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.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Determine requirements in process to apply for funds In partnership with the emergency shelters, explore best practices in other jurisdictions and design a program to provide greater housing options	ADSAB CHADWIC Home Maplegate House for Women	More housing options for victims of domestic violence Community integration and diversity



Strategic Direction 2: Promote Strong Communities and Strengthen Community Partnerships

Goal 2.1: Increase the supply of affordable rental housing with and without supports.

Measures: Number of accessible and supportive housing units created for seniors and the disabled
 Number of affordable units created to accommodate large families
 Number of one and two bedroom affordable units created and/or reallocated to match demand

Recommendation 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Determine viable options including: <ul style="list-style-type: none"> ▪ Examining the powers of a Private Non-Profit Housing Corporation to undertake role ▪ Requesting the Minister of MMAH to establish new LHC 	ADSAB Corporate Solicitor MMAH	Increased borrowing powers and more effective borrowing process
Recommendation 2.1.2:	See Advocacy Plan on page 95	
Recommendation 2.1.3:	See Advocacy Plan on page 95	
Recommendation 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.	
Recommendation 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.	
Recommendation 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: <ul style="list-style-type: none"> ❑ Consider the feasibility of developing 4-6 fully accessible supportive housing units for seniors and adults with disabilities. 	

- ❑ Determine the feasibility of partnering with the hospital to provide personal support workers on an outreach basis.
- ❑ Explore the feasibility of rehabilitating some of the existing stock to create good quality affordable rental housing.
- ❑ 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Work with local municipality and local service providers to conduct a detailed needs study <ul style="list-style-type: none"> ▪ Determine project lead ▪ Determine methodology 	Senior orders of government - MMAH, CMHC NE LHIN	Meet local housing needs; more housing options for individuals, seniors and families Support community economic prosperity
Identify an appropriate sponsor for project(s)	Community agencies	Private public partnerships
Explore capital funding options with senior levels of government and determine potential contributions from municipal partners, local service providers, business community	Non-Profit Housing providers, e.g., Michipicoten Builders, community leaders	Continued engagement of non-profit housing sector to meet local housing needs
Explore support services funding options and alternatives with NE LHIN and community service organizations	Economic Development Corporations Area hospitals	
Support feasibility study for adding units to existing site owned by Michipicoten Non-Profit Housing Corporation in Wawa	Local municipalities: Bruce Mines Dubreuilville Hornepayne Huron Shores Macdonald, Meredith and Aberdeen Additional, Plummer	
Facilitate discussion with NE LHIN and Lady Dunn Health Centre to discuss potential for outreach services for personal care in Wawa	Additional Johnson	
Meet with Hornepayne Economic Development Corporation to consider options for the Northstar		

<p>Centre</p> <p>Conduct feasibility study of adding to existing ADSAB seniors building in Bruce Mines</p> <p>Facilitate discussion with community groups, the NE LHIN and Mathews Memorial Hospital Association regarding the need for a long term care facility</p> <p>Conduct a review of ADSAB owned properties to determine tenants needs for support services especially seniors</p> <p>In consultation with partners, establish priorities based on needs/availability of resources</p>	<p>Jocelyn Hilton Hilton Hilton Beach St. Joseph Blind River Thessalon White River Spanish Elliot Lake Wawa</p>	
<p>Recommendation 2.1.7: The ADSAB will:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Encourage municipalities in its service area to adopt a “Housing First” policy with regard to any lands that are surplus to municipal needs. <input type="checkbox"/> Encourage the establishment of a municipal Registry of Surplus Properties or a single electronic registry to be maintained by ADSAB for its service area. 		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Examine best practices in other jurisdictions</p> <p>Meet with CAOs of member municipalities to discuss Housing First policy with regard to surplus lands</p> <p>Meet with local school board(s) and the province regarding the availability of surplus sites for housing purposes</p> <p>Examine the registry developed by ONPHA and how this may relate to ADSAB’s initiative</p>	<p>Local municipalities ONPHA Province School board(s)</p>	<p>An inventory of land is created and available for use for affordable housing</p> <p>Potential for more housing options in local communities</p> <p>Supports local economic development</p>

Draft policy in collaboration with member municipalities and develop appropriate software to make it available on the internet

Goal 2.2: Provide and maintain good quality affordable housing for homeowners.

