

# Health and Social Services Haldimand and Norfolk

## Terms of Reference

**Housing & Homelessness Plan  
Review, 2019**

**Social Services & Housing Department**

**May 2019**



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# Terms of Reference

## 10-Year Housing & Homelessness Plan Review, 2019

### 1.0 Introduction

In accordance the *Housing Services Act, 2011*; at least once every five years, a services manager is required to review its housing and homeless plan and amend it as the service manager considers necessary or advisable. Updating the Haldimand Norfolk 10-Year Housing & Homelessness Plan offers an opportunity to reflect on, and plan to try and improve the system of housing and homelessness in order to work towards better outcomes.

Housing & Homelessness Plans can play a critical role in setting out how a Service Manager can address housing and homelessness locally, including housing affordability, coordination of homelessness and related support services, preventing homelessness and ending chronic homelessness. The five-year review process offers the Service Manager the opportunity to ensure the plan continues to reflect the local context regarding housing and homelessness, and to ensure consistency with the *Housing Services Act*, and revised policy statement.

The Haldimand Norfolk 10-Year Housing and Homelessness Plan (HHP) was approved in July 2013 after extensive community consultation. Each year, the Service Manager has completed an annual update to summarize the status of the Plan and identify those action items that have been completed or are in effect. The purpose of the Review process will be to ensure that the Plan remains relevant and appropriate for the needs of the Service Manager area – Haldimand County and Norfolk County.

The Vision of the current HHP is as follows:

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

The five core Directions of the current HHP are as follows:

- 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.

The Priority Actions of the current HHP are as follows:

- 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 stock of accessible, affordable housing to better address the communities' aging population and the accessibility needs of people with disabilities.
- 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.

## 1.1 Study Objectives

The core objective is to meet the requirements of the *Housing Services Act, 2011* through a comprehensive review of the Haldimand Norfolk 10-Year Housing and Homelessness Plan incorporating community engagement to ensure updates and revisions are reflective to the needs of the Service Manager area.

The purpose of this **Terms of Reference** is to provide a project work plan and identify the specific deliverables and items to be reviewed, for the completion of the Five-Year Housing and Homelessness Plan Review. The overall project objectives include:

- A. To ensure on-going and inclusive community participation and engagement for all phases of the project;
- B. To review the Vision, Directions and Actions within the HHP to ensure consistency with provincial policy, municipal policy, and core community needs;
- C. To update data, statistics and other similar material; and
- D. To develop key recommendations to revise, add, or remove items in the HHP where it has been identified in the Terms of Reference that revisions and updates are necessary.

As part of the review process, Services Managers are required to provide a written report of their review to the Ministry of Municipal Affairs & Housing to summarize major

changes made in the plan. If, as part of the review, a Service Manager determines it necessary to amend their plan, consultations with the public and the Ministry are required to take place prior to approval of the revised plan by the Service Manager.

## **1.2 Study Location**

Haldimand County and Norfolk County will be included within the scope of the study.

## **1.3 Background**

In 2001, Norfolk County was identified by the Province as the Consolidated Municipal Services Manager (Service Manager) for both Haldimand and Norfolk Counties, and as such, the Social Services and Housing Department administers and delivers housing and homeless prevention services in both Counties. According to the provincial legislation, the *Housing Services Act*, and related Regulations, Service Managers are required to deliver a full spectrum of housing and homeless prevention services.

### **1.3.1 Haldimand & Norfolk 10-Year Housing & Homelessness Plan**

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 60 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. As stated above, 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.

Up to the completion of the HHP, the Province of Ontario had 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, had been particularly affected by these changes. These changes were also noticeable 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.

The first HHP was developed to address these issues for better information about the community's needs. The Province of Ontario required each Service Manager to produce a 10-year housing and homelessness plan, and to review the Plans at least every five years. These plans were 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.

