

COCHRANE DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD

A BLUEPRINT FOR SUSTAINABILITY

10 - Year Housing Plan

Phase 2 | Five Year Review
2019 - 2024



Acknowledgements

A Blueprint for Sustainability, 10-Year Housing (Plan) Update for the District of Cochrane reflects the consolidated input from key stakeholders, staff and residents.

CDSSAB Members

We would like to acknowledge the work of the Cochrane District Social Services Administration Board (CDSSAB) team that supported the review and update of this plan.

Brian Marks- Chief Administrative Officer
Andy Blomberg- Director of Housing
Lindsay Cumming- Program Manager- Data Analysis & Quality Assurance
Melissa Carriere- Program Manager- Housing Services
Board of Directors- CDSSAB

Municipalities in the District

We would like to recognize the important contributions from the Municipalities in the District by their participation in the survey process to inform and provide guidance about housing and homelessness in their communities.

Residents in the District

The Plan update is informed by residents from across the District about their housing needs and issues. We are grateful to the residents that participated in our general public survey. Your responses helped us shape our actions for the next five years.

The Cochrane District Social Services Administration Board staff cannot implement on our Plan alone and rely on a number of community partners and collaborative tables to move the housing agenda forward. We are thankful for all the support over the past five years from the many stakeholders that have supported us in delivering our original Plan.

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Cochrane District
Social Services
Administration Board

Cochrane District Social Services Administration Board

The Cochrane District Social Services Administration Board (CDSSAB) is designated by Ontario as the District's social service administrator (CDSSAB) with respect to management responsibilities Children's Services, Social Housing, Emergency Medical Services and Social Assistance.

For more information about the CDSSAB, please visit the website: <http://www.cdssab.on.ca>

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A Blueprint for Sustainability

2014 to 2024

Our 10-Year Housing Plan is the CDSSAB's roadmap to guide and improve the housing and homelessness service system to ensure better outcomes for the residents in the District of Cochrane.

We are committed to eliminating chronic homelessness and building a District where everyone has a safe and affordable home in a neighbourhood they choose to live.

What we want

Long-Term Outcomes

Everyone has a **home**

A range of housing options meets demand through:

New Builds | Purchase |
Housing Subsidies | Economic
Development | Sustainability

Housing is in a state of good
repair and well managed

People get the **support** **they need**

People receive the right types of
services so they can stay in their
homes and avoid homelessness

People who become homeless are safe
and receive adequate temporary
shelter and support to finding housing

There is no chronic homelessness

We work **together**

District of Cochrane has an integrated housing and homelessness
system that is responsive to the needs of our residents

Improved policy, service planning and coordination, combined
with sustained and adequate funding from all levels of
government meets people's housing and support needs.

10-Year Housing Plan

Introduction

The *Housing Services Act, 2011* requires Service Managers (Cochrane District Social Service Administration Board- CDSSAB) to develop and implement a strategic 10-Year Plan for housing and homelessness. The Plan must respond to local needs, identify objectives and targets, and articulate actions to meet those objectives. Also, every five years Service Managers must review and adjust their plan as required.

The District of Cochrane’s 10-Year Housing Plan, *A Blueprint for Sustainability* (referred to hereafter as the Plan) was developed in collaboration with community partners, supported by extensive consultation with a wide range of stakeholders and residents representing the interests of people who are at different stages along the housing continuum. It was also supported by detailed analysis of the key factors that impact the supply and demand for housing. The Province of Ontario approved the Plan in 2014.

The Plan positioned housing as a part of the blueprint for economic development and sustainability in the District, while providing a framework to address housing affordability and availability, the coordination of homelessness and related support services and homelessness prevention. It also necessitates working with health, education, economic development and employment to create sustainable communities.

The Plan laid out 17 recommendations, and addressed eight key service issues with associated actions that were critical to creating sustainable communities in the District of Cochrane.

VISION

To further develop a District service environment that is responsive to community needs and which values the individuality of its residents

With the Plan we were able to:

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

We are now at the half waypoint in the implementation of the Plan, and the right time to review the original Plan and refresh our strategic priorities, objectives and actions to reflect changes in the District. The new National Housing Strategy, policy changes at the provincial level and the District homelessness enumeration requires the CDSSAB to update the original plan to align with these changes, and with the work that the CDSSAB has planned for the next few years.

This update of *A Blueprint for Sustainability* initiates Phase 2 of the Plan. Phase 2 sets the course for meeting the housing needs of the

residents in the District over the next five period, 2019-2024.

This Phase 2 document highlights the key achievements of the original Plan over the past five years, and presents high-level socio-economic trends as they pertain to the District of Cochrane. It then provides a summary of the housing issues and needs from the housing and homelessness assessment that informed the review. It also identifies housing targets. It then lays out the strategic goals and objectives the Plan intends to achieve, and the actions that will help achieve them. Also included in this document is our measurement framework.

10-Year Housing Plan Review

A Blueprint for Sustainability initially set out seventeen recommendations that focused on addressing eight key service areas:

- 1) Declining or Stagnant Population
- 2) Supportive Housing
- 3) Aboriginal Population
- 4) Victims of Domestic Violence
- 5) Youth
- 6) Homelessness
- 7) Accessibility
- 8) Economic Trends

Associated with these service areas were actions for increasing and sustaining affordable housing both rental and ownership, strengthening the homelessness and housing stability service system, improving the quality of life of residents, and facilitating economic opportunities. The Plan's framework targeted outcomes at the individual, community and District level.

Between 2014 and 2019, the CDSSAB worked with internal and external partners to implement the original Plan recommendations and actions. We reported on our progress through Annual Reports to the Province. Some of the key achievements are highlighted in the Phase 2 Plan. With the majority of the original

Plan's actions either completed or ongoing, in 2018 the CDSSAB began reviewing the recommendations and service areas and developing a refreshed Phase 2 Plan for 2019-2024.

We have made tremendous progress on the Plan's original priorities; increasing affordable housing options, ensuring our current housing is in a good state of repair, working to end chronic homelessness, and ensuring people get the supports they need to remain housed.

We continue to offer safe temporary shelter to people in our communities who have destabilized and to people who have chosen to make the District their home.

In addition, we have built new affordable and supportive housing units for families, seniors, people exiting homelessness, provided housing subsidies and allowances to help with affordability, and invested in repairs to improve the long-term sustainability of the District's community housing, rental and ownership stock.

While we have made progress, more needs to be done for our residents in our communities to ensure that people have safe, secure housing and are able to afford and maintain their homes. Phase 2 of the Plan demonstrates our continued

VALUES

- Demonstrate respect for clients, staff and community partners. We treat each person, as we would like to be treated
- Communicate effectively with clients, staff and community partners
- Encourage professional development and individual and team growth
- Bring together the interests of all to achieve our common purpose

commitment and activities that we will implement over the next five years.

By completing this review, CDSSAB is meeting its obligations set out in the *Housing Service Act, 2011*, and complies with the 2016 Policy Statement: Service Manager Housing and Homelessness Plans.

Phase 2 Plan | 2019 - 2024

Reflecting on our accomplishments, and the initiatives we have collectively undertaken, it is evident that the community is committed to ensuring that residents in the District have access to suitable and affordable housing, and the support they need to thrive over the long term.

Phase 2 of the Plan for 2019- 2024 focuses on working to ensure our communities have a full range of housing options that enable people to stay in their communities as they move into adulthood, begin careers and families and grow older.

The Plan continues to provide a coordinated framework to address housing affordability and advance homelessness prevention and related support services, and facilitate economic development for the District. It also places emphasis on expanding the existing partnerships with the Indigenous population, Friendship Centre's and community agencies to collectively implement housing solutions that are culturally appropriate and address the needs of this community.

Evolving Changes

In developing Phase 2 of the Plan, we recognize while several of the issues remain the same, others have emerged over the past five years. There are also new opportunities that the CDSSAB is interested in leveraging. This review period offered an ideal opportunity to refine our Plan to reflect a renewed

awareness of our community, economic market and affordable housing.

Our review has concluded that the recommendations and key service areas and directions articulated in the original plan remain valid. However, increasing demand in the area of homelessness, ongoing work with Indigenous stakeholders, along with new provincial requirements and new opportunities, required the CDSSAB to restructure the framing of the original Plan to address our new priorities. In addition, it reflects what we heard through our community engagement work, and the need assessment; and demonstrates clearly, what we wish to achieve and how we will achieve it.

The new framing of the Phase 2 Plan is the development of four strategic goals. These strategic goals build on the achievements and progress made between 2014 and in 2019, while recognizing the ongoing issues and new trends that are shaping the District's housing and homelessness system today.

Strategic Goals- Phase 2 Plan

- 1) Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability
- 2) Create New Affordable Housing Opportunities
- 3) Ensure the Long-term Viability and Sustainability of the Existing Community Housing Stock
- 4) Plan for the Public Good

Each strategic goal has specific objectives and actions for the next five years which aligns achieving outcomes at the individual, community and District level.

