

# HALDIMAND & NORFOLK

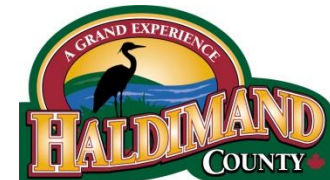
## 10-YEAR HOUSING AND HOMELESSNESS PLAN

### Year 1 Report

June 30, 2015

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## Haldimand and Norfolk 10 Year Housing and Homelessness Plan

**Direction 1:** Ensure all residents of Haldimand and Norfolk Counties have access to suitable, safe and affordable housing opportunities.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	PROGRESS TO DATE
1.1 Encourage the creation of new, affordable housing units by private and non-profit builder/ developers, particularly one bedroom units and housing for single individuals.	Increase the supply of affordable housing, especially bachelor and one bedroom rental units, by creating 30 new rental units.	Number and type of units created	2014-2023	Federal and Provincial Governments (Funding)  Norfolk County as Service Manager (Program Administration)	20 new units created (14-Sunfield and 6-Kent Park).
1.2 Increase access to and funding for rent supplements and housing allowances to increase affordability and access to safe, appropriate housing.	Expand rent supplement program as funds become available.  Increase number of portable rent supplements by 10 units.	Number of new rent supplement units	2014-2023	Federal and Provincial Governments (Funding)  Service Manager (Program Administration)	10 new rent supplements units with CMHA, 5 housing allowances with Salvation Army.  Application and payment process streamlined.  Expanded use of service delivery partners.

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1.3 Increase community knowledge of the eligibility criteria and application process for special priority status for victims of domestic violence applying for social housing.	Increase the number of special priority support letters written by community health and social services agencies, and therefore the number of special priority applicants.	Number of special priority applicants on the social housing centralized waiting list  Number of letters of support for special priority status	2014-2023	Service Manager, in cooperation with community health and social service agencies	No action.
1.4 Assist housing providers to identify and use surplus land opportunities on non-profit and social housing sites for infill.	Develop inventory of available land.  Make information available to housing providers related to re-development.	Percentage of sites used for infill development and/or re-development	Inventory completed by end of 2014	Service Manager, in cooperation with housing providers	Kent Park affordable housing project was infilling.  HNHC has identified this as a goal in their strategic plan.
1.5 Continue to fund and leverage home ownership programs to move people to ownership and free up existing rental units.	Increase funds available for down payment assistance.	Number of households assisted	2014-2023	Federal and Provincial Governments (Funding)  Service Manager (Program Administration)	2014 – 6 2015 – 7
1.6 Develop and implement policies that assist in the protection of existing rental stock.	Establish new rental conversion policies in both Counties.	Policies established	2015	Haldimand and Norfolk Counties	Part of Norfolk County's Official Plan review – currently underway with Social Housing Manager being a member of the Staff Technical Team.

<b>ACTIONS</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS TO DATE</b>
1.7 Develop municipal planning and financial policies which support the creation of environmentally sustainable, mixed density housing with a range of affordability (e.g., new subdivisions should have an affordable component).	Review development charges policies and consider amendments that promote the creation of affordable housing (i.e. relief).  Set housing affordability targets in both Counties.	Policies reviewed  Number of affordable housing units created within new developments	2015 (policy development)  2015-2023 (policy implementation and housing development)	Haldimand and Norfolk Counties	Part of Norfolk County's Official Plan review, currently underway with Social Housing Manager being a member of the Staff Technical Team.
1.8 Develop a housing strategy that maintains existing social housing and rent geared-to-income (RGI) units in the long term and contains plans for capital asset management.	Maintain the number of social housing and RGI units past the end of operating agreements.  Maintain social housing stock using capital asset management planning.	Number of units maintained long term  Number of capital asset management plans established  Number of capital repairs	2014-2023	Federal and Provincial Governments (Funding and Policy)  Service Manager in conjunction with housing providers	Units currently maintained include Del-Gold and Kin-Villa.
1.9 Increase the supply and access to affordable, supportive housing options for seniors and other vulnerable residents across Haldimand and Norfolk Counties.	Increase the stock of affordable, supportive housing units with the addition of 10 new units.	Number and type of units created	2014-2023	Federal and Provincial Governments (Funding)  Service Manager (Program Administration)	5 units for CMHA and 9 units for Developmental Services sector.