Measures:
 Number of units repaired
 Number of new homeowner units created
 Number of ancillary suites or secondary units

Recommendation 2.2.1: See Advocacy Plan on page 95		
Recommendation 2.2.2: See Advocacy Plan on page 95		
Recommendation 2.2.3: Design a new ADSAB Renovates program to assist home owners with capital repairs.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Program design: <ul style="list-style-type: none"> ▪ Eligibility criteria would include high energy costs as well as low income ▪ Consider giving priority to repairs that lower energy costs 	ADSAB MMAH CMHC	Reduced incidence of homes needing major repairs Creates employment opportunities and economic prosperity Safe and affordable housing
Recommendation 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.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Develop information sharing protocol with member municipalities for the dissemination of information to homeowners	Service area municipalities	Increased awareness and access to programs
Recommendation 2.2.5: Support the increase in the supply of decent and affordable housing for homeowners.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Consider participation in the homeownership component of the AHP Consult with Habitat for Humanities	Habitat for Humanities Local builders Service area municipalities	An increase in the supply of safe and affordable housing for home buyers

Recommendation 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Ensure local support for secondary suites</p> <p>In partnership with local municipalities, inform homeowners of the opportunity to create an additional suite in their home</p> <p>Examine best practices in other jurisdictions including co-tenancy/ownership models</p>	<p>Local municipalities Homeowners</p>	<p>An increase in the supply of affordable housing</p> <p>More housing options for people to remain in their community of choice</p>

Recommendation 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Advocate for program flexibility to design a “made in Algoma” homeowner program</p> <p>Examine best practices in other jurisdictions</p> <p>Consult with municipalities</p> <p>Design new program</p>	<p>MMAH CMHC</p>	<p>Supports local community improvement</p> <p>More housing options for people to remain in their community of choice</p> <p>Supports current and future housing needs within the service area that can be addressed by the private market</p>

Goal 2.3 Support housing opportunities for Aboriginal people.

Measures: Number of instances where assistance is provided to OAHSSC or other Aboriginal Housing providers

Recommendation 2.3.1: The ADSAB provide OAHSSC with assistance as may be required to expedite the development of housing for Aboriginal people.

Recommendation 2.3.2: Provide information to member municipalities on housing programs for Aboriginal people.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Work with OAHSSC and local municipalities to expedite zoning applications and other land use planning matter Help municipalities understand program requirements Advocacy – putting in a “good word” about the OAHSSC locally Identification of building sites suitable for housing purposes. Provide regular updates to municipalities on housing programs for Aboriginal people	OAHSSC Local municipalities	Facilitated development of affordable housing for Aboriginal people New partnership with Aboriginal housing providers

Goal 2.4: Develop an ongoing relationship with First Nations in the ADSAB service area to better serve residents of both communities.

Measures: Protocol developed and disseminated to community agencies

Recommended Action 2.4.1: Investigate the opportunity for partnerships with the First Nations.		
Recommended Action 2.4.2: Promote the availability of on reserve support services for non-Aboriginal people.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Meet with First Nations to discuss areas of mutual interest including access to on reserve resource, e.g., access to on reserve treatment and women shelters for non-Aboriginal people</p> <p>Determine current process to access services</p> <p>Provide community groups with protocol to access services</p>	<p>First Nations</p> <p>OAHSSC</p> <p>Off reserve community agencies</p>	<p>New partnership</p> <p>Increased access to services for residents</p> <p>Community integration and diversity will be reflected through meeting the needs of people with disabilities, victims of domestic violence, Aboriginal people living off reserve, and those in other locally defined groups</p>

Goal 2.5 Support economic development and partnering with local municipalities and agencies.