We have revised some of our action statements to reflect the objectives and introduced new actions to capture some of our planned activities. The actions have both short and long term time frames for implementation. There

were a number of actions initiated between 2014 and 2019, that must be continued, and are reflected as ongoing actions.

To measure progress, we will continue to use the measurement framework from our original Plan, which includes performance indicators. We have added additional indicators to align with several of the objectives of the Phase 2 Plan. Reporting on the Plan will be conducted annually as per the Provincial requirements, and our plan may be periodically revised to reflect progress and new information.

The Plan's momentum requires the coordinated and collaborative efforts of a variety of stakeholders. The CDSSAB will build upon existing partnerships and develop new ones to reflect the broad range of services necessary to create safe and suitable housing. We will continue to apply for funding through the federal National Housing Strategy and explore new opportunities under the Province's Community Housing Renewal Strategy to accelerate our Plan's progress.

This Phase 2 document highlights the key achievements of the original Plan over the past five years, and presents high-level socio-economic trends as they pertain to the District of Cochrane. It then provides a summary of the housing issues and needs from the housing and homelessness assessment that informed the review. It also identifies housing targets. It then lays out the strategic goals and objectives the Plan intends to achieve, and the actions that will help achieve them. Also included is our measurement framework.

GOAL

To achieve a level of sustainability for all member municipalities. Housing becomes a means to an end...the end being economic security and growth of communities, and residents.

GUIDING PRINCIPLES

COLLABORATION- among the private sector, the non-profit sector, community agencies, public institutions, Indigenous stakeholders, communities and all levels of government.

INNOVATION- to build on initiatives that work well and develop new and pioneering approaches to meeting long-term housing needs of the residents in the District.

ACCOUNTABILITY- through regular monitoring and reporting on the Plan to ensure our strategies are meeting the needs of the District.

RECOGNIZE DIVERSE NEEDS- to ensure all residents- regardless of age, abilities, culture, health status, family status, sexual orientation, gender and income level- have safe and affordable housing.

Completing Phase 2 Plan Update

To complete the review and update of **A Blueprint for Sustainability**, we took stock of accomplishments over the past five years and what remains to be done, as well as how the District's economy and population has changed since 2014. The review was also informed by other studies and publications that had been produced since the original plan was developed, in particular the District of Cochrane's 2018 Homelessness Enumeration.

For our original Plan, we completed five community consultations in five communities across the District to learn more about resident needs. We implemented a survey for the general public, and conducted 4 focus groups with specific stakeholder groups (health and senior services, business, real estate and economic development, housing supports and service

providers, and accommodation providers). The information from these consultations is still pertinent and reflects the issues that the District continues to face; and is addressed through the objectives and actions in the Phase 2 Plan.

We also drew on quantitative data from various sources such as local census data, administrative indicators, the Province's Affordable Housing Price and Rent Tables, and the Ministry of Municipal Affairs and Housing's Service Manager Profile data. These data sources were used to support the development of an updated needs assessment study.

To complement the needs assessment study, surveys were used to gather information from the public (people with lived experience), member municipalities, and three Friendship Centres. Through this process we captured recent trends and housing issues currently facing residents in communities across the District. Two surveys were implemented, with 157 individuals responding to the general public survey, and 6 municipalities responding to member municipality questionnaire.

To achieve the goals and actions in this plan maintaining, building and expanding partnerships is critical. We engaged community service providers, Indigenous partners and stakeholders representing health, education, business and economic development and social services through focused events and initiatives held within the District of Cochrane and in other Districts in Northern Ontario, such as:

- Living Space Summit- Solving Homelessness, 2017 & 2019, District of Cochrane
- Rethinking Housing for Better Outcomes in Northern Ontario, 2018, District of Cochrane
- Service System Management- Housing as Means and End Session, Innovation Forum, 2018, District of Cochrane
- NE LHIN Housing and Health Supports Summit (2017)

The review process comprised three main components:

- 1) Environmental Scan and Needs Assessment
- 2) Community & Stakeholder Engagement
- 3) Compilation and Update of 10-Year Plan

The updated Plan for 2019-2024 is informed by the consultations, research and an in-depth needs assessment of housing and homelessness in the District of Cochrane.

2019 Community Profile- Housing Needs Assessment Study, District of Cochrane Report

Provides a technical analysis of the housing market, demographic trends and homelessness situation in the District.

Our Homes, Our Communities, our Voices Community Engagement- 5 Year Plan Review, Summary Report of Survey Results

Provides a summary of results from the two surveys conducted for our Phase 2 Plan Update.

Homelessness in the Cochrane District: 2018 Enumeration

Provides an analysis of homeless persons surveyed, using a period prevalence count conducted in the District in 2018.



Key Achievements 2014-2019

Over the past five years, the Board, staff, community partners, housing providers, the private sector and the health, education, employment and social service sector have worked diligently to advance the goals of the District's 10 Year Housing Plan.

The CDSSAB is proud of its accomplishments to date. Highlights from the past five years demonstrate our work in action and the

outcomes we have been able to achieve for several of the strategic outcomes addressed in our 10-year Housing Plan.

Continued progress on the goals for the next five years will continue to involve coordination with our member municipalities, other levels of government, private developers, non-profit housing partners, community agencies and residents.



HOMELESSNESS PREVENTION

Provided those who have been homeless or at risk of homelessness the necessary resources and supports to stabilize their housing situation, enhance integration and social inclusion, and reduce the risk of recurrence of homelessness



ENABLING RESIDENTS TO AFFORD HOUSING

Increased the supply of affordable housing options through a combination of new builds, incentives, grants and subsidies to enable low and moderate-income households to obtain and maintain housing.



ECONOMIC DEVELOPMENT

Created economic development opportunities for residents to enable them to continue to live in our communities, improve their income and working circumstances and to invest back in our communities.



COMMUNITY HOUSING STOCK IS IN GOOD STATE OF REPAIR

Preserved and protected our existing community housing to ensure it is energy efficiency and in good state of repair.



IMPROVING WELLBEING & HEALTHY LIVING

Created the opportunities residents, seniors, youth and children to improve quality of life and living.



HOMELESSNESS PREVENTION

CDSSAB has leveraged funding from all three levels of government to support a responsive homelessness service system aimed at preventing homelessness and assisting people experiencing or at risk of homelessness to become stably housed.

<p>\$ 3.5 million +</p> <p>Invested in housing stability & homelessness program and initiatives</p>	<p>40</p> <p>Partners working together to deliver services and supporting people at risk or experiencing homelessness</p>
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<p>\$400,000 HOMELESSNESS PREVENTION</p>	<p>\$767,046 EMERGENCY SHELTER SERVICES</p>	<p>\$760,000 SERVICE & SUPPORTS</p>	<p>\$1,370,251 HOUSING WITH RELATED SUPPORTS</p>
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Working to achieve Housing First outcomes

<p>HOMELESS Individuals/ Households</p> <p>22,731 + received support & services not related to the provision of accommodation but contributed to a positive change in housing status</p> <p>400 + assisted to stay in emergency shelters</p> <p>35+ diverted from emergency shelter to transitional or long-term housing</p> <p>1,500 + assisted to move from emergency shelter to long-term housing</p>	<p>AT RISK HOUSEHOLDS Individuals/ Households</p> <p>6,000 + received support & services</p> <p>1,452 + received practical (housing assistance) services to maintain housing</p> <p>423 + assisted with ongoing subsidy/supports to retain their housing at 6 months</p> <p>450 + supported with housing loss prevention services- eviction prevention, rental & energy arrears</p>
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<p>\$975, 201 Home for Good Funding</p>	<p>Assisted people who are homeless to secure & maintain housing with appropriate supports.</p> <p>135 Households Assisted 25 Chronic homeless 30 Youth homeless 20 Transitioning from Provincial institutions 50 Indigenous homeless 10 households provided rent supplements</p>
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Informing our service delivery through evidence-based decision making and collaborate planning

<p>2018 First Comprehensive Homelessness Enumeration District of Cochrane</p>	<p>Solving Homelessness Summits (2017, 2019). Community partnership event to be hosted every 2 years</p>
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HOMELESSNESS PREVENTION

In partnership with agencies, community groups and a number of stakeholder groups, the CDSSAB has taken a multi-faceted approach to homelessness.

CDSSAB has been the catalyst, initiator and has led where required to establish a number of new partnerships to service people experiencing homelessness. We have created solutions through provision of accommodation and housing to assist the chronic homeless, youth homeless, indigenous homeless, survivors of domestic violence and individuals transitioning from provincially-funded institution and service systems (e.g., hospitals and prisons).