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1.10 Increase the stock of accessible, affordable housing.	<p>Increase access to safe and affordable housing for residents with physical accessibility needs with the addition of five new accessible units.</p> <p>Identify unit accessibility as a priority when allocating new affordable housing funding.</p>	<p>Number of people waiting for accessible housing</p> <p>Number of unit modifications made to existing housing stock</p> <p>Number of new accessible units created</p>	2014-2023	<p>Federal and Provincial Governments (Funding)</p> <p>Service Manager (Program Administration)</p>	3 new units at Kent Park have some accessibility features.
1.11 Review second unit policies in Haldimand and Norfolk Counties to ensure compliance with Provincial direction.	Review Official Plan policies and zoning bylaws to ensure second dwelling units are permitted.	<p>Council approval of amendments to permit second dwelling units</p> <p>Number of second dwelling units created and registered</p>	2014-2016	Haldimand and Norfolk Counties	Completed as an amendment was made to Norfolk County's Official Plan.

**Direction 2: Keep people housed.**

<b>ACTIONS</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS TO DATE</b>
2.1 Pursue the creation of integrated health and social service centres for ease of access to multiple services at one time.	Research best practices and service delivery models for integrated service provision.  Create integrated health and social service centres through discussions with agencies and clients.	Existence of integrated health and social service centres  Evaluation of service delivery based on service provider and client feedback	2015-2023	Norfolk County as Service Manager in consultation and cooperation with social service agency partners	No action to date. A community Housing and Homelessness Forum is being planned for November, 2015 to discuss the development of a housing planning table.
2.2 Maintain and grow existing prevention and intervention strategies that preserve personal income and help people pay their bills to remain in their current housing, including rent bank and utility payment and micro loan approaches.	Maintain and grow the Rent and Utility Bank and Housing Stability Benefit Programs.  Reduce number of known evictions.	Number of clients using the Rent and Utility Bank and Housing Stability Benefit Programs  Number of evictions avoided due to program interventions	2014-2023 with program review in 2019	Provincial Government (Community Homelessness Prevention Initiative - CHPI funding)  Service Manager (Program Administration)	Additional funding allocated to both rent/utility bank and housing stability benefit (\$120,000).  Second site being considered in Norfolk County.
2.3 Create life skills / self-sufficiency / resiliency learning opportunities that incorporate poverty reduction / alleviation strategies.	People increase knowledge and skills that support successful tenancies and reduce evictions.	Number and type of sessions held  Number of people attending sessions  Feedback from participants and session facilitators	2015-2019	Service Manager  Local Social Service Agencies	Work being undertaken to define self-sufficiency and resiliency and to develop an evaluation of existing programs.

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2.4 Promote the development and use of peer mentoring strategies to assist people in system navigation.	Development and implementation of peer mentoring models and training supports.	Number of peer mentoring opportunities Number of people participating Participant feedback	2015 (program development) 2016-2023 (implementation and evaluation)	Service Manager  Local Social Service Agencies	No action.
2.5 Develop strategies to prevent arrears across social housing providers to avert evictions and keep people stably housed.	Reduce the amount of rent arrears.  Reduce the number of evictions from social housing for non-payment of rent arrears.	Amount of accumulated arrears  Number of evictions	2015-2023	Service Manager  Social Housing Providers	Some work has started to identify strategies, for example, pay directs with OW.  Housing providers to be engaged in 2015 to begin further planning.
2.6 Support the creation of a local food strategy that includes skill-building programs like cooking clubs, collective kitchens and community gardens.	Development of a local food strategy.	Existence of strategy  Number of skill-building programs  Number of community gardens	2016-2023	Service Manager  Haldimand-Norfolk Health Unit  Local Agencies	No action.
2.7 Strengthen the connection and coordination of the work of faith communities and service clubs with social service providers, food banks and social and affordable housing providers.	Development and awareness-raising of community-based networks to support people who are homeless or at risk of homelessness.	Existence of community network  Number of people using community-based supports  Feedback from service providers and people accessing supports	2015-2023	Service Manager  Housing Providers  Local Social Service Agencies, Churches, Service Clubs	No action. This item to be part of the discussion at the Housing and Homelessness Forum in November, 2015.