Measures: Number of new opportunities created
Number of new partnerships supported by ADSAB

Recommendation 2.5.1: Investigate opportunities for partnerships with communities and community agencies to improve local economies.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>ADSAB consider the economic impact on local communities of the decisions that it makes with respect to new policies and new housing initiatives</p> <p>Strengthen ties with local economic development organizations</p>	<p>Housing providers</p> <p>Local builders/developers</p> <p>Community agencies</p> <p>Municipalities</p> <p>Economic development organizations</p>	<p>Economic stability</p> <p>Increased employment</p>



Strategic Direction 3: Sustain the Existing Assisted And Affordable Housing Portfolio

Goal 3.1: Preserve and maintain the existing housing portfolio owned by the ADSAB.

Measures: No catastrophic building failures
 No units unoccupied due to building issues
 All provincial and other standards continue to be met and new standard implemented where appropriate
 Percentage of capital plan completed

Recommendation 3.1.1: Develop a long-term Financial and Capital Plan.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Conduct financial impact analysis of reduced provincial payments and develop strategies to handle the reduced level of funding Develop a Regeneration Plan for properties owned by the ADSAB. This is to include a review of the properties for the most appropriate use relative to local needs: <ul style="list-style-type: none"> ▪ Plan to maximize rental revenue ▪ Identification of opportunities to reduce operating costs, e.g., procurement practices (contractor program) and bulk purchasing of goods and services 	ONPHA HSC Housing providers Private sector Philips, Hager and North	Viable housing portfolio that meets local needs

Recommendation 3.1.2: Ensure rehabilitation of existing properties is environmentally sustainable and properties are physically accessible.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Advocate for, and maximize the use of government program funding to revitalize the social housing stock	Utility companies HSC MMAH NOSDA, OMSSA	Environmentally healthy buildings Communities that serve an aging population

<p>Maximize take up any energy efficiency programs offered by utility companies. Implement a program to install elevators in two storey buildings</p> <p>Update Asbestos Plan and implement as appropriate</p>		
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Recommendation 3.1.3: Research and develop best practices to reduce building maintenance costs.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Research best practices</p> <p>Develop and implement a preventative maintenance plan</p> <p>Develop and implement a program to reduce high unit turnover and turnover costs</p>	<p>HSC ONPHA ADSAB</p>	<p>Buildings continue to operate efficiently</p> <p>Maintenance cost increase are moderate</p> <p>Fewer tenants leave projects and turnover costs fall</p>

Goal 3.2: Enhance supports to applicants and tenants of ADSAB owned housing.

Measures: Reduced applicant wait times
Greater percentage of evictions are prevented
Tenant survey completed annually

Recommendation 3.2.1: Augment the community relations worker (CRW) function to better support tenants and provide effective linkages to social service agencies.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Review current job description and update to reflect new functions</p> <p>Build in additional positions in future years business plan</p>	<p>ADSAB</p>	<p>Improved client service</p> <p>Homelessness prevention</p> <p>Asset protection</p>

Recommendation 3.2.2: Develop a strategy to effectively manage the waiting list for subsidized housing.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Regularize the Algoma Shelter Allowance Program (ASAP).</p> <ul style="list-style-type: none"> ▪ Conduct a program evaluation and examine options to regularize funding as part of annual budget ▪ Advocate to include clients supported by unilateral ADSAB programs in service standard <p>Develop an exit strategy for the Strong Communities Rent Supplement Program recipients</p> <p>The ADSAB, in conjunction with supporting advocacy groups, advocate for the inclusion of an in situ rent assistance component in future Canada-Ontario Affordable Housing Programs</p> <p>Consider engaging an expert registered lobbyist</p> <p>Work to realign the imbalance between the available housing supply and demand for specific types of units</p>	<p>ADSAB MMAH Sector organizations</p>	<p>Nobody loses their subsidy</p> <p>Use of resources maximized by providing appropriate subsidy program</p>
Recommendation 3.2.3: Undertake a housing satisfaction survey annually; and, of community agencies where appropriate.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Consult with community agencies</p> <p>Design and administer survey annually</p>	<p>Housing providers Community agencies ADSAB</p>	<p>Identify changes in housing needs on regular basis</p>

Goal 3.3: Effective administration and protection of the non-profit housing portfolio.

