

HALDIMAND & NORFOLK

10-YEAR HOUSING AND HOMELESSNESS PLAN

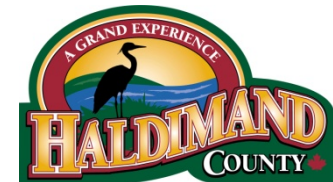
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Preface

Norfolk and Haldimand Counties are home to approximately 108,000 people and cover 2,900 square kilometres along the north shore of Lake Erie. Norfolk County has about 57 percent of the combined population and land area. The Counties are a mix of small towns and rural areas, with significant linkages to larger cities nearby. Each County has had a single-tier government since de-amalgamation in 2001. Norfolk is the designated Consolidated Municipal Services Manager (Service Manager) for the two-County area, operating the Health and Social Services Department which provides services to residents of both Counties.

Over the past decade the Province of Ontario has struggled with and withstood significant economic turbulence. As a result, traditional patterns of employment, support and housing have been adversely affected. Communities, such as Haldimand and Norfolk, whose economies have traditionally relied upon manufacturing, agriculture and services, have been particularly affected by these changes. These changes have also been quite marked in the housing sector. As rental availabilities have dropped and affordability has diminished for those most affected by the adverse economic situation, there is clearly a need to better understand and more effectively respond to the housing-related needs within the community.

This report has been developed to address these issues for better information about the community's needs. The Province of Ontario now requires each Service Manager to produce a 10-year housing and homelessness plan. These plans are required to include:

- An assessment of current and future housing needs in the Service Manager area;
- Objectives and targets related to housing needs;
- A description of the measures proposed to meet the objectives and targets;
- A description of how progress will be measured.

The Housing and Homelessness Needs Assessment has been prepared as the foundation for the Haldimand & Norfolk 10-year Housing and Homelessness Plan. That assessment was completed in collaboration with the Health and Social Services Department, other departments in both Counties, and the community-based and private sectors.

The five directions and thirty-two actions outlined in this report are based upon a systematic research strategy utilizing census data, previous reports and research, key informant interviews and qualitative research involving those with “lived experience” of homelessness. Using data from these multiple sources, the directions and actions presented here are most broadly representative of the views and perspectives of a diverse group of stakeholders within and across the communities of Haldimand and Norfolk Counties.

Finally, we recognize that there are both opportunities but also significant constraints to the provision of housing and services to those who are homeless or at risk of homelessness. This report will summarize gaps, needs and priorities while acknowledging that addressing these needs requires collaboration across all levels of government. There are funding constraints and issues that also need to be addressed at Municipal, Provincial and Federal levels.

Vision

Residents of Haldimand and Norfolk will be able to live in safe, appropriate, accessible and affordable housing with support opportunities.

Directions

- Direction 1 Ensure all residents of Haldimand and Norfolk Counties have access to suitable, safe and affordable housing opportunities.
- Direction 2 Keep people housed.
- Direction 3 Expand support opportunities to meet increasingly complex needs.
- Direction 4 Collaborate and coordinate responses to homelessness.
- Direction 5 Advocate to senior levels of government for adequate and sustained funding for services, supports and programming.

Priority Actions

- Action 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.
- Action 1.3 Assist housing providers to identify and use surplus land opportunities on non-profit and social housing sites for infill.
- Action 1.9 Increase the supply and access to affordable supportive housing options for seniors and other vulnerable residents across Haldimand and Norfolk Counties.
- Action 2.1 Pursue the creation of integrated health and social service centres for ease of access to multiple services at one time.
- Action 3.1 Increase supportive housing options, including rent subsidized affordable housing as well as respite and short stay beds for people with complex needs.
- Action 4.3 Undertake a study of options for short-term emergency accommodation, including victims of domestic violence, in each County, with attendant supports.