**Direction 3:** Expand support opportunities for people to meet increasing complex needs.

<b>ACTIONS</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS TO DATE</b>
3.1 Increase supportive housing options, including rent subsidized affordable housing as well as respite and short stay beds for people with complex needs.	Increased resources available to support people with complex needs.	Number and type of units created  Feedback from people supported related to needs being met.	2014-2023	Federal and Provincial Governments (Funding)  Norfolk County as Service Manager (Program Administration)  Community Support Agencies	22 units in mental health sector, 35 units with supports approved for Indwell project.
3.2 Undertake earlier planning for client placement including coordination between Long Term Care, Community Care Access Centre (CCAC), and community support services.	Development and implementation of a networked approach to placement. Awareness raising among workers and clients of the importance of early planning.	Number of people placed in long term care using a networked approach.  Feedback from workers and clients.	2015-2023	Local Health Integration Network (LHIN)  Service Manager (in coordinating role)  Community Care Access Centre  Long Term Care Providers and Local Agencies who provide senior supports	No action.
3.3 Provide more basic support resources to promote aging in place including transportation, homemaking and housekeeping, home care supports, mental health, and specialized senior supportive services.	People are able to age in place where appropriate.	Number of people who are able to remain at home with supports.  Feedback from people regarding supports received and quality of life improvement.	2015-2023	LHIN  Service Manager (in coordinating role)  Local Agencies who provide senior supports	Social Housing Manager participated in the development of the Health Links Business plans in Haldimand and Norfolk.  More discussions need to occur with the LHIN.



ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	PROGRESS TO DATE
3.4 Ensure that programs are delivered in a manner that is responsive to the needs of rural populations.	People are able to access supports in their communities in a way that minimizes barriers due to rural geography.	Feedback from service providers and clients.	2015-2023	LHIN  Service Manager (in advocating role)  Local Support Agencies	Ongoing. Some discussions have occurred with Ride Norfolk, the transit program in Norfolk County. This is an item that will be part of the agenda for the Housing and Homelessness Forum in November, 2015.

**Direction 4: Collaborate and Coordinate Responses to Homelessness**

<b>ACTIONS</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS TO DATE</b>
4.1 Employ Housing First principles to guide future planning to address community homelessness.	Service providers and clients are aware of housing first principles.  Housing first principles are incorporated into health and social services service provision in the community.	Development of local housing first principles  Community awareness raising of housing first principles  Program evaluation of interventions to ensure alignment with housing first principles	2015 (development of local housing first principles and awareness raising)  2016-2023 (implementation and evaluation)	Norfolk County as the Service Manager  Housing Providers  Health and Social Services Agencies	Include Housing First presentation at community forum (fall 2015).
4.2 Work with housing providers, institutions and support services to develop a zero discharge practice into the communities' homelessness strategy.	People are not discharged from housing, programs or services until appropriate housing status is confirmed (non-emergency situations).	Number of people who discharge to permanent, appropriate housing	2015 (strategy development)  2016-2023 (implementation and evaluation)	Service Manager  Housing Providers  Health and Social Services Agencies including Hospitals	No action. Need to have consensus first on a Housing First strategy.
4.3 Include safety planning in the provision of all homelessness services where domestic violence is known or suspected to be occurring, including referrals to the community's domestic violence services, where appropriate.	Clients receiving homelessness supports, including all clients in the Emergency Housing Program, complete a safety plan.  Clients who are known or suspected to be experiencing domestic violence are referred to appropriate community resources and services.	Number of safety plans completed.  Number of referrals.	2014-2023	Service Manager (in a coordinating role)  Service Delivery Agent staff for homelessness services  Community domestic violence and social services agencies	Being completed but need a way to track – more engagement to occur on this item with the Violence Against Women sector and the Emergency Housing Program service provider.