<p style="text-align: center;">MUSK QUAT TRANSITION HOUSE</p> <p>Created a six unit transitional housing facility for women fleeing violence.</p> <p>Enables women with children up to a year to stabilize their lives in secure affordable housing. Provides shelter along with transition supports.</p> <p style="text-align: center;">Building leased to Timmins & Area Women in Crisis</p>	<p>Musk Quat gives women leaving violence a safe place to heal and rebuild beyond the typical six-week shelter stay.</p> <p style="text-align: center;">HOME TO 12 women 18 children</p>	
<p style="text-align: center;">EVOLUTION HOUSE</p> <p>Purchased a single detached 4 bedroom house & renovated to serve as a congregate transition living environment.</p> <p>Housing provision for individuals that have transitioned from provincial institutions and or health facilities.</p>	<p>Single Men with mild mental health and addiction issues .</p> <p style="text-align: center;">SERVED Over 30 single males</p>	
<p style="text-align: center;">LIVING SPACE</p> <p>Founding partner & invested funding to build a low barrier shelter.</p> <p>Overnight shelter for persons experiencing homelessness. Staffed with residential support.</p> <p style="text-align: center;">Strategic Partnership 13 Organizations</p>	<p style="text-align: center;">machiidren</p> <p>Homelessness service hub & emergency shelter for any persons experiencing homelessness in Timmins .</p> <p style="text-align: center;">CREATED 13 transitional units 20 shelter spaces</p>	
<p>Congregate Living Agreement with Jubilee Centre for transitional housing</p> <p style="text-align: right;">4</p> <p style="text-align: center;">Tenants in congregate</p>	<p>Partnership with Timmins Native Friendship Centre to deliver life skills services in Moosonee through the utilization of space in CDSSAB owned housing stock</p>	<p>Partnership with Canadian Mental Health Association to provide mental health programming supports in a congregate living setting – CDSSAB provided two- 5 bedroom in a semi-detached setting</p> <p style="text-align: right;">35</p> <p style="text-align: center;">Individuals Served</p>



ENABLING RESIDENTS TO AFFORD HOUSING

We have facilitated housing affordability through a combination of new builds, grants and subsidies to enable households to obtain and maintain housing. Senior levels of government were leveraged to support some of the CDSSAB’s efforts to improve access to affordable housing.

Housing Subsidies and Allowances to Support Households to Afford their Housing

<p>\$1.8 million + RENT SUPPLEMENTS</p>	<p>\$897,800 ONTARIO RENOVATES</p>	<p>\$705,400 HOUSING ALLOWANCES</p>	<p>\$65,200 HOME OWNERSHIP</p>
<p>Assisted on average 53 households per year</p> <p>Assisted on average 12 households per year in receipt of ODSP</p>	<p>Provided funds to homeowners and landlords for major repairs</p> <p>Over 40 homeowners households assisted and 3 landlords funded.</p>	<p>Provided to renters to help address housing affordability issues</p> <p>26 renter households assisted</p> <p><i>Persons with disabilities</i> <i>Senior households</i> <i>Working poor</i></p>	<p>Down payment assistance provided to renters for the purchase of an affordable home.</p> <p>13 + households assisted</p>

Created housing options

Purchased 2 properties (semi-detached houses) in Timmins

CDSSAB internally financed the purchase of houses, renovated the units and created rental supply options for families at market rental rate and affordable rental rate.

Purchase of property

Foster home partnership with North Eastern Ontario Family & Children Services, CDSSAB purchased a property to house foster parents and up to three children.

Redeveloped to create a transitional housing facility

Through government funding, internal financing and in partnership with the City of Timmins, demolished old building and developed a sixplex with a mix of 1, 2 & 3 bedroom units and market and affordable rents. Project is leased to the Timmins & Area Women in Crisis

Repurposed single-detached house – 286 Randall

Renovated house to four-bedroom unit and one office to support transitional living for targeted single men. Partnership with Jubilee Centre.



ENABLING RESIDENTS TO AFFORD HOUSING

CDSSAB through the Cochrane District Local Housing Corporation (CDLHC) developed an affordable housing development strategy to enable new builds, property acquisitions and development.

Developed new housing supply

Developed senior housing

Through capital partnership between CDSSAB, NE LHIN and Town of Iroquois Falls developed 10 single-storey townhouses- 2 bedroom units.

Developed supportive housing

CDSSAB developed through a public private partnership the Cadence Resident project- 32 unit fully accessible one store building that provides affordable senior supportive housing. CDSSAB purchased facility.

Financially supported

Through Social Infrastructure Funding (SIF) invested \$1,066,800 with the Kap. Quality Housing Complex to provide 8 affordable housing units in Kapuskasing for a period of 20 years.



ECONOMIC DEVELOPMENT

Created economic development opportunities for residents and youth to enable them to continue to live in our communities, improve their education, income and working circumstances.

Development of Living Space

Created 6 new jobs

High School Construction Program

Bursaries provided to graduating students

Youth Employment Fund

6 individuals in college program received funding

Internships

Graduates working experience as Personal Support Workers

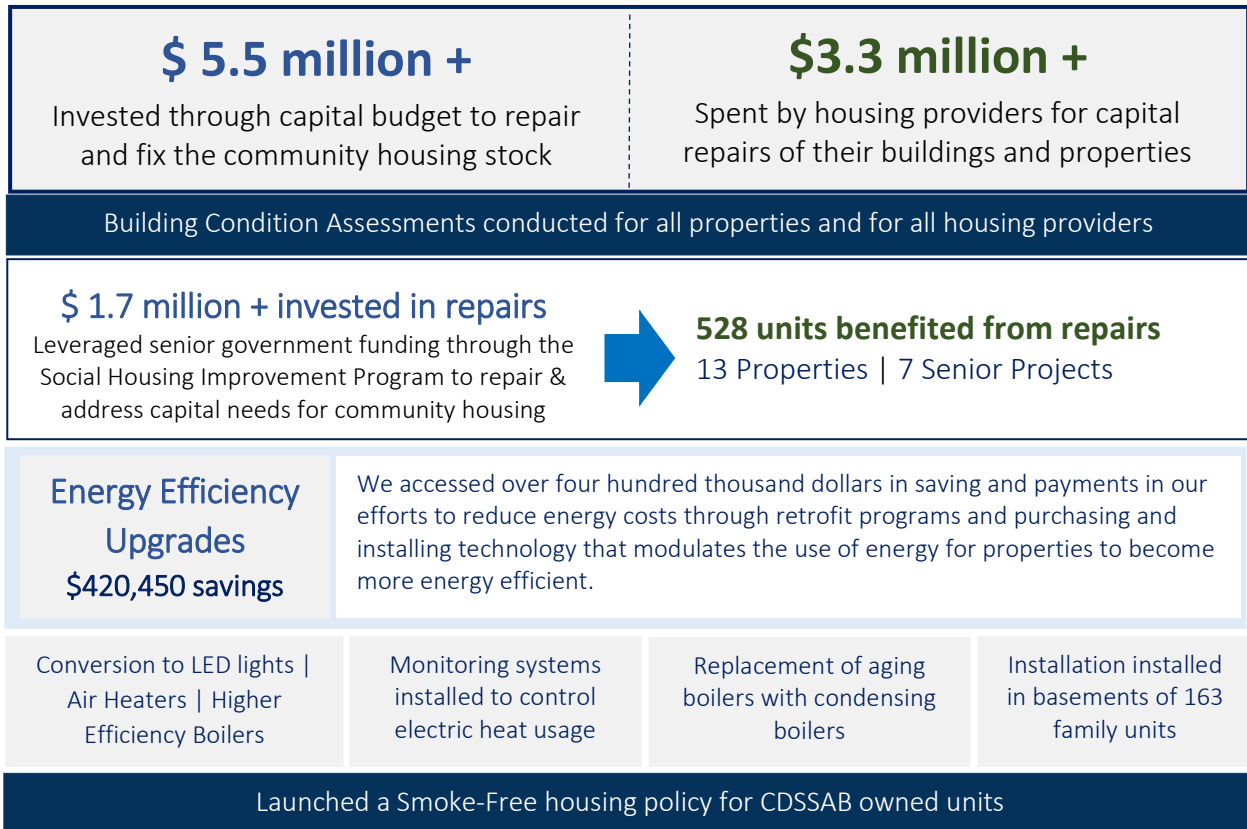
High School Construction Initiative

CDSSAB collaborated with Iroquois Falls High School and Timmins High & Vocational School to enable students to work on construction projects, providing student work experience.



COMMUNITY HOUSING STOCK IS IN GOOD STATE OF REPAIR

We have worked to preserve and protect the existing community and affordable housing stock, to ensure our housing is in good state of repair and energy efficient. We have done this through accessibility modification in units, internal unit repairs, energy retrofits, elevator modernization, mechanical systems and building envelopes.



IMPROVING WELLBEING AND HEALTHY LIVING

Continue to maintain an active presence in our buildings and be responsive to residents to improve their quality of life. We have partnered with a number of organizations to deliver program and services that enable residents to improve their quality of life.