Community Highlights

- Population expected to grow by 2,100 by 2021 (2%)
- Number of persons ages 60-79 expected to increase by 7,800 (35%)
- Household size will continue to decrease

Demographics

- Median age in 2011 was 46 in Norfolk, 43 in Haldimand (40 for Ontario)
- Older adults (55 and older) make up 33% of the population (27% for Ontario)
- Adults ages 20-34 make up 15% of the population (19% for Ontario)
- Aboriginal people comprise approximately 3.2% of the combined Haldimand and Norfolk population
- More couples and non-family households – fewer two-parent families with children

Aging Population

- More older adults in Norfolk (35%) than in Haldimand (30%)
- Fewer young adults – 15% of the population is age 25-39 – there are more young adults in the Aboriginal population
- 20% more seniors on a relative basis as compared to Ontario

Income

- Ontario Works caseload rose by 39% from 2007-2012
- Fewer people earning \$100,000+
- Higher proportion than Provincial average earning less than \$40,000

(Data Sources: 2006 Census; 2011 Census; 2011 National Household Survey)

Community Highlights (Continued)

6,400 households with housing affordability problems

- 3,400 are owners – 1,100 of these are seniors
- 3,000 are renters - 900 of these are seniors

(Source: 2006 Census)

Employment

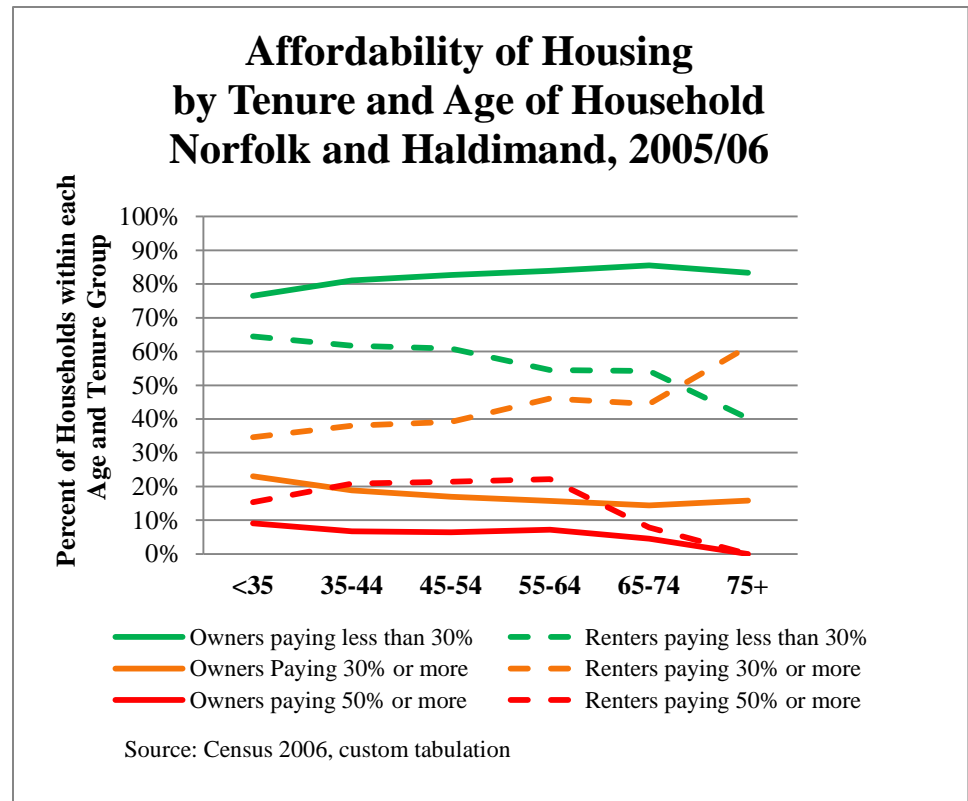
- 1 of 7 people are employed in agriculture in Haldimand
- 1 of 10 people are employed in agriculture in Norfolk
- 1/3 of employed Haldimand residents work in Hamilton
- 1/5 of employed Norfolk residents work in Oxford or Brant-Brantford

(Source: 2006 Census)

Housing Production

- 3/4 of housing completions were detached homes from 2009-2011
- Of the remainder of starts about 2/3 were row/townhouses and 1/3 semi-detached in each County

(Source: Canada Mortgage and Housing Corporation)