Additional Requirements (per the Policy Statement: Service Manager Housing & Homelessness Plans):

- Strategies to measure and report publicly on the progress under the plan
- Demonstrate a system of coordinated housing and homelessness services
- Include strategies to promote client-centred, coordinated access to housing and homelessness prevention services
- Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness
- Be coordinated and integrated with all municipalities in the service area
- Include local housing policies and short and long-term housing targets
- Be informed by the results of the local enumeration
- Include a strategy to prevent and reduce homelessness, incorporating innovative approaches and a Housing First philosophy
- Include strategies to reduce and prevent the number of people experiencing chronic homelessness and homelessness amongst youth and Indigenous peoples, as appropriate to the local context
- Address collaboration with community partners and provincial ministries to reduce and prevent homelessness amongst those transitioning from provincially funded institutions and service systems, as appropriate to the local context
- Demonstrate a commitment to working with partners across service systems to improve coordination and client access to housing, homelessness prevention and other human services
- Demonstrate progress towards integrated human services planning and delivery
- Address collaboration, where possible, with LHINS, and coordinate Service Manager social and affordable housing and homelessness services with LHIN-funded services
- And other items as outlined in the Guide for Ontario Service Managers, April 2018 for Five-Year Review of Housing and Homelessness Plans.

The five directions and thirty-two actions outlined in the original HHP report were 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 were the most broadly representative of the views and perspectives of a diverse group of stakeholders within and across the communities of Haldimand and Norfolk Counties.

### **1.3.2 Provincial Policy Statement: Services Manager Housing & Homelessness Plans, July 2016**

The Policy Statement provides guidance and direction to Service Managers to support the development of local housing and homelessness plans.

In 2010, the province launched the Long-Term Affordable Housing Strategy to make the progress towards a housing and homelessness prevention system that better meets the housing needs of Ontarians, in partnership with Service Managers and municipalities. In 2016, the province updated this strategy to continue this transformation with a focus on strengthening people-centred housing programs and improving service coordination.

Service Manager housing and homelessness plans provide a framework for integrated local planning to address housing affordability, coordination of homelessness and related support services and homelessness prevention.

### **1.3.3 Council Resolutions**

At the April 18, 2019 Haldimand Norfolk Advisory Committee and at the May 7<sup>th</sup> Council-in-Committee meeting, it was directed that:

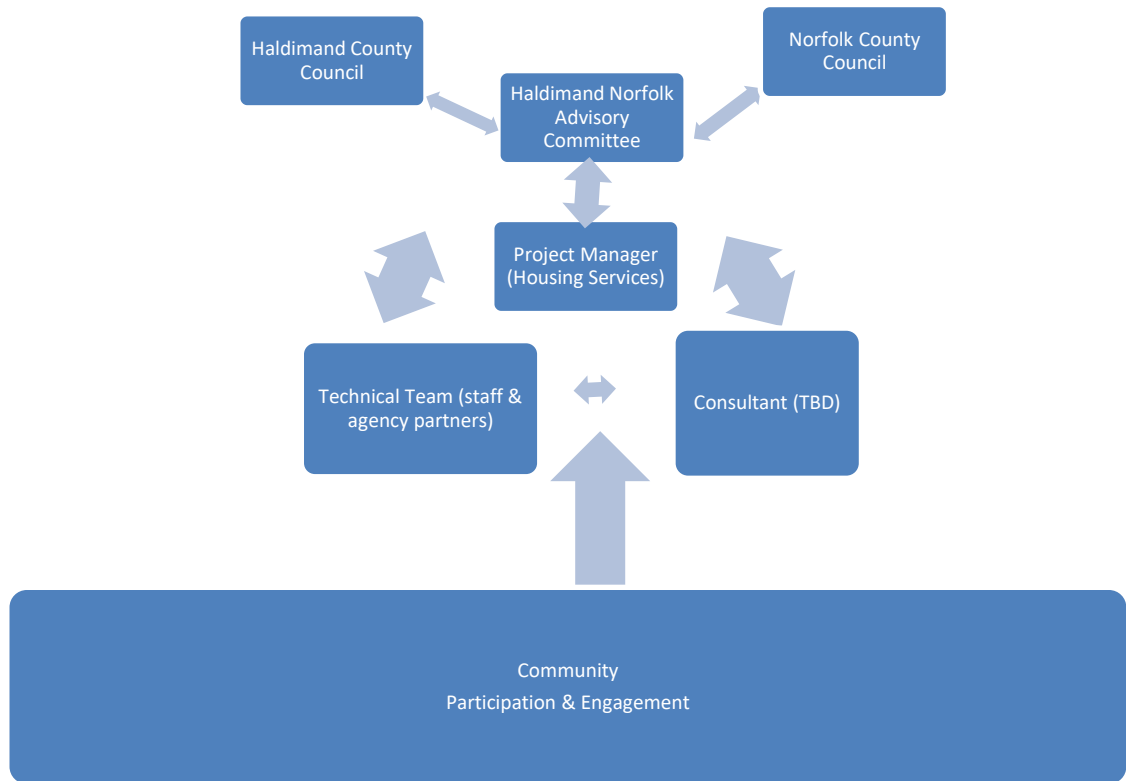
THAT Staff Report HSS 19-18, 10-Year Housing and Homelessness Plan Review, be received as information;

