



HALDIMAND & NORFOLK 10-YEAR HOUSING AND HOMELESSNESS PLAN

Year 3 Report

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Providing Services to Haldimand and Norfolk Counties

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	YEAR 3 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)	35 new affordable rental units with on-site support services in Norfolk County (Hambleton Hall) opened for occupancy in October 2016.
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)	Streamlined access to Housing Allowance. Through additional Federal (Social Infrastructure Fund) and Provincial (Investment in Affordable Housing) funding an additional 30 Housing Allowance spaces were added to the portfolio. Commencement of Victim of Domestic Violence Portable Housing Benefit (VDV-PHB), in which 11 households assisted in increasing market rent affordability.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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	Through updated and streamlined process implemented in 2016, the process and screening of SPP applicants has improved process. The option of the VDV-SHB program has also improved access to affordable housing options.
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	HNHC undertook comprehensive Regeneration Study.
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)	2016 – 8 homeownership recipients. Challenges around finding appropriately priced homes in both Haldimand and Norfolk.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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	Norfolk County Housing Study completed in 2016, including 3 community engagement opportunities. Housing Study approved by Council in 2016; Official Plan Amendment to be presented to Council for consideration in 2017.
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	Norfolk County Housing Study completed in 2016, including 3 community engagement opportunities. Housing Study approved by Council in 2016; Official Plan Amendment to be presented to Council for consideration in 2017. Haldimand County Official Plan Review is pending.
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	Norfolk County Housing Study completed in 2016, including 3 community engagement opportunities. Housing Study approved by Council in 2016; Official Plan Amendment to be presented to Council for consideration in 2017. Haldimand County Official Plan Review is pending.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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)	35 Units created as part of the Hambleton Hall Development in Norfolk County, move-ins started in October 2016; these units are geared towards households needing additional supports.
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. Identify unit accessibility as a priority when allocating new affordable housing funding.	Number of people waiting for accessible housing Number of unit modifications made to existing housing stock Number of new accessible units created	2014-2023	Federal and Provincial Governments (Funding) Service Manager (Program Administration)	All 3 fully accessible units in the new Hambleton Hall development were occupied by individuals in need of these units.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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	Norfolk County – completed in 2015. Haldimand County Zoning By-law review process currently underway.

Direction 2: Keep people housed.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
2.1 Pursue the creation of integrated health and social service centres for ease of access to multiple services at one time.	<p>Research best practices and service delivery models for integrated service provision.</p> <p>Create integrated health and social service centres through discussions with agencies and clients.</p>	<p>Existence of integrated health and social service centres</p> <p>Evaluation of service delivery based on service provider and client feedback</p>	2015-2023	Norfolk County as Service Manager in consultation and cooperation with social service agency partners	Local discussion and planning underway to improve human services integration across the program areas of housing, Ontario Works and Children's Services, in keeping with the Province's commitment to human services integration.
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.	<p>Maintain and grow the Rent and Utility Bank and Housing Stability Benefit Programs.</p> <p>Reduce number of known evictions.</p>	<p>Number of clients using the Rent and Utility Bank and Housing Stability Benefit Programs</p> <p>Number of evictions avoided due to program interventions</p>	2014-2023 with program review in 2019	<p>Provincial Government (Community Homelessness Prevention Initiative - CHPI funding)</p> <p>Service Manager (Program Administration)</p>	Completion of CHPI Program Review with Council approval and direction to move towards Implementation in 2016-17. This will include re-alignment of programs and processes towards a coordinated entry system that uses Housing First principals with a focus on prevention and diversion.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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	Completion of CHPI Program Review with Council approval and direction to move towards Implementation in 2016-17. This will include re-alignment of programs and processes towards a coordinated entry system that uses Housing First principals with a focus on prevention and diversion. Increased referrals to Community Support Workers through OW Case Managers to provide alternative supports and referrals to help maintain housing.
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	Through the implementation of the recommendations of the CHPI Program Review, training and development opportunities will commence in 2017.
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	Work underway to develop and implement policies requiring communication from Housing Provider to Service Manager in order to provide additional supports and preventative strategies for households in difficulty.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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	Relationship and partnership opportunities explored and discussions continue.