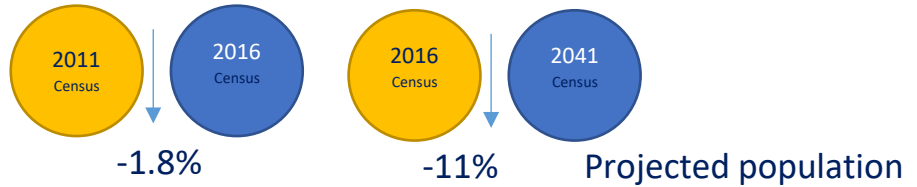
- **Community Para medicine Program** offered in senior buildings **537 visits | Decrease in 911 calls | Decreased isolation by 33%**
- **Breakfast Program** “On the Go” in partnership with Timmins Native Friendship Centre at Sterling family units | **90 Breakfasts | Served 170+**
- Renovated 1 senior unit in to provide an accessible shower, bath and physiotherapy function. Staffed by Red Cross & a Personal Support Worker 24/7 | **Annually served 50 individuals**
- **Stand Up- Fall Prevention Program** for Seniors
- **Youth Wellness Hub-** For 12 – 25 years old. Provides core services- counselling, peer mentors, cooking, budgeting and wellness services



Population and Housing Trends

District of Cochrane's Population in 2016

79,682



24.3%
2016 Census

of all residents are 60 years and older and 17.2% are 65 years +

41.6

Average Age

21.7%
2011 Census

▲ AGING POPULATION

19,695

Couple families



Household Size

2.3

10,040

1 person household



Households in 2016

34,015

▲ 0.7% from 2011 to 2016 census
 Forecasted to decrease by 2041

Average Household Income

84,082 Before- tax 2016 Census

of tenant households spending 30% of their income on housing related costs

37.7%

Unemployment rate

9.1% District

7.4 % Ontario

Vacancy Rate

6.4% District 2018

6.1 % 2017 Healthy vacancy rate is typically 3%
 7.0% 2016

Average market rent for all bedroom types

\$872 2018

Bachelor- \$572

1 B- \$769 | 2 B- \$928 | 3 B- \$1,089

Housing Tenure



67.7% of household's owners

30.1% of household's renters

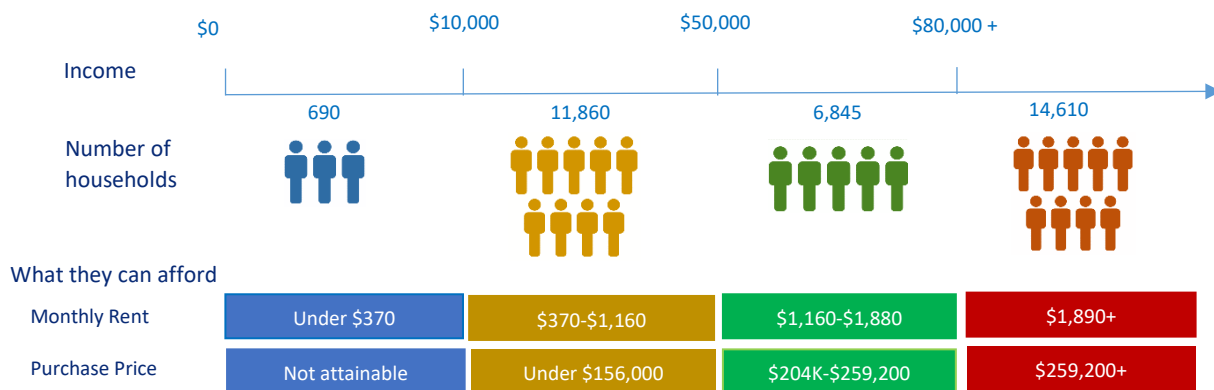


\$320K

Average resale price for home in 2019

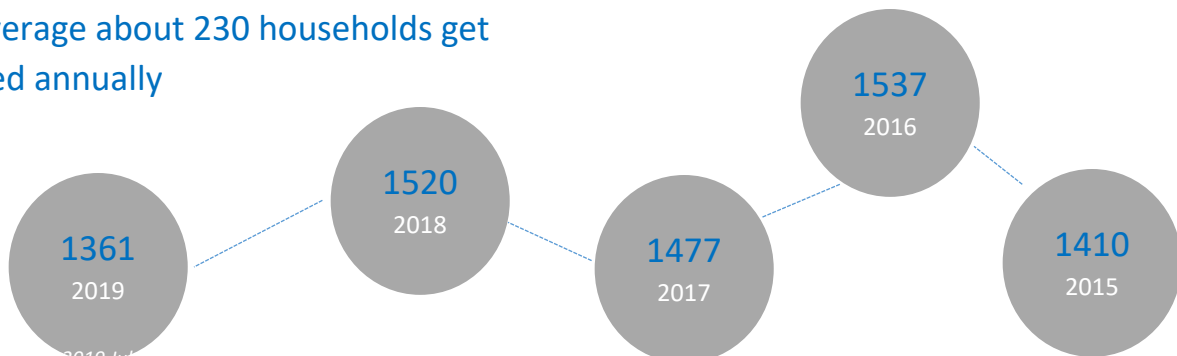
Affordable to those above the 60th income percentiles. This represents 14,610 households or 43% of households that can afford to buy a home at the average resale price in the District of Cochrane.

The housing & income continuum in the District of Cochrane (2016)



Social Housing Wait list trends over the past 5 years

On average about 230 households get housed annually



Homelessness in the District of Cochrane

1,782 Number of homeless

1,188 Adolescent & adult participants

594 Dependent children under 18 years old

22% increase in the number of homeless

All three types of homelessness (absolute, hidden and risk) were present in the communities enumerated. The number of people living with absolute and hidden homelessness measured as a percentage of the total population shows that homelessness is a serious issue in the District of Cochrane.

The enumeration of homelessness was completed in Cochrane, Hearst, Iroquois Falls, Kapuskasing, Matheson, Moosonee and Timmins.

41.1% of Homelessness individual enumerated were in the City of Timmins- the District's largest population centre.

543 adolescent & adult participants

190 dependent children under 18 years old

50% Men | 48% Women | 2% LGBTQ

66% Indigenous



13% Chronically Homeless



18% Episodically Homeless

2.8 percent

Comparison with national rates of homelessness: 5 of 7 communities in the District of Cochrane have a higher rate of homelessness than 5 Canadian cities (Vancouver, Kelowna, Red Deer, Lethbridge, and Toronto)

Housing Need in the District of Cochrane

There are number of trends influencing the housing in the District. The high-level results of the needs assessment are summarized below. The detailed needs assessment appears in, “2019 Community Profile- Housing Needs Assessment Study, District of Cochrane”.

		Affordable Permanent Housing			
		Emergency & Temporary Housing	Low Income [\$20,900 - \$43,200] (Households at or below the 30 th percentile)	Middle Income [\$56,200 - \$88,900] (Households with earnings between the 40 th - 60 th percentile)	Supportive
Who they are		<ul style="list-style-type: none"> Chronic homeless Women with children Victims of abuse Individuals with mental illness Adult males Youth Households & Individuals without permanent housing options 	Renters <ul style="list-style-type: none"> Seniors Single Adults Lone parent families People with a disability Home owners <ul style="list-style-type: none"> Seniors Young families Millennials 	Renters <ul style="list-style-type: none"> Seniors (those that can afford market rent & those requiring affordable rent) Young adults Working adults Home owners <ul style="list-style-type: none"> Senior households Young families Couple with children 	<ul style="list-style-type: none"> Substance abuse & addictions Frail health Physical & developmental disabilities Mental health issues Homeless Seniors Children/Youth
	What is the need	<ul style="list-style-type: none"> Quicker access to long-term housing Secure affordable housing Rapid wrap around services Non-senior financially assisted housing Counselling and life skill supports Short-term housing to transition to long-term housing Insufficient beds, space for victims of family violence or shelter for men and youth 	<ul style="list-style-type: none"> Supply of private market rental Financially assisted housing options (i.e., portable housing benefits, rent supplements, RGI) Housing loss prevention Financial assistance to support home ownership (down payments, utility costs, home repair) 	<ul style="list-style-type: none"> Senior housing options Workforce housing Short-term rental Non-senior rental affordable housing Affordable homeownership Supports for home renovation (ownership) Affordable rental housing supply (non-financially assisted) – shifting scale of affordability 	Households for individuals in need for: <ul style="list-style-type: none"> Permanent supportive housing Transitional supports Services to allow individuals to remain in their own homes (homeownership) Supports for community housing Long wait lists to get senior care/supports
Type of housing required	<ul style="list-style-type: none"> Crisis beds Transitional housing/emergency options Harm reduction housing Housing that supports congregate living arrangement Permanent supportive housing with RGI assistance Transitional units for youth, men & victims of family violence Financially assisted housing with supports 	<ul style="list-style-type: none"> Rental housing which costs no more than \$600 per month Home ownership which costs no more than \$156,800 Smaller affordable homes Smaller units B, 1B rental units Accessible and modified units Financial supports to owners with home maintenance 	<ul style="list-style-type: none"> Rental housing which costs no more than \$1,160 per month Home ownership which costs no more than \$322,700 Private rental supply Non-Senior financially assisted housing Accessible barrier free housing Homeownership financial assistance Diversified housing options Congregate seniors living arrangement 	<ul style="list-style-type: none"> Affordable supportive housing units with wrap around services Retirement housing (private and affordable) Accessible and barrier free housing Long-term care beds Family supportive housing Senior housing (nursing homes, age friendly hubs) 	