AND THAT Council approve the proposed Terms of Reference as the basis for the 10-Year Housing and Homelessness Plan Review;

AND FURTHER THAT staff be directed to retain the services of a consultant to assist in the completion of the 10-Year Housing and Homelessness Plan Review, with a focus on community engagement. The services of the consultant will be paid for from funding from the social housing reserve that is contained within the 2019 operating budget for the Social Services & Housing Department.

This motion was ratified at the May 14, 2019 Norfolk County Council meeting.

## 2.0 Project Organization



### 2.1 Community Participation & Engagement

The voice of the community is the foundation to the overall direction of the Plan. The Community Participation & Engagement component is depicted as a standalone piece to the project as it will serve as the basis and starting point towards review and finalization of any policy recommendations. Integral to the success of the HHP Review project is continued and accessible community participation. The manner in which communication and engagement opportunities are offered may change through the course of the project dependent upon the requirements and needs of the community.

### 2.2 Overall Project Management

The HHP Review project will be spear-headed by Housing Services, with the project being managed by the Program Manager, Housing Services. The overall project will be completed under the direction of the Housing Services Program Manager in co-operation with a contract housing consulting firm.

The Program Manager, Housing Services will be responsible for managing the project timeline, work plan, consultants and day-to-day aspects of the project. Housing Services in conjunction with a contract planning consulting firm will provide updates to



Haldimand Norfolk Health & Social Services Advisory Committee in regards to the status of the project, to gain direction specific to ideas and review items, and in the presentation of the findings of the community engagement findings, technical recommendations, and overall HHP Review proposed updates.

This project will be completed, wherever possible, in conjunction with the Haldimand County Official Plan Review process.

The Terms of Reference generally details the proposed role of consultants. It is intended that the services of consultants will be used for assistance in community engagement, policy review and overall updated recommendations if deemed appropriate. .

The community engagement facilitator would provide guidance, input to the community participation component, as well as complete the various participation events as scheduled throughout the project.

### **2.3 Technical Team (Staff and Agency partners)**

The technical team will consist of staff from municipal departments including but not limited to: Social Services & Housing, Public Health, Planning, and Communications. Staff from other agencies including Haldimand Norfolk Women Services, Canadian Mental Health Association, Indwell, Holmes House, Union House/Reach, local non-profit housing providers, community living organizations in Haldimand and Norfolk, and the Ministry of Municipal Affairs and Housing will be invited to join the staff technical team.

The staff technical team will be responsible for the following:

- Provide input into the identification of key review items listed in the Terms of Reference;
- Provide technical input with regard to background data and policy recommendations;
- Liaison with outside agencies that are not represented on the team;
- Provide technical assistance in relation to the policy issues, to the consultants, at community engagement events, and to Council as necessary; and

### **3.0 Communication & Participation Strategy**

Communication with the community through engagement and participation opportunities is an essential component to the HHP Review. In recognition of the importance of this item, Housing Services will work with the Norfolk County Communications Department in order to facilitate a well-rounded communications plan, including website updates, use of social media, written and presentation materials.