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

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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	35 Units created as part of the Hambleton Hall Development in Norfolk County, geared towards households needing additional supports opened in 2016. This site also includes 5 emergency shelter beds with supports available on-site. Staff continue to meet with and explore alternative opportunities for transitional and short stay beds.
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.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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	Commenced discussions with agencies in relation to Ontario Renovates programs and potential partnering opportunities.
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	On-going. Maintain strong working relationship with Ride Norfolk.

Direction 4: Collaborate and Coordinate Responses to Homelessness

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
<p>4.1 Employ Housing First principles to guide future planning to address community homelessness.</p>	<p>Service providers and clients are aware of housing first principles.</p> <p>Housing first principles are incorporated into health and social services service provision in the community.</p>	<p>Development of local housing first principles</p> <p>Community awareness raising of housing first principles</p> <p>Program evaluation of interventions to ensure alignment with housing first principles</p>	<p>2015 (development of local housing first principles and awareness raising)</p> <p>2016-2023 implementation and evaluation</p>	<p>Norfolk County as the Service Manager</p> <p>Housing Providers</p> <p>Health and Social Services Agencies</p>	<p>CHPI Program Review Completed in 2016.</p> <p>Gained Council direction to commence implementation of recommendations of the CHPI Program Review. Core to this process is the re-design of the system in order to implement a coordinated entry system based on Housing First principles. This will continue into 2017.</p>
<p>4.2 Work with housing providers, institutions and support services to develop a zero discharge practice into the communities' homelessness strategy.</p>	<p>People are not discharged from housing, programs or services until appropriate housing status is confirmed (non-emergency situations).</p>	<p>Number of people who discharge to permanent, appropriate housing</p>	<p>2015 (strategy development)</p> <p>2016-2023 implementation and evaluation</p>	<p>Service Manager</p> <p>Housing Providers</p> <p>Health and Social Services Agencies including Hospitals</p>	<p>Gained Council direction to commence implementation of recommendations of the CHPI Program Review. Core to this process is the re-design of the system in order to implement a coordinated entry system based on Housing First principles. This will continue into 2017.</p>

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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.	<p>Clients receiving homelessness supports, including all clients in the Emergency Housing Program, complete a safety plan.</p> <p>Clients who are known or suspected to be experiencing domestic violence are referred to appropriate community resources and services.</p>	<p>Number of safety plans completed.</p> <p>Number of referrals.</p>	2014-2023	<p>Service Manager (in a coordinating role)</p> <p>Service Delivery Agent staff for homelessness services</p> <p>Community domestic violence and social services agencies</p>	In progress.
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.	<p>Completion of research study</p> <p>Consideration of study findings and recommendations</p>	2015-2016	Service Manager	Gained Council direction to commence implementation of recommendations of the CHPI Program Review. Core to this process is the re-design of the system in order to implement a coordinated entry system based on Housing First principles. This will continue into 2017.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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 & evaluation	Service Manager (in a coordinating role) Local Health and Social Services Agencies OPP	Manager Social Services and Housing, and Supervisor, Housing Services participating in Norfolk County OPP facilitated "Community Mobilization Table". Gained Council direction to commence implementation of recommendations of the CHPI Program Review. Core to this process is the re-design of the system in order to implement a coordinated entry system based on Housing First principles. This will continue into 2017.
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	Training and development will commence in 2017.

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

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
<p>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.</p>	<p>Federal and Provincial funding for rent geared to income and affordable housing and supports, that is adequate and flexible, to respond to community need.</p>	<p>Existence of available funding</p> <p>Number of rent geared to income housing units maintained</p> <p>Number of affordable housing units created</p> <p>Number of rent supplements and housing allowances</p> <p>Increased funding for support services</p>	<p>2015-2019</p>	<p>Norfolk County as the Service Manager</p> <p>Sector Organizations (e.g., Ontario Municipal Social Services Association – OMSSA, Ontario Non-Profit Housing Association – ONPHA)</p>	<p>Manager Social Services and Housing, and Supervisor, Housing Services continue to be involved in ONPHA and OMSSA network tables.</p>

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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 approved the continuation of Ride Norfolk, the County's transit system.

ACTIONS	TARGET	MEASURE	TIMELINE	RESPONSIBILITY	YEAR 3 PROGRESS TO DATE
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.	Number and type of local psychiatric supports Number of people using local psychiatric supports Feedback from service providers and clients on service provision	2014-2023	Provincial Government (funding) Service Manager (in a coordinating role) Local Health and Mental Health Agencies	No action.