Measures:
No loss of social housing units
No unexpected capital shortfalls
Reduced number of projects in difficulty
No reimbursement of Mortgage Insurance Fund

Recommendation 3.3.1: Work with housing providers whose operating agreements will shortly expire to develop transition plan to full self-governance.

Recommendation 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Work with OAHSSC to support Urban Native housing providers whose operating agreements will shortly expire	Sector organizations OAHSSC	Continue to have viable projects beyond expiry of operating agreement
Develop a policy based on a cost benefit analysis with respect to the provision of ongoing RGI subsidies post agreement expiry. This is to include an impact analysis on the ADSAB's ability to maintain its service level standards.	MMAH Non-profit housing providers governed by operating agreement	Reduce future contingent liabilities

Recommendation 3.3.3: Explore options to improve access to technical services for social housing providers.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Research best practices	Private contractor HSC	Timely access to qualified technical support
Develop and issue expression of interest for private sector partners or other technical experts	ONPHA Other service managers	

Recommendation 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.**

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Develop and implement capital planning process that includes:</p> <ul style="list-style-type: none"> ▪ Yearly condition assessments, asset replacement priority, plans for repair and reserve fund analysis ▪ Preventative maintenance and repairs program including maintenance standards, response time standards, and work order priorities ▪ Financial monitoring system of the expected mortgage maturity dates to forecast the financial position of projects post-maturity. The forecast should have a three to five year outlook. ▪ Obtain expert advice and prepare Investment Policy Statement and Mission Statement to facilitate capital planning and guide the capital reserve investment strategy ▪ Risk Management to ensure insurance policies reflect value of properties and chattels 	<p>HSC ONPHA Housing providers</p>	<p>Well maintained properties</p> <p>Increased useful life of building and components</p> <p>Lower costs</p> <p>Risk management</p>

Recommendation 3.3.5: See Advocacy Plan on page 96
Recommendation 3.3.6: Encourage all housing providers to have a preventative maintenance plan in place.
 Encourage housing providers to align their preventative maintenance plan to their capital plan.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>ADSAB prepare a preventative maintenance plan template identifying best practices</p> <p>Meet with housing providers to review relevant sections of the BCA (3.3.4) for their projects and identifying building components with issues</p> <p>Work with provider to populate preventative maintenance plan and review progress in implementing plan annually</p>	<p>ONPHA HSC Housing providers</p>	<p>Well maintained properties</p> <p>Increased useful life of building and components</p> <p>Lower costs</p> <p>Risk management</p>

Recommendation: 3.3.7: Develop protocols to manage the liability associated with obligations under the *Housing Services Act* and in the post mortgage maturity environment.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Establish data base with 6 months advance notice of maturity dates</p> <p>With input from legal, develop standard letter of waiver request</p> <p>Monitor requests</p>	<p>CMHC MMAH</p>	<p>Reduced contingent liability as operating agreements expire</p>

Recommendation 3.3.8: Review the *Housing Services Act* and Regulations to identify areas of service manager flexibility under the new framework to manage the housing system in ADSAB’s service area.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Consult with housing providers to develop a new system of local rules as may be applicable</p> <p>Identify issues and, where it is within the ADSAB’s authority, modify applicable local rules</p>	<p>Housing providers ONPHA</p>	<p>Effective program administration that meets local needs</p>

Goal 3.4: Build capacity and establish successful partnerships with non-profit housing providers.