### **3.1 Core Components of Communication Strategy**

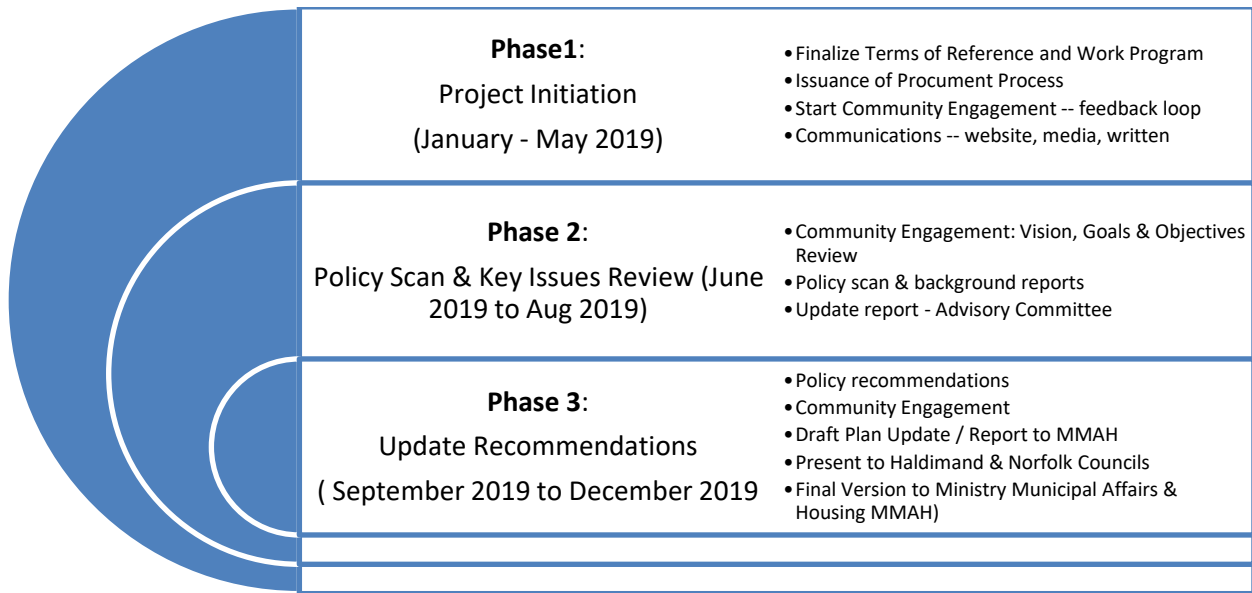
- Dissemination of information to the community at each phase of the project in order that individuals and groups are kept informed of the process and proposals for change;
- Identification of key stakeholder groups, community members, businesses, and other interested parties to be included in regular notifications and engagement opportunities (see Appendix A for preliminary list of key stakeholder groups);
- Provision for a feedback mechanism to encourage community input regarding the issues and policy proposals being considered throughout the project process;
- Ensuring a cross-section of the community is provided with information regarding the project and that their views are represented and considered in the process;
- Ensuring that stakeholder groups, individuals and community members who have expressed an interest in the project are provided with the continued opportunity to participate throughout the process;
- Provision of opportunity for small group discussions and larger community workshops designed to obtain input from a balanced cross-section of the community; and
- Inclusion of project updates to Advisory Committee as well as within the County website using various formats including but not limited to newsletters, media releases, and reports to Advisory Committee as well as each Council.

### **3.2 Role of Community Consultation Facilitator**

- Development of a consultation and communication plan with input from Communications Department and Housing Services;
- Lead in the engagement of the general public as well as identified stakeholder groups. This may include informal out-reach through questionnaires, informant interviews, mini-workshop sessions or round table discussions;

## 4.0 Work Program & Timeline

### 4.1 Work Program



*\* see following sections for a more detailed explanation of each project task.*

There are three overall stages in the proposed work program; with each new phase building on the previous one, working towards an updated Housing & Homelessness Plan that is reflective of the needs of the community.

Overarching and supporting the entire program is the opportunity for community participation and engagement; as the end result is intended to be a guiding long range plan in relation to the establishing appropriate and affordable housing and ending homelessness in Haldimand and Norfolk.

## 4.1.1 Phase 1: Project Initiation

### Phase 1 Deliverables:

- i. Finalize Terms of Reference and Work Program
- ii. Start procurement process for consultant services
- iii. Start Communications plan – website updates, media release, other written communications
- iv. Kick-off meeting with Technical Team
- v. Start initial community engagement – online survey

The main objective and deliverable in this first phase is to complete the Terms of Reference and gain Council approval to commence the project.

### 4.1.1.1 Itemized Plan Review List:

Following are the specific items will be reviewed as part of the Review project. Items not listed within the summary below, will not be included in the work program and deliverables.