Ownership

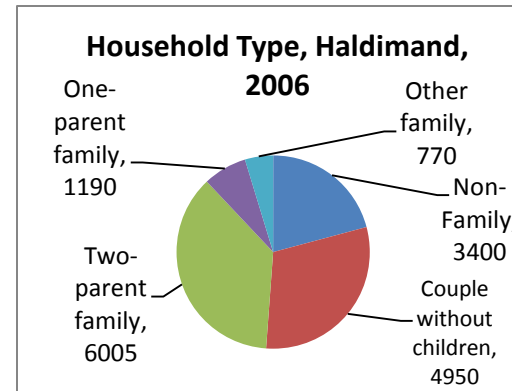
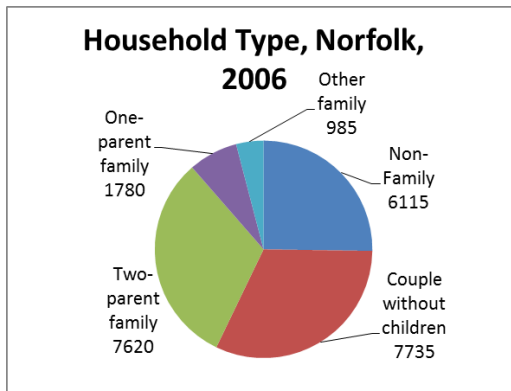
- 16% of homeowners pay 30% or more of income on accommodation
- 84% of total housing stock is single detached homes
- 84% of housing is owned in Norfolk, 79% in Haldimand

Average Home Resale Value for Haldimand and Norfolk: \$224,423

(Source: Canada Mortgage and Housing Corporation)

Housing Stock and Supply

- Far more detached homes than Ontario averages
- 7% of dwellings require major repair – the majority of housing stock is in good repair



Rental

- 42% of renters pay 30% or more of income on rent – 1 in 6 renters pays over 50%
- 16% of housing is rented in Norfolk, 21% in Haldimand
- 7 year wait for one bedroom, rent geared-to-income apartments in Simcoe

Estimated Rents Including Utilities, September 2012

September 2012	Bachelor	One Bedroom	Two Bedroom
Haldimand County (weighted average)	\$580	\$650	\$800
Norfolk County	\$660	\$680	\$780

(Source: Kijiji Survey)

Moneys Available for Housing

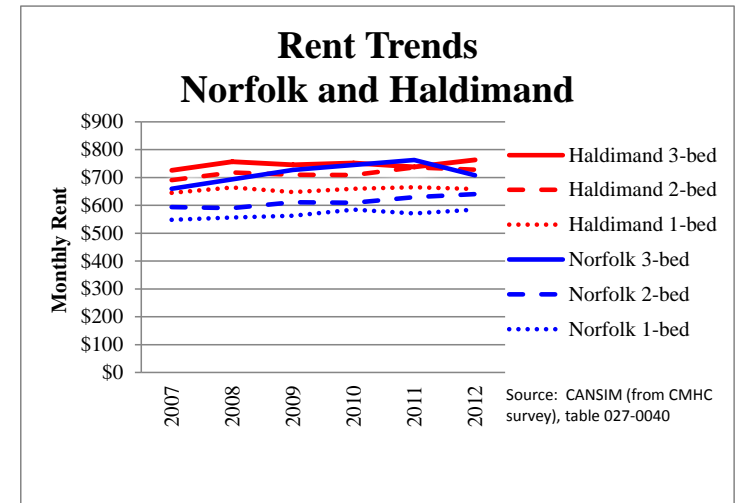
- Ontario Disability Support Program shelter allowance (single) \$479
- Ontario Works shelter allowance (single) \$376
- Canada Pension/Old Age Security/GAINS (single) \$410

Housing Stock and Supply

- 42% of tenants live in detached homes (Ontario 12%)
- Half of rental stock built between 1920 and 1970 (aging)

Social Housing Centralized Waiting List (March, 2013)

- 262 households on the waiting list, 125 non-senior singles and couples
- 64 households with dependents
- 73 senior households
- 19 Special Priority Status applicants (victims of domestic violence): 12 non-seniors without dependents, 5 with dependents and 2 seniors



Housing Stability

- An average of 20 families per night stayed in emergency accommodation in County motels in 2012, through the Emergency Housing Program
- \$257,201 spent on emergency shelter in 2012
- 1,949 total nights of service to 16 youth (April 1/12 to February 28/13) at Union House

Addictions and Mental Health Support Services

- In 2011 and 2012, 26 people with no fixed address were admitted to the withdrawal management program at Holmes House.
- The Canadian Mental Health Association's crisis stabilization bed was full for 280 days in 2012, expanding to 6 beds in July 2013.