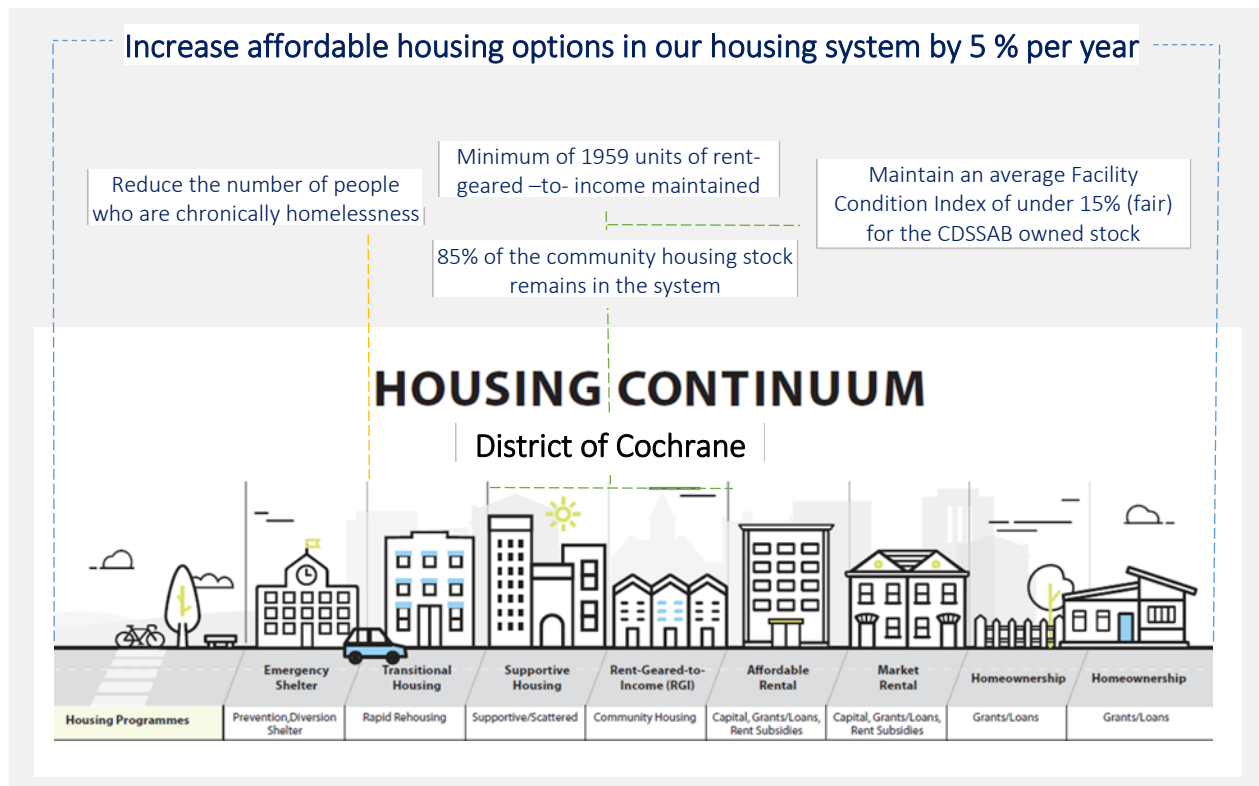


Housing Targets

We have set broad housing targets that address the housing continuum. It is important to highlight that establishing housing targets does not necessarily occur from purpose built ownership or rental developments. We will achieve our housing targets through a variety of ways that include providing subsidies, grants and financial supports to tenants to afford existing market rental units and to repair homes to enable individuals to reside in their units they own. In addition, we will achieve housing targets through the measurement framework developed for our Housing Plan.

The Housing Needs Assessment study highlighted the changing and declining population across the District. Further with trends showing slow household growth and a volatile economic environment, it is challenging for the CDSSAB to appropriately establish specific short and long term targets.

Achieving our housing targets will require a number of integrated strategies working in tandem. It also requires the support from member municipalities and collaboration with community agencies and a range of stakeholders, all levels of government, private developers, non-profit housing providers and residents. We will work with municipalities and their updated Official Plans to propose what is achievable for our District.





Strategic Goals, Objectives and Actions

Through the review of our original 10 Year Housing Plan, we have established four strategic goals, which provide key direction to address the housing needs of current and future residents of the District of Cochrane. The strategic goals were structured to address the outcomes at the individual, community, District and provincial levels. The elements in our Plan align with the goals and objectives established by the province of Ontario as stated through the Housing Supply Action Plan and the Community Housing Renewal Strategy.

As noted in a previous section, the themes and areas identified in our original plan as the key service considerations and priority target populations are still valid and relevant and addressed through our Plan update. We have updated the structure of our strategic Plan to align the key service considerations and recommendations from the original Plan to fit within the four strategic goals with objectives. This approach ensures consistency with the Provincial Policy Statement: Service Manager Housing and Homelessness Plans and the requirement relating to provincial interest under the *Housing Services Act*, 2011. It also enables the CDSSAB to better plan internally and improve our reporting process.

The following sections explain each of the four strategic goals and the revised objectives and actions to guide and advance our actions over the next five years. For each strategic goal, a table summarizes the objectives and actions that will be implemented between 2019 to 2024.

Through the Plan review process, we revised and included additional actions to reflect the changing and emerging needs around housing and homelessness. These actions include policy, program and process activities that will require working in partnership with our municipalities, private and non-profit sector, community agencies and all levels of government.

The province has identified populations of specific interest. These include people experiencing chronic homelessness, indigenous communities, survivors of domestic violence, people transitioning from provincial institutions and youth. In our original plan, we articulated our actions to address these populations within the key service considerations. In the refresh of our Plan, the needs of the specific interest population were considered in the development of the objectives and embedded within our strategic goals.

Anticipated timelines have been identified for each activity. Short term refers to the next two years (2020-2022) and longer term indicates work that will be more than a two-year period and by 2024. There are a number of initiatives and actions that were initiated between 2014 to present that will be required to continue, thus we have highlighted the ongoing actions associated with the respective objectives. While the Ministry requirement is only for a midpoint update to the existing Plan, strategically we need to be looking at the long term as well. Our longer-term actions are designed to support the future work of the CDSSAB.

Our Strategic Goals at a Glance

To achieve a level of sustainability for all member municipalities.

Housing becomes a means to an end...the end being economic security and growth of communities, and residents in the District of Cochrane.



Guiding Principles

Collaboration | Innovation | Accountability | Recognize Diverse Needs

Short-Term Outcomes

Increased availability of affordable housing options	Have a coordinated system of housing and support services	Increased housing stability and successful tenancies	Homelessness have the supports they need to access and retain housing	Lower rate of the community housing stock needed major repairs
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Provincial Strategic Outcomes

Increased supply and options of affordable and adequate housing	Improved access to affordable housing & supports that meet people's needs to achieve housing stability	Increased efficiency of the community housing system to ensure value-for money & sustainability	End Chronic Homelessness
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Four Strategic Goals Summarized



Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability

Desired Outcome

People at risk of or experiencing homelessness obtain and retain housing.

Provincial Policy Statement Planning Areas:

Supporting a Housing First Approach | Ending Homelessness | Coordination with Other Community Services | Broad Range of Community Needs | Indigenous Peoples



Create New Affordable Housing Opportunities

Desired Outcome

Increase the supply and mix of affordable housing options for low-to-moderate income households that meet a broad range of community needs.

Provincial Policy Statement Planning Areas:

Coordination with Other Community Services | Broad Range of Community Needs | Indigenous Peoples | Increase Supply | Partnerships | Private Market | Collaborating with Municipalities



Ensure the Long-Term Viability and Sustainability of the Existing Community Housing Stock

Desired Outcome

Preserve, protect and optimize the existing social and affordable housing stock.

Provincial Policy Statement Planning Areas:

Protecting Existing Housing Stock | Non-Profit Housing Corporations & Non-Profit Co-operatives | Climate Change & Environmental Sustainability



Plan for the Public Good

Desired Outcome

Achieve a level of sustainability working in partnership with the public and private sector, and all levels of government to ensure economic security and growth of communities in the District of Cochrane.