|  | Item   | Explanatory Note:   |
|--|--|---|
|  | Review Vision Statement  | As part of the community engagement process, the Vision Statement will be reviewed to ensure it remains relevant and appropriate for the community.   |
|  | Review five core directions for relevancy  | As part of the community engagement process, the five core directions will be reviewed to ensure they remain relevant and appropriate as core directions, or if revisions are necessary..   |
|  | Review priority actions  | Identify what has been accomplished, what remains, determine if priority actions remain relevant and accurate.  |
|  | Update Community Highlights, statistics, and general data items related to housing and homelessness trends | Update the data using current Stat Can data, data from the Norfolk Housing Study, and from the Haldimand Official Plan Review, and related Development Charge Studies.  |
|  | Update current use and need summary  | Use data drawn from 2018 Enumeration, data collection from CHPI reporting, and CMHC / Stat Can data   |
|  | Update community feedback section / “What We Heard”  | Using information gathered from community engagement to gain a better picture of perceptions and understanding in relation to housing and homelessness in Haldimand and Norfolk. If appropriate, use mapping and infographics to illustrate feedback. |
|  | Update Progress Section  | Update with new development and partnerships in the community to provide a better summary of affordable housing achievements.   |
|  | Create actions for each of the identified directions   | Ensure the actions are specific and action oriented with measurable and tangible outcomes.  |

|  |   |   |
|--|---|---|
|  | Create new Direction / Action Work Plan | Using the new / updated Directions and associated Actions, create a specific timeline in order that clear dates with appropriate responsibility are identified. |
|--|---|---|

#### 4.1.2 Phase 2: Policy Scan and Key Issues Review

##### Phase 2 Deliverables:

- i. Community Engagement: review of Plan Vision, Priorities, Directions & Actions
- ii. Identify items completed from existing HHP, and summarize findings from Homeless Enumeration study
- iii. Review Norfolk Housing Study and related background data for Haldimand County to identify trends and recommended land use planning tools
- iv. Preliminary discussion with MMAH staff;
- v. Kick-off meeting with staff technical team.
- vi. Communications – website updates and newsletters

#### 4.1.3 Phase 3: Update Recommendations

##### Phase 3 Deliverables:

- Community Engagement: Issues & Options;
- Summary report – outline key input from community, findings from related technical materials, and provincial requirements
- Draft updated HHP – include Vision, Priorities, Directions and core action plan:
  - Reports presented following community engagement;
  - feedback received on the proposed issues and options;
  - present reports to Haldimand Norfolk Advisory Committee for direction;
- Communications – website updates, media, etc.
- Draft Final Report per MMAH requirement and submit for approval

## Appendix A

### Stakeholder List

**Note: this is not an exhaustive list**, but the starting point. It is intended that additional names will be added to the mailing and communication list throughout the course of the project. If there is a missing name, it was not intentional and can be added at any time during the project timeline.

#### **Committees of Council:**

- Haldimand Norfolk Health & Social Services Advisory Committee

#### **Community Organizations, Stakeholders and Business Groups:**

Haldimand-Norfolk Housing Corporation  
Non-Profit Social Housing Providers (10)  
Haldimand Norfolk Women Services  
Children's Aid Society of Haldimand & Norfolk  
Community Addition & Mental Health  
Community Legal Clinic  
Community Living ACCESS  
Haldimand & Norfolk REACH  
Holmes House  
Community Living Haldimand  
Norfolk Association for Community Living  
Community Living Access  
Immigrant Settlement Services  
Victim Services of Haldimand & Norfolk  
Union House  
Canadian Mental Health Association  
Food banks – Haldimand and Norfolk  
Churches out Serving  
Indwell  
Norfolk Community Help Centre  
OPP -- Haldimand & Norfolk  
Hospitals – Norfolk General, Hagersville General, Dunnville General  
Senior Support Services  
Probation & Parole Services  
Tax/Ratepayer Associations (Long Point and Turkey Point)  
Chambers of Commerce – within Haldimand and Norfolk  
South Coast Business Coalition  
Homebuilders Association  
District Real Estate Boards  
Salvation Army – Dunnville & Simcoe  
True Experience  
St. Leonard's Community Services

**Haldimand & Norfolk Staff Divisions**

Communications Department  
Planning Department  
Paramedic / EMS  
Community Services / Parks & Recreation  
Corporate Services  
Health & Social Services

**Media:**

Norfolk News  
Simcoe Reformer  
Port Dover Maple Leaf  
Delhi News  
Tillsonburg News  
Port Rowan Good News  
Lakeshore Shopper  
The Sachem  
Haldimand Press  
Niagara this Week  
The Turtle Island News

**Governmental Agencies:**

Ministry of Municipal Affairs and Housing  
Haldimand County & Norfolk County  
Mississauga's of New Credit  
Six Nations of the Grand River

**Listing of individual names to be maintained internally and not shared in the public document.**