Youth – Union House (2011-2012)

- 1,856 total nights of service to 21 youth
- 1,844 nights of service provided to transitional age youth
- 77 nights were provided through the urgent care bed

Domestic Violence – Haldimand & Norfolk Women's Services (2011-2012)

- 96 women and 48 children stayed at the emergency shelter;
- 20 women received counselling, support, advocacy and safety planning in the Transitional and Housing Support Program

Homelessness is defined to include people who are in emergency shelters or on the streets, those who are at risk of losing their homes, and those who need support services to help them get and keep stable housing. Part of the response to prevent someone from becoming homeless, or to help them out of homelessness, will involve housing but it is also important to provide support to prevent homelessness.

There are two prerequisites for a successful Housing First system, as entrenched in the *Housing Services Act, 2011*:

1. Access to safe, affordable and appropriate housing
2. Appropriate and sustained supports to keep people housed.

The number of reasons people find themselves without a home can be as varied as the individuals and families themselves. As a service area that is geographically vast but with a smaller population, Haldimand and Norfolk Counties are challenged to address many diverse issues, which are often compounded by social, economic and health problems, limited resources and transportation barriers.

Current Use and Need

- The Emergency Housing Program provided shelter to an average of 20 homeless individuals per night in 2012
- The Domiciliary Hostel Program provided housing with support to 18 low-income residents per night in 2012
- 20 people are estimated, based on interviews, to be “living rough” (street homelessness) during the summers – in winter they are couch surfing (key informant interviews)
- All Ontario Works and Ontario Disability Support Program clients spend in excess of 30% of their total monthly entitlement on housing, placing them in “core housing need”
- Ontario Works served nearly 1,400 Haldimand and Norfolk residents every month; demand for services have increased by nearly 35% over the last 5 years
- Food banks are increasingly being accessed
- While the social housing centralized waiting list indicates that housing for all types of households is needed in the Service Manager area, it also illustrates there is an acute shortage of units suitable for single individuals or childless couples for both applicants on the chronological waiting list and those applicants with special priority status due to domestic violence
- The approximate wait time for special priority social housing applicants is three months
- The demand for bachelor and one bedroom units is expected to continue to increase in the near future as a result of the demographic trends described earlier

What We Heard

- Lack of safe, affordable, appropriate housing, especially one bedroom units and housing for single people
- Need for “Out of the Cold” or 24/7 year round permanent emergency shelter services and supports
- All transitional housing opportunities are in Simcoe, including the emergency domestic violence shelter and second stage housing (Quetzal Family Homes)
- Need more addiction/mental health services/supports
- Need more low barrier housing, services and programs
- The recent reduction of Community Start Up and Maintenance Benefit (CSUMB) by the Province will affect many vulnerable residents of Haldimand and Norfolk
- Lack of decent paying jobs – people are barely getting by – living wage opportunities are not readily available
- Need more employment training opportunities
- Congregate/group living is an important part of the continuum – though for the majority private accommodation is preferred
- More supportive housing resources are needed for seniors, youth, those with mental health and/or addiction challenges, single-parent families

“If there was a good factory people would be working in it...I can’t even get farm work”



“I can’t afford to put my cell phone on...so I don’t have a phone”

What We Heard (Continued)

- Seniors' needs increasing for services and supports for aging in place, and for more complex behavioural and mental health issues
- More complex cases across client groups, including concurrent and dual diagnosis mental health issues, more coordinated interventions are needed
- Access to transportation continues to be a barrier
- Need one stop service centre provision at several locations across the Counties
- Increasing use of food banks and meal programs
- Need broader poverty alleviation strategies
- Faith communities are an underutilized resource
- Growing and visible number of teens who are becoming homeless – there is a gap for youth after 18
- Concern about the lack of psychiatric supports at the hospital

“It wasn’t for places like this, a lot of people wouldn’t survive”

Person at St. Vincent DePaul Society lunch



Progress

Through the Affordable Housing Program (AHP) Rental and Supportive Component, the Service Manager allocated Provincial funds (\$4.5 million) for the creation of 54 new affordable rental units (rents set at 80 percent of the area's average market rent) in the two Counties as follows:

- 15 units in Simcoe
- 5 units in Port Dover
- 6 units in Waterford
- 3 units in Caledonia
- 2 units in Cayuga
- 2 units in Hagersville
- 21 units in Dunnville.



In 2011, the Province announced the Investment in Affordable Housing (IAH) for Ontario Program. The Service Manager allocated \$1.26 million in Provincial funding for the construction of 14 new, affordable rental units in Simcoe. Once completed, these units will house modest income seniors and small families.