Provincial Policy Statement Planning Areas:

Coordination with Other Community Services | Broad Range of Community Needs | Indigenous Peoples | Partnerships | Private Market | Collaborating with Municipalities



Goal 1

Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability

Why is this important

Stable, affordable housing is an essential foundation that allows people to thrive, remain and participate in their communities and is key to preventing and reducing homelessness.

The CDSSAB is committed to delivering people-centered services and efficient housing programs that enhance housing options for the residents in the District. While we work to keep people housed, we also recognize there will be some residents that have no access to housing and may need emergency shelter or alternative housing options to transition from temporary to permanent housing.

A priority focus for the CDSSAB over the next five years is in the areas of homelessness and addressing the housing and support needs of the Indigenous populations. We will build on our key achievements from 2014-2019 to enable people at risk or experiencing homelessness obtain and retain housing, and will support vulnerable households to achieve housing stability. We will continue to use proactive made-in-District approaches to assist individuals and families experiencing homelessness.



Informed by the District's Homelessness enumeration, the Housing Needs Assessment study and our community engagement work; residents in the CDSSAB service area who continue to be at most risk of homelessness are youth, Indigenous population, youth, victims of domestic violence, seniors and low-income single, senior and families.

This strategic goal outlines key objectives and actions to help our most vulnerable residents find and keep stable housing, whether they have already experienced chronic homelessness or they are at risk of losing their current housing. We will also focus our efforts on preventing homelessness before it occurs by helping individuals and families keep their existing housing.

We will continue to work in partnership with community agencies and the emergency shelter system to help residents at risk of homelessness or eviction, gain or retain housing by ensuring that support services are available to them.

The CDSSAB recognizes the lack of stable housing can have negative physical and mental health impacts and can result in disruptions to employment, education, social supports and access to services. Included in this goal are actions that will create opportunities for residents in the District to improve their quality of life, support health living through the provision of supports and programs.

How we will make progress on this goal

Over the next five years, CDSSAB will build on key achievements of this strategic goal to enable people at risk or experiencing homelessness obtain and retain housing, and we will continue to support vulnerable households to achieve housing stability.

ACTIONS		TIME-FRAME
OBJECTIVE 1: Expand and maintain homelessness prevention strategies		
1.1	Seek additional opportunities to collaborate with organizations that are supporting individuals and families who are homeless or at risk of homelessness, using CHPI data to inform new approaches in relation to addressing homelessness within the community.	Short Term
1.2	In partnership with stakeholders and community agencies, undertake a homelessness enumeration count every two years to support and inform the planning of homelessness in communities across the District. The CDSSAB is targeting the next homelessness enumeration for 2020/2021.	
1.3	In partnership with Living Space, community agencies and relevant stakeholders, continue to participate in the bi-annual Homelessness Summit (2021) to address and share solutions to homelessness.	
1.4	Develop protocols with institutions such as hospitals and jails to prevent individuals becoming homeless upon release.	Long Term
OBJECTIVE 2: Meet the need for emergency and crisis accommodation for transients and the homeless		
2.1	Explore opportunities to increase additional shelter in the District such as renovating and rehabilitating CDSSAB purchased property adjacent to Living Space to support the provision of additional 22 transition/emergency beds.	Short Term
2.2	Work with emergency shelters and transitional housing providers to transition to a housing-first focused approach to service delivery.	
2.3	Work with our partnership agencies to develop solutions for youth homelessness.	Long Term
2.4	Develop protocols for moving individuals from homeless shelters to supportive/affordable housing solutions.	
OBJECTIVE 3: Develop an ongoing relationship and work with the Indigenous community and First Nations in the CDSSAB service area to better serve and identify housing options and supports that work for the indigenous population in particular the homeless and youth		
3.1	Through the recent formal MOU with the Timmins Native Friendship Centre, Kapuskasing Indian Friendship Centre, and Ininew Friendship Centre, the CDSSAB will collaborate on relevant policy and program areas related to urban indigenous people in the District in particular: <ul style="list-style-type: none"> emphasis placed on addressing the lack of affordable housing and culturally appropriate housing for urban indigenous residents partner to deliver children and youth services and programming to urban indigenous communities, develop a joint strategy to address human trafficking, especially as it affects urban indigenous community in the Cochrane District 	Short Term
3.2	CDSSAB in partnership with the Nishnawake Aski Nation (NAN) and through the MOU will participate in the NAN-CDSSAB Collaboration Steering Committee and will work together to address priority areas to ensure adequate housing for all families and individuals in the District, focusing on: <ul style="list-style-type: none"> creating and improving infrastructure to enable an adequate amount of housing identifying mechanisms to improve communication between NAN and the CDSSAB streamlining and expediting progress in eradicating homelessness 	

ACTIONS		TIME-FRAME
	<ul style="list-style-type: none"> developing strategies to encourage development and engagement from First Nations, CDSSAB and NAN community members 	
3.3	The CDSSAB through Living Space will support the implementation of the Bail Bed Program for Indigenous People being delivered by the Ontario Aboriginal Housing Services (OAHS), which will include creating 3 to 6 transitional housing units.	Short Term
OBJECTIVE 4: Support victims of domestic violence		
4.1	Actively support victims of domestic violence to ensure they have access to housing and support services working in partnership with Timmins & Area Women in Crisis, Centre Passerelle pour Femmes, and Tranquility House Women’s Shelter- Tri Agency Violence against Women Collaboration Committee.	Short Term
OBJECTIVE 5: Help low-income households close the gap between their incomes and housing expenses		
5.1	Based on funding availability, provide housing allowances to support low and moderate-income owners households to eliminate major repair need and to make accessibility renovations thus enabling households to maintain homeownership.	Short Term
5.2	Support households’ to achieve homeownership by providing financial assistance for a down payment to purchase a house in the CDSSAB service area.	
5.3	Implement the Expression of Interest for the OPHI fund for the purposes of creating new rental housing, supporting unit modification and provision of down payment assistance.	
5.4	Explore options that may support providing a deeper affordability incentive or housing allowance to enable households to maintain their housing status.	Long Term
OBJECTIVE 6: Addressing the needs of the senior population		
6.1	Pursue a partnership with the Ontario Health Team to bring sustainable support services to the Cadence Residence in the Town of Cochrane.	Short Term
OBJECTIVE 7: Create opportunities for residents in the District to improve the quality of life, support healthy living through the provision of support services and programs		
7.1	CDSSAB is committed to developing solutions for youth and will work with community partners and the Youth Wellness Hub to support service provision and program and supports for youth.	Short Term
7.2	Cochrane DSSAB will participate in the mutli-sectorial advisory committee with representatives from health and mental health services, educational services, community and social services to advance the development of the Community Safety Well-Being Plans.	



What we'll keep doing

OBJECTIVES	ONGOING ACTIONS
Objective 1	<p>Work with the Ontario Federation of Indigenous Friendship Centres (OFIFCS) to support homelessness prevention strategies.</p> <p>Engage and partner with the three homelessness shelters (Musk Quat, Living Space & The Ga Beh Shoo In Men's Shelter) currently in operation, recognizing that no matter how well the preventative measures are developed there will still be crises that produces homelessness.</p> <p>In partnership with Living Space and other local agencies work together to build a shelter system for the CDSSAB service area that achieves a high shelter standard.</p> <p>Through existing partnership agreements and MOU's provide a range of supports to assist people at risk of or experiencing homelessness to access supports and services that are both non-housing and housing related, enabled through the Community Homelessness Prevention Initiative.</p>
Objective 2	<p>In partnership with Living Space and Jubilee Centre promote the awareness and use of the supports available to individuals, families and households that require supports.</p> <p>Partner with the Timmins Native Friendship Centre to use CDSSAB housing units (4) in Moosonee for the provision of programs for males, women and children (community programming & live skills) and use of 1 housing unit in Timmins- Sterling families.</p>
Objective 3	<p>Work with Aboriginal and Indigenous agencies to improve housing outcomes for Aboriginal/Indigenous individuals and families, promoting cultural sensitivity and working to increase opportunities in the housing and labour market.</p>
Objective 4	<p>Quickly and efficiently process requests for housing under the Special Priority Policy.</p> <p>Support the partnership and lease agreement with the Timmins and Area Women in Crisis (TAWC) for the continued use of the 6 unit transitional housing facility called Musk Quat Transition house for the provision of safe affordable shelter along with transition supports for women.</p>
Objective 5	<p>As funding is available, provide a rent supplements for households struggling with high rent while waiting on the list for subsidized housing.</p>
Objective 6	<p>Maintain the agreement to provide home care services for the dedicated supportive housing unit project in Iroquois Falls (partnership between the Northeast LHIN, CDSSAB and Non-profit provider).</p> <p>Continue with the Para medicine Program that serve three seniors buildings in Timmins and explore opportunities to expand the program.</p> <p>Work with Iroquois Falls Health Promotion Centre to help residents age at home.</p> <p>Maintain the long-standing agreement with Canadian Mental Health Association to provide two five-bedroom units in a semi-detached setting where CMHA can continue to provider services.</p> <p>Partner with Red Cross to provide services and supports in the CDSSAB owned LHC buildings; and at 217 Pine project.</p>
Objective 7	<p>Through the Caring Community Housing Collaborative, CDSSAB will work with health service providers to create and identify common service delivery space, transitional housing, and permanent housing.</p> <p>Maintain the long standing agreement with Canadian Mental Health Association to provide two five bedroom units in a semi-detached setting where CMHA can continue to provide mental health programming supports in a congregate setting.</p> <p>Maintain the "urgent medical priority status" for the Rent Café program within the CDSSAB portfolio to facilitate placement for those in need of home care supports and accessibility needs.</p> <p>Position CDSSAB housing assets as senior service hubs to serve a community function.</p>



Goal 2

Create New Affordable Housing Opportunities

Why is this important

Finding safe, suitable and affordable housing continues to be a challenge for residents across the District. The limited availability of affordable housing is also an impediment to retaining families and to positioning communities in the District as destinations of choice of new citizens. This represents the lack of an essential community resource that limits many other economic development opportunities.