Measures: Number of new partnerships created for new affordable housing development
Reduction in the number of ineffective housing boards
Number of projects meeting “green” plans

Recommendation: 3.4.1: Provide timely information on new program initiatives.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Establish a list of providers interested in developing new affordable housing</p> <p>Identify providers that have surplus lands</p> <p>Development of a guide that will identify available tools and funding resources to assist groups interested in developing non-profit housing</p>	<p>Housing providers</p> <p>ONPHA</p> <p>Member municipalities</p>	<p>Take up of provincial funding</p> <p>Supports provincial interest, i.e., a role for the non-profit sector</p> <p>More community based housing owned and managed by the non-profit sector</p> <p>Knowledgeable and informed non-profit housing sector</p>
Recommendation 3.4.2: Strengthen Board governance and capacity in the non-profit sector.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Develop educational material including Board Governance Manual and deliver Board training on good governance and succession planning</p> <p>Hold annual meeting of all providers to provide opportunities to share best practices, knowledge and experiences</p> <p>Encourage participation in ONPHA’s on-line training programs</p> <p>Work with ONPHA to provide housing providers who are not ONPHA members with access to on-line training materials at no cost</p>	<p>ONPHA</p> <p>Housing providers</p>	<p>Well run projects needing less staff intervention</p> <p>Strong and effective community based housing boards</p> <p>Continuous engagement and support of non-profit housing sector</p> <p>Affordable housing options that exist will continue to be available in the future</p>

Develop training material on developing new housing projects and deliver Board training		
Recommended Action 3.4.3: Regularize the governance structure of Thessalon Non-Profit Housing Corporation.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Examine existing structure of Thessalon Non-Profit, and put process in place to strengthen the Board</p> <p>Examine the borrowing and lending capacity of the organization</p> <p>Review current by-laws for consistency with new Non-Profit Corporations Act and update as necessary</p> <p>Look for opportunities to make use of the housing corporation to meet ADSAB goals</p>	<p>Lawyer</p> <p>Thessalon Non-Profit Board</p>	<p>Strong and compliant community based housing provider</p>

Goal 3.5: Promote environmental sustainability and energy conservation measures.

- Measures:**
- Number of green plans that are in place**
 - Number of providers that follow green plan**
 - Number of times information/assistance is provided**
 - Lower utility costs for projects converted to a more cost effective alternate fuel source**

Recommendation 3.5.1: Provide information about energy conservation programs to housing providers, tenants and OW clients to maximize use of available financial assistance.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Establish an information sharing protocol</p> <p>Offer assistance to clients to complete any application forms as may be required</p> <p>Track the number of occasions information and assistance is provided</p>	<p>Utility Companies</p> <p>HSC</p> <p>Housing providers</p> <p>Tenants</p> <p>OW recipients</p>	<p>Lower energy costs</p>

Recommendation 3.5.2: Encourage housing providers to develop green plans for their properties.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Develop a template for providers to consider that addresses the following:</p> <ul style="list-style-type: none"> ▪ Reducing energy consumption ▪ Reducing waste ▪ Reducing water ▪ Improving green space ▪ Establishing green standards for the procurement of products and services that take into account health effects, durability, recycle content, etc. ▪ Education of its tenants <p>Review and track plans as part of the operational review process</p>	<p>MMAH ONPHA HSC Technical Services</p>	<p>More energy efficient publicly funded housing portfolio</p> <p>Contributes to creating a stronger, cleaner economy that better protects the environment</p>
Recommendation 3.5.3: Include an energy audit component to the next cycle of Building Condition Assessments.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Develop specifications to be incorporated into the Request for Proposal documents.</p> <p>Obtain technical support to assist with the drafting of the specifications</p>	<p>HSC ONPHA</p>	<p>Knowledge of energy related issues</p> <p>More energy efficient publicly funded housing portfolio</p>
Recommendation 3.5.4: Work with providers to explore the feasibility of converting from electricity to an alternate clean, cost-effective fuel.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Engage technical expert to explore conversion potential (i.e., availability of alternative fuel – proximity of gas line, space for fuel oil tank, buildings ability to support alternative electricity generation etc.)</p>	<p>Utility companies HSC ONPHA Housing providers</p>	<p>More energy efficient publicly funded housing portfolio</p> <p>Lower operating costs</p>

ADSAB Technical Services, in consultation with HSC and ONPHA, review options as identified and develop initial costing and recommended approach

Meet with provider boards to review alternatives and recommended actions



Strategic Direction 4: Provide for Efficient and Effective Access to Housing and Support Services

Goal 4.1: Build on the current level of integration for the delivery of human services programs.