Short Term Rent Support Program (STRSP)

This program assists low-income households pay their rent. The Service Manager coordinated the payment of approximately \$230,000 of Provincial funding to residents in need in the two Counties under the STRSP.

Home Ownership

Thirty (30) households have been assisted across both Counties to become home owners through the provision of down payment assistance loans through the AHP Homeownership Component from 2007 to 2010.

The Service Manager has allocated \$250,000 of Provincial funds under the IAH Homeownership Component from 2012 to 2015. To date, 10 households have received down payment assistance loans.

Progress (Continued)

Maple Grove Place

In 2010 Cheshire Independent Living Services (Halton Homes Inc.) was selected to receive Affordable Housing Program funding in the amount of \$1.4 million toward the construction of 21 seniors' supportive housing units to be built in the vacant wings of Grandview Lodge in Dunnville. The Cheshire project receives annualized funding from the Local Health Integration Network (LHIN) for senior supportive services.



Addictions Supportive Housing (ASH) Program

The new ASH program that leverages existing assets in the community such as The Comm, a renovated privately owned hotel, as well as support services (Holmes House) and rent supplements (CMHA) is an excellent example of an integrated, collaborative, entrepreneurial approach. The Comm also provides meals to the migrant community workers one night a week. With the Norfolk Pregnancy Centre offices also located in the building, the Comm is becoming an impromptu service hub.

Direction 1

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

Actions*

- 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.
- 1.2 Increase access to and funding for rent supplements and housing allowances to increase affordability and access to safe, appropriate housing.
- 1.3 Increase community knowledge of the eligibility criteria and application process for Special Priority Status for victims of domestic violence who are applying for social housing.
- 1.4 Assist housing providers to identify and use surplus land opportunities on non-profit and social housing sites for infill.
- 1.5 Continue to fund and leverage home ownership programs to move people to ownership and free up existing rental units.
- 1.6 Develop and implement policies that assist in the protection of existing rental stock.
- 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).
- 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.
- 1.9 Increase the supply and access to affordable supportive housing options for seniors and other vulnerable residents across Haldimand and Norfolk Counties.
- 1.10 Increase the stock of accessible affordable housing.
- 1.11 Review second unit policies in Haldimand and Norfolk Counties to ensure compliance with Provincial direction.

*The targets, measures, timelines and responsibilities for the actions are contained in Appendix 1.

Direction 2

Keep people housed.

Actions

- 2.1 Pursue the creation of integrated health and social service centres for ease of access to multiple services at one time.
- 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.
- 2.3 Create life skills / self-sufficiency / resiliency learning opportunities that incorporate poverty reduction / alleviation strategies.
- 2.4 Promote the development and use of peer mentoring strategies to assist people in system navigation.
- 2.5 Develop strategies to prevent arrears across social housing providers to avert evictions and keep people stably housed.
- 2.6 Support the creation of a local food strategy that includes skill-building programs like cooking clubs, collective kitchens and community gardens.
- 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.

Direction 3

Expand support opportunities for people to meet increasing complex needs.

Actions

- 3.1 Increase supportive housing options, including rent subsidized affordable housing as well as respite and short stay beds for people with complex needs.
- 3.2 Undertake earlier planning for client placement including coordination between Long Term Care, Community Care Access Centre (CCAC), and community support services.
- 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.
- 3.4 Ensure that programs are delivered in a manner that is responsive to the needs of rural populations.

Direction 4

Collaborate and coordinate responses to homelessness.

Actions

- 4.1 Employ Housing First principles to guide future planning to address community homelessness.
- 4.2 Work with housing providers, institutions and support services to develop a zero discharge practice into the communities' homelessness 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.
- 4.4 Undertake a study of options for short-term emergency accommodation, including victims of domestic violence, in each County, with attendant supports.
- 4.5 Increase system capacity for coordination and collaboration across service providers for the chronically homeless population.
- 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.

Direction 5

Advocate to senior levels of government for adequate funding for services, supports and programming.

Actions

- 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.
- 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.
- 5.3 Explore a variety and range of public and private transportation options within and across Haldimand and Norfolk Counties.
- 5.4 Advocate to the Provincial Government for increased provision and access to psychiatric supports including a Schedule 1 Hospital Psychiatry facility.

Conclusion

This report has outlined a series of five directions and thirty-two actions, based upon research conducted with a diverse array of stakeholders, within Haldimand and Norfolk Counties.