Creating affordable housing is part in parcel linked to population growth. It is a push and pull factor that directly influences housing and economic development.

The District is experiencing population decline, a result of the cyclical economic environment, youth pursuing further education outside the District, and seniors and elderly homeowners increasingly relocating to congregate care facilities, in other municipalities, because the supports that they require to age in place are often not available. In addition, post-secondary institutions are challenged marketing employment opportunities to graduates because communities where employers want to hire, the housing supply may be limited or the cost of housing may not be commensurate with entry-level wages.

The CDSSAB recognizes that in its service system management role, action must be taken to remedy the lack of affordable housing. A step in

this direction is the work in 2014 that established a strategy through the Cochrane District Local Housing Corporation (CDLHC) to develop affordable housing units. This has enabled new builds, creating units to support the homeless, leveraging land and re-purposing existing stock. The CDLHC development initiative is also a business strategy to take advantage of market demand and an opportunity to create a return on investment, which the CDSSAB has used to generate affordable housing units and stimulate the economic development in areas that are experiencing stagnation and/or decline.

Over the next few years, we will continue our efforts to create affordable housing options across the housing continuum. We will do this through a provision of options that include new supply, repurposing existing stock and infrastructure, purchasing land to develop, and providing housing allowances, supplements and subsidies for rental and ownership.

We have set our actions from 2019-2024 with the intent for the CDSSAB to lead and leverage opportunities where it can, and in collaboration with our partners and member municipalities, make sure residents have a range of housing options for all ages and stages of their lives.



How we will make progress on this goal

CDSSAB in efforts to build complete and healthy communities will continue its efforts to provide a full range of housing and services to meet the physical, social and economic needs of all District residents. We will work to increase the supply and mix of affordable housing options for low-to-moderate income households, and attentively address the unique needs of a broad range of groups in our communities.

ACTIONS		TIME-FRAME
OBJECTIVE 1: Create situations that support local affordable housing development at the local & municipal level		
1.1	By 2021 the CDSSAB will develop dedicated human resource capacity to support a housing development function to expedite development initiatives supported through the CDLHC.	Short Term
1.2	To respond efficiently to emerging funding opportunities from upper levels of government, the CDSSAB will identify and maintain a list of priorities and properties for new affordable housing developments.	
1.3	Explore innovative approaches and models for the provision of affordable housing (i.e., tiny homes, modular homes, mixed-income) and market profit for purpose housing to be able to reinvest funds into new housing.	Long Term
1.4	Working in partnership with school boards and the local schools in Hearst, Iroquois Falls and Opasatika, CDSSAB will explore opportunities for re-purposing school infrastructure to increase affordable ownership and rental options in the District.	
1.5	CDSSAB will explore innovative opportunities similar to the management of Fairway Village that enables profit-for purpose, where revenue generated is put back into operating/capital budgets.	
1.6	CDSSAB through the CDLHC will explore and identify a range of financing vehicles that can enable the development of new affordable housing across the District to meet community needs.	
OBJECTIVE 2: Engage private developers and facilitate public-private partnerships in housing development where the risks and profits are shared across partners and reinvested into additional development opportunities		
2.1	CDSSAB will seek opportunities to partner with private developers (i.e, Praztek Construction) to forge a public private partnerships model and/or joint venture that supports affordable housing development for the District.	Long Term
2.2	Create a private developer and homebuilder roundtable to increase private involvement in affordable housing development across the District.	
OBJECTIVE 3: Leverage opportunities and land to support future affordable housing development		
3.1	CDSSAB through the CDLHC will explore and investigate opportunities to secure new sites, surplus land and acquire unused infrastructure for strategic real estate purchase that could be utilized for affordable housing development.	Short Term
3.2	Explore future development opportunities to be “shovel” ready to create additional affordable	



ACTIONS		TIME-FRAME
	housing units as new Federal-Provincial funding is made available.	
3.3	CDSSAB will work with the Ministry of Education and local school boards to establish a notification process that ensures CDSSAB receives warning regarding the disposal of surplus school properties.	
3.4	Assess the potential and feasibility for purchasing derelict houses in the District that can be converted into housing units.	Long Term

OBJECTIVE 4: Build healthy communities that provide a range of housing options to meet the physical, social and economic needs of District residents

4.1	Initiate a new partnership with NEOFACS to assess opportunities for renovating existing school infrastructure to create 8 to 10 units for youth (ages 16 to 21 at risk).	Short Term
4.2	Examine the feasibility of providing alternative types of financial incentives to households (particularly in rural communities) with low incomes; especially households that fall within the first and second income deciles.	
4.3	Explore options for delivery of rent subsidies including options such as the Portable Housing Benefit for increased opportunities for households to access affordable housing options.	
4.4	Explore options for allocating a portion of the District IAH E funding specifically for a local rental allowance program.	
4.5	Explore opportunities to develop student housing in partnership with local stakeholders on lands or underutilized buildings located in the City of Timmins.	Long Term
4.6	Where prudent to do so, maximize profit of existing housing stock as leverage for building or modifying units to create more, newer housing.	

OBJECTIVE 5: Help low-income households close the gap between their incomes and housing expenses

5.1	Based on funding availability, provide housing allowances to support low and moderate-income owners households to eliminate major repair need and to make accessibility renovations thus enabling households to maintain homeownership.	Short Term
5.2	Support households' to achieve homeownership by providing financial assistance for a down payment to purchase a house in the CDSSAB service area.	
5.3	Implement the Expression of Interest for the OPHI fund for the purposes of creating new rental housing, supporting unit modification and provision of down payment assistance.	
5.4	Explore options that may support providing a deeper affordability incentive or housing allowance to enable households to maintain their housing status.	Long Term

What we'll keep doing

OBJECTIVES	ONGOING ACTIONS
Objective 1	<p>The CDSSAB through the CDLHC will continue to implement the affordable housing development strategy as the mechanism for creating and supporting development, including supporting municipalities to prepare for development opportunities that may arise in the District.</p> <p>CDSSAB will continue to work with municipalities to ensure that the CDSSAB is kept informed in advance and ahead of time of opportunities (i.e., land, infrastructure) that can support the development of affordable housing.</p>
Objective 2	<p>Continue partnerships with local developers to support projects similar to the Kap Quality Housing Complex to develop affordable housing units.</p>
Objective 4	<p>Maximize and utilize municipal, provincial, and federal funding programs to build and/or acquire new affordable housing units to achieve the targets contained within the strategy.</p>



Affordable housing offers residents the building blocks to succeed in all facets of life.



Goal 3

Ensure the Long-Term Viability and Sustainability of the Existing Community Housing Stock

Why is this important

The community housing stock also known as social and affordable housing is an important foundation to building and maintaining healthy communities. Generally consisting of non-profit and co-op housing providers and the housing stock owned by the CDSSAB, this type of housing provides households who have low- to moderate incomes, small pensions or on social assistance, an option to secure and affordable housing.

The CDSSAB is responsible for the oversight of 2428 community housing units. The housing portfolio includes a mixed ratio of market rent and rent geared-to-income units for families, seniors, couples and single people. As the service system manager mandated by the Province to fund and administer this portfolio, a priority of the CDSSAB is to ensure its operational and capital viability.

There are currently over 1,361 (as of July 2019) households waiting for a community housing unit. Rising monthly rental and living costs has led to an increased demand for affordable housing options, particularly for those living on a fixed income. Long waitlists to access the limited rent-geared-to income housing stock and the

increasing gap between monthly income and market rent means more and more residents are vulnerable to becoming homeless.