**Measures: Number of times that applicants submit same information to access more than one ADSAB service
Greater percentage of evictions prevented**

Recommendation 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.

Recommendation 4.1.2: See Advocacy Plan on page 96

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Review existing organizational structure to ensure there are no barriers to further integration Ensure there is a clear understanding of roles and responsibilities Develop and deliver cross training plan Integrated policy development Communications plan Union engagement	Union Ministries ADSAB	Improved integration of housing with other human services Coordinated planning and delivery will result in better outcomes for the people accessing services

Goal 4.2: Improve access to information about the programs delivered by the ADSAB including housing options, programs and support services.

Measures: Decision made on form Help Service
Level of satisfaction of users based on an annual survey
Conference / Information exchange forum held annually

Recommendation 4.2.1: Establish a Help Service, available in both official languages, that provides information about where and how individuals can apply for services.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Examine best practices in other jurisdictions</p> <p>Conduct a feasibility study on the scope of help services to be provided</p> <p>Create and maintain an inventory of services in both official languages</p> <p>Develop an estimate of the cost of providing the help service (use budget for French languages)</p> <p>Seek funding from the Ministry of Municipal Affairs and Housing as a demonstration project to improve access in the North; the federal government as part of a homelessness prevention strategy; and the Ontario Trillium Foundation</p> <p>Develop and implement a communication strategy</p>	<p>MMAH HRDC Ontario Trillium Foundation</p>	<p>People across service area know what services are available and how to access them</p>

Recommendation 4.2.2: Establish information sharing protocols with key stakeholders including the NE LHIN, MCSS, MOHLTC and other community agencies as appropriate.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Facilitate the development of a common intake process to be used by all agencies to address confidentiality and streamline access to services</p> <p>Establish protocols with other participants in system</p> <p>Implement new processes</p>	<p>NE LHIN CCAC Anchor Agency MCSS MOHLTC Community agencies</p>	<p>Streamlined access to services for clients</p> <p>Better outcomes for the people accessing services; person-centred instead of program-centred processes</p>
Recommendation 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.		
□ Internal cross education to keep front line ADSAB staff informed on issues and new programs.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Establish work team of select key stakeholders</p> <p>Develop conference platform/structure – consider geographical area served, winter weather and rotate/hold multiple meeting forums</p> <p>Explore options for funding</p> <p>Develop and implement marketing plan</p>	<p>All agencies and ministries providing services in ADSAB service area</p> <p>Area municipalities</p>	<p>Improved inter and intra agency information sharing</p> <p>Better client services</p>

Goal 4.3: Promote a “no wrong door” approach to accessing services.

Measures: Navigation protocol is in place

Recommendation 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.

- 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Examine best practices in other jurisdictions including the “no wrong door” approach to assisting residents to efficiently access needed housing and/or support services (North Bay)</p> <p>Develop accountability framework tied into information sharing protocols</p> <p>Create and implement staff training plan on approaches and processes</p> <p>Facilitate the development of an implementation plan and enter into agreements with other ministries and agencies</p>	<p>MMAH MCSS OMSSA Community agencies</p>	<p>People-centred service delivery</p> <p>Better outcomes for the people accessing services</p>

Goal 4.4: Support community based supportive housing solutions that enable residents to remain in their community of choice.