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4.4 Undertake a study of options for short-term emergency accommodation, including victims of domestic violence, in Haldimand and Norfolk Counties, with attendant supports.	Examine options in both Counties including shelter and “Out of the Cold” programs for emergency accommodation that can connect people with support services.	Completion of research study  Consideration of study findings and recommendations	2015-2016	Service Manager	2015 department budget included funds to complete a study on homelessness and needs assessment for a shelter.
4.5 Increase system capacity for coordination and collaboration across service providers for the chronically homeless population.	Development and implementation of a coordinated and collaborative approach to service delivery (e.g. “wrap around”) for the chronically homeless population.	Existence of collaborative agreements and protocols among service providers  Number of people receiving services using a “wrap around” approach  Feedback from service providers and clients	2014-2016 (development and implementation)  2017-2023 (review and evaluation)	Service Manager (in a coordinating role)  Local Health and Social Services Agencies  OPP	Social Housing Manager participating on Norfolk’s OPP Community Mobilization Table.
4.6 Expand capacity and training opportunities for workers across agencies who provide support for the complex needs of homeless people that focuses on housing retention strategies.	Increased inter-agency training on housing retention strategies for people with complex needs.	Number of training sessions  Feedback from participants	2016-2017	Service Manager (in a coordinating role)  Local Health and Social Services Agencies	No action.

**Direction 5:** Advocate to senior levels of government for adequate funding for services, supports and programming.

<b>ACTIONS</b>	<b>TARGET</b>	<b>MEASURE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>PROGRESS TO DATE</b>
5.1 Advocate for increased and stable funding from the Federal and Provincial Governments in order to provide new rent geared to income and affordable housing units, including funding for new Aboriginal housing, portable rent supplements and operating funds for attendant supports.	Federal and Provincial funding for rent geared to income and affordable housing and supports, that is adequate and flexible, to respond to community need.	Existence of available funding  Number of rent geared to income housing units maintained  Number of affordable housing units created  Number of rent supplements and housing allowances  Increased funding for support services	2015-2019	Norfolk County as the Service Manager  Sector Organizations (e.g., Ontario Municipal Social Services Association – OMSSA, Ontario Non-Profit Housing Association – ONPHA)	Social Housing Manager continues to be actively involved with ONPHA and OMSSA network tables.
5.2 Advocate for the Federal and Provincial Governments to enact legislation that would increase the minimum wage and social benefits for Ontario residents taking into account rural differences and challenges.	Increased financial security for low-income residents.	Number and types of lobbying actions	2014-2023	Service Manager, in conjunction with Sector Organizations	In progress.
5.3 Explore a variety and range of public and private transportation options within and across Haldimand and Norfolk Counties.	Residents have access to timely, affordable and accessible transportation.	Number of transportation options in both Counties  Frequency, affordability and availability of transportation options	2014-2023	Service Manager  Norfolk and Haldimand Counties  Ride Norfolk	Norfolk County Council approved the continuation of Ride Norfolk, the County's transit system.

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<p>5.4 Advocate to the Provincial Government for increased provision and access to psychiatric supports including a Schedule 1 Hospital Psychiatry facility.</p>	<p>Residents have access to local, high quality psychiatric supports that meet their needs.</p>	<p>Number and type of local psychiatric supports</p> <p>Number of people using local psychiatric supports</p> <p>Feedback from service providers and clients on service provision</p>	<p>2014-2023</p>	<p>Provincial Government (funding)</p> <p>Service Manager (in a coordinating role)</p> <p>Local Health and Mental Health Agencies</p>	<p>This was included in the Health Links business plan. Norfolk General Hospital is the lead for Health Links in Norfolk and Haldimand War Memorial Hospital in Dunnville is the lead for Health Links in Haldimand County.</p>