In developing this report, we have been mindful of the following:

- The Provincial requirement for the development of an evidence-based plan of action related to addressing community-specific housing and homelessness needs;
- The unique needs of the Haldimand and Norfolk communities themselves. These communities represent an amalgam of urban, suburban and rural housing types and needs, with increasing economic disparity becoming evident across the Service Manager area in light of changing economic and demographic circumstances;
- As these communities continue to experience demographic shifts – an aging population, changing family compositions, and increasing socio-economic disparity – it is clear that no “one size fits all” solution is workable. The geographic realities and market challenges of such a diverse region and community means more responsive, customized, and flexible alternatives must be sought to truly address community needs.

While the directions and actions presented in this Plan are based upon best-available evidence and research, it is clear that implementation of any of these findings is challenging in light of current budgetary and fiscal constraints at the Federal, Provincial and Municipal levels. While this report presents a vision for change, and directions to achieve meaningful, community-based impacts, the challenge of implementation must be carefully addressed.

The community itself will need to find a way to build consensus, and work collaboratively to prioritize needs and address the directions and recommendations contained in this report. Such collaboration will require a balance of leadership, effective and open communication and outreach, and perhaps most importantly an agreed-upon vision that all stakeholders embrace.

Going forward, the directions and recommendations can form the foundation for productive, inclusive discussion to facilitate community building and prioritization of needs, activities and outcomes for housing and homelessness planning in Haldimand and Norfolk Counties.

Appendix 1

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

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
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)
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)
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
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

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)
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	2013-2014	Haldimand and Norfolk Counties
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	2014-2015 (policy development) 2015-2023 (policy implementation and housing development)	Haldimand and Norfolk Counties
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
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)
1.10 Increase the stock of accessible, affordable housing.	Increase access to safe and affordable housing for residents with physical accessibility needs with the addition of five new accessible units.	Number of people waiting for accessible housing Number of unit modifications made to existing housing stock	2014-2023	Federal and Provincial Governments (Funding) Service Manager (Program Administration)

	Identify unit accessibility as a priority when allocating new affordable housing funding.	Number of new accessible units created		
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.	Council approval of amendments to permit second dwelling units Number of second dwelling units created and registered	2014-2016	Haldimand and Norfolk Counties

Direction 2: Keep people housed.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
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
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 by ten percent (10%).	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)
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	2014-2019	Service Manager Local Social Service Agencies
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

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
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 and number of evictions from social housing by ten percent (10%).	Amount of accumulated arrears Number of evictions	2014-2023	Service Manager Social Housing Providers
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
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	2014-2023	Service Manager Housing Providers Local Social Service Agencies, Churches, Service Clubs

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

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
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
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.	2014-2023	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
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.	2014-2023	LHIN Service Manager (in coordinating role) Local Agencies who provide senior supports
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.	Number of people accessing supports locally. Feedback from service providers and clients.	2014-2023	LHIN Service Manager (in coordinating role) Local Support Agencies

Direction 4: Collaborate and Coordinate Responses to Homelessness

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
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	2014 (development of local housing first principles and awareness raising) 2015-2023 (implementation and evaluation)	Norfolk County as the Service Manager Housing Providers Health and Social Services Agencies
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	2014 (strategy development) 2015-2023 (implementation and evaluation)	Service Manager Housing Providers Health and Social Services Agencies
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
4.3 Undertake a study of options for short-term emergency accommodation, including victims of domestic	Examine options in both Counties including shelter and "Out of the Cold" programs for emergency accommodation that can	Completion of research study Consideration of study findings and recommendations	2014-2016	Service Manager

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
violence, in Haldimand and Norfolk Counties, with attendant supports.	connect people with support services.			
4.4 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
4.5 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

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

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
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	2014-2019	Norfolk County as the Service Manager Sector Organizations (e.g., Ontario Municipal Social Services Association – OMSSA, Ontario Non-Profit Housing Association – ONPHA)
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
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

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY
5.4 Advocate to the Provincial Government for increased provision and access to psychiatric supports including a Schedule 1 Hospital Psychiatry facility.	Residents have access to local, high quality psychiatric supports that meet their needs.	<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>	2014-2023	<p>Provincial Government (funding)</p> <p>Service Manager (in a coordinating role)</p> <p>Local Health and Mental Health Agencies</p>