Measures: Increase in educational opportunities through employment training to increase the number of PSWs
 Feasibility study of Service Centre(s) model complete
 Increase in access to services through Service Centre(s)
 Level of user satisfaction based on an annual survey

Recommendation 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>Establishing formal linkages to the Community Support Services Systems Navigator responsible for Algoma at the case worker level and move to an integrated case management approach to improve client service. A similar relationship could extend to the newly formed Anchor Agency</p> <p>Explore ADSAB becoming the systems manager for the delivery of support services for seniors and people with disabilities where gaps in the system exist</p> <p>Explore the creation of a Service Center model for the delivery of support services. This could include:</p> <ul style="list-style-type: none"> ▪ Working with the NE LHIN/CCAC to identify existing geographic gaps in provision of services and service delivery issues ▪ Providing community outreach services from the service centres where appropriate ▪ Identifying the opportunity to create supportive housing arrangements in existing ADSAB housing projects, particularly those in “Hub” communities and seek support services funding from the NE LHIN ▪ Working with the NELHIN/CCAC to improve service provider capacity 	<p>NE LHIN CCAC Service providers Ministries</p>	<p>Seniors and people with disabilities have improved access to support services in their community of choice</p> <p>Supports community development</p> <p>Alleviates pressure on EMS</p>

Recommendation 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).		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
In partnership with the NE LHIN and CCAC, explore the feasibility of a pilot program to provide community based fundamental/ abridged PSW training to interested individuals in remote communities	NE LHIN, CCAC MTCU OW Training providers (e.g., local colleges) Service providers that hire PSWs	Economic development; reduced dependency on social assistance Seniors and people with disabilities have improved access to support services in their community of choice
Recommendation 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.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Work in partnership with the NE LHIN to create an aging in place plan for residents living in social housing funded and administered by the ADSAB The plan is to include an evaluation of all projects and their ability to be retrofitted to accommodate accessibility requirements and provision of home supports	NE LHIN CCAC Housing providers	Seniors supported in where they reside
Recommendation 4.4.4: Develop a Quality Assurance program to ensure a high level of satisfaction with ADSAB services.		
Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
Identify consumer satisfaction standards Develop consumer satisfaction survey instruments Determine frequency of surveys Report annually as part of HHP status update	MMAH OMSSA Housing providers Consumers of ADSAB services	Improved service delivery



ADVOCACY

- Recommendation 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).
- Recommendation 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.
- Recommendation 1.2.1:** The ADSAB advocate for at least the provincial average per capita funding for the Community Homelessness Prevention Initiative (CHPI).
- Recommendation 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.
- Recommendation 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.
 - Advocate for the ADSAB to be the delivery agent for energy programs funded in its service area
- Recommendation 2.1.2:** In collaboration with supporting advocacy groups, advocate for increased borrowing powers and/or financing options.
- Recommendation 2.1.3:** In collaboration with supporting advocacy groups, advocate for annualized multi-year program funding for new affordable housing projects.
- Recommendation 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.
- Recommendation 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.

Recommendation 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.

Recommendation 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.

Supporting Actions	Potential Partners	Outcomes In The Next 10 Years
<p>In partnership with sector organizations develop comprehensive strategic plan to advocate for key measures including more funding to provide greater options for housing in communities and to prevent homelessness; greater financing options; repairs to exiting stock including social housing:</p> <ul style="list-style-type: none"> ▪ Establish team to design advocacy plan ▪ Identify potential community partners ▪ Determine lead advocates ▪ homelessness <p>Consider engaging an expert registered lobbyist</p> <p>ADSAB enter into discussions with the OEB to be the delivery agent for energy programs in its service area</p>	<p>Sector organizations - NOSDA, OMSSA, AMO, FONOM</p> <p>Community partners - providers of homelessness services</p> <p>Senior orders of government</p> <p>Ontario Energy Board (OEB)</p>	<p>New federal/provincial funding to address homelessness</p> <p>New system of shelters, crisis accommodation and permanent housing that will reduce the incidence of homelessness</p> <p>Capital funding available to build or acquire and renovate properties for emergency housing</p> <p>Reduced incidence of absolute homelessness</p> <p>More housing options; higher incidence of affordable housing</p> <p>Economic prosperity</p> <p>Greater support for low income households with high utility costs</p> <p>ADSAB as the delivery agent</p> <p>Financial capacity; better ability to raise funds to meet ADSAB housing objectives</p> <p>Physically sound buildings will continue to be available to house residents over the long term</p> <p>Efficient and effective system planning and use of resources; service integration</p>