In an unpredictable financial environment, creating new housing supply happens when financial resources are available and is aligned with development opportunities. Over the years, the CDSSAB has aggressively pursued strategic opportunities; however, there is no guaranteed pipeline for adding new supply to the District. Protecting the existing asset is especially important to ensure that the existing supply can continue to be available for residents in the District.

The aging stock creates ongoing challenges to ensure that the units are properly maintained, safe and healthy for tenants. The CDSSAB annually allocates and invests financial resources to upgrade the stock. CDSSAB is aware of issues around technical support and capacity to plan for and sustain the physical assets. Critical to the sustainability of the current asset is the capacity to control operating costs. In Northern Ontario, the climate has a profound impact on energy costs and therefore the CDSSAB has been proactive to ensure that any projects involve the use of innovative energy conservation technology and strategies.

The CDSSAB's housing portfolio is the product of hard work of the CDSSAB and individual non-profit and co-op housing providers. Another risk area that CDSSAB must manage is the impact of expiring operating agreements and mortgages.



The financial and operational viability of some housing providers can be at risk. Some may not have the financial ability to continue to operate, while others may decide they no longer wish to be housing operators.

In consultation with housing providers, the CDSSAB will review the impact of mortgage maturations for the CDSSAB and the housing organizations. Understanding the intent of the non-profit organizations that own the asset once the mortgages matures will be critically important for the CDSSAB in planning for affordable housing rental stock availability in the District.



Over the next 5 years we will work with providers to become, strategic partners to support activities together especially related to improving long-term viability with respect to the operations and asset sustainability.



How we will make progress on this goal

CDSSAB will ensure responsible stewardship of the housing assets and resources through continued long-term planning for the provision of the community housing portfolio. We will work to preserve, protect and optimize the existing social and affordable housing stock, and assist housing providers effectively manage their properties.

ACTIONS		TIME-FRAME
OBJECTIVE 1: Establish an efficient, sustainable, and collaborative community housing system by strengthening the capacity in the non-profit sector		
1.1	Through timely operational reviews, work with social housing providers and their Boards of Directors to explore all options to achieve financial viability and system level efficiencies while continuing to meet the requirements of the Housing Services Act.	Short Term
OBJECTIVE 2: Minimize risk and maintain sustainability		
2.1	Through the provision of property management services develop processes to work with non-profits to ensure asset sustainability and minimize risk.	Short Term
OBJECTIVE 3: Work with housing providers to safeguard the ongoing operation of units (with federal agreements and mortgages set to expire) as affordable options for low-income households		
3.1	CDSSAB will develop a plan to guide its work internally and for working with non-profit housing providers to support the planning for expiry of mortgages and operating agreements; and manage projects in difficulty.	Short Term
OBJECTIVE 4: Ensure responsible stewardship of housing assets and resources through continued long-term planning for the provision and protection of the affordable housing portfolio		
4.1	Work with housing providers to use Asset Planner and enter data to support the development of capital plans and to gauge and forecast facility replacement costs.	Short Term
4.2	Undertake updated Building Condition Assessment (BCA) for all properties and ensure all providers have access to their BCAs for planning purposes, and preparing a long-term capital needs strategy/plan using BCA results to identify capital requirements. Include an energy audit component to the next cycle of Building Condition Assessments.	Long Term
OBJECTIVE 5: Ensure CDSSAB housing stock is energy efficient		
5.1	Participate and apply for external and government funding grants for building improvements and efficiency upgrades for existing buildings.	Short Term
OBJECTIVE 6: Implement appropriate accountability measures, and protect and invest in assets through effective administration of its non-profit and cooperative housing portfolio		
6.1	Develop protocols to manage the liability associated with obligations under the Housing Services Act and in the post-mortgage maturity environment.	Short Term
6.2	Explore consolidation and merges with CDLHC operations to maintain affordable housing units and to ensure operational effectiveness and efficiencies.	
6.3	Review the service-level standards and rules governing the administration of rent-g geared-to-income housing and develop an internal process for working with HSA mandated providers to ensure SLS compliance.	
6.4	Review and update the current Centralized Waiting List policy and procedures to align with the HSA regulatory changes.	

ACTIONS		TIME-FRAME
6.5	Initiate a review and monitoring process to track the pooling of capital reserve investments of mandated (HSA) housing providers with the requirement for non-profits to submit capital plans.	Short Term
6.6	Establish direction with housing providers to find operational efficiencies and to consider options including but not limited to organizational mergers.	Long Term

What we'll keep doing

OBJECTIVES	ONGOING ACTIONS
Objective 1	Provide support to non-profits and co-operative housing providers to assist them in effective management of their housing portfolio and organizational resources. Specifically continue to work with two co-operative housing providers through the loan program agreement where the CDSSAB provides staffing resources to support governance management, financial sustainability and risk management.
	CDSSAB will continue to support non-profit providers with projects in difficulty by working with Boards and staff to develop a risk mitigation plan and process.
	Regularize and strengthen the capacity of the non-profit housing providers through housing provider meetings, sharing of best practices and regulatory and policy information in a timely manner.
Objective 2	Support non-profit housing providers with transitional operating funding through the Canada-Ontario Community Housing Initiative.
Objective 4	In collaboration with community housing providers, continue to pursue strategic asset management practices and create appropriate tools to help guide decisions regarding asset renewal/development in the social housing portfolio.
	Lobby federal and provincial funding to undertake capital upgrades and energy efficient renovations to existing housing stock.
	Continue to evaluate the CDSSAB capital plan and make revisions to address short-term priorities. Operations and Technical staff will review priorities on a yearly basis and revise according to current building conditions.
	Continue with long- term capital plan forecasting and planning for capital work, budget allocation, and prioritizing.
Objective 5	Continue to work with local utility corporations to reduce the operating utility and capital costs and implement energy efficient infrastructure.
	Participate and apply for external and government funding grants for building improvements and efficiency upgrades for existing buildings.



Goal 4 Plan for the Public Good

Why is this important

The economics of housing development, operation and maintenance is such that without direct intervention with economic development, and policy or financial incentive, the District will continue to face challenges with delivering housing- at least nowhere near the scale of affordable housing that is required. Our housing Plan on its own cannot resolve the individual and or community level issues.

Housing is an integral part of social, public and economic policy. It is about creating sustainability for the individual and for the community. The CDSSAB efforts as service system manager is focused on supporting a broader community need where the District's housing strategy is part of the blue print for economic development and sustainability; and supports delivering on the Ontario, Northern Growth Plan.

The CDSSAB has employed a service system management approach where municipal government partner with service providers and developers, and the District, to work together to make broader scale impacts as it relates to improved coordination and capacity within the system, improving economic conditions for our residents, and creating an economic competitive region.

Over the past five years, we have leveraged service partnerships with education and health providers. Through programs developed in Ontario Work and Childcare, relationships were formed with secondary and post-secondary

schools, focused on securing mutual interests. Student enrollment is down across the District, which correlates with the current demographic trends. As schools close, housing development becomes less sustainable and in communities without affordable housing development, families will choose not to remain or to relocate to that community. Therefore, it is crucial that our housing goals also include addressing the economic elements that support provision of housing.

As part of this strategic goal, the CDSSAB will continue to formalize student placements and invest in bursaries to encourage participation in trade base programs. The intention is to bolster the local pool of specialized construction workers in order to offset long-term development costs. A similar strategy will continue to be implemented on the service side. Education placements will be offered in seniors buildings for students in Personal Support Worker or nursing programs.

The CDSSAB will continue to advocate for sustained and enhanced federal and provincial investment and policies that support housing supply and housing affordability.



How we will make progress on this goal

Working in partnership with the public and private sector, all levels of government the CDSSAB through its housing plan will work to achieve a level of sustainability and play a part in supporting economic security and growth of communities in the District of Cochrane.

ACTIONS		TIME-FRAME
OBJECTIVE 1: Build on the current level of service integration to improve the efficiency and effectiveness of the social services and DSSAB programs and infrastructure		
1.1	Participate in a Northern Ontario DSSAB initiative that will better leverage the power of the group and achieve operational efficiencies for the DSSAB owned infrastructure while managing risk at the local level.	Short Term
1.2	Update our 10 Year Blueprint for Sustainability Plan as required to be able to ensure alignment with the DSSAB service system management model and with provincial interests as outlined in Ontario's Long-Term Affordable Housing Strategy Update.	Long Term
OBJECTIVE 2: Continue lobbying and advocacy efforts with senior governments		
2.1	Through NOSDA the CDSSAB will advocate to the Ministry of Health and Long-Term Care to establish a framework by which the Ontario Health Agency and the local District Ontario Health Team engage directly with CDSSAB in integrated health service planning, local planning and healthcare resource allocation to address issues affecting the social determinants of health. CDSSAB will ensure senior management level representation at all planning tables in Northern Ontario and in the District.	Short Term
OBJECTIVE 3: Improve the Coordination and Capacity within the System		
3.1	Strengthen the partnership with the District's local Ontario Health Team to expand and improve the provision of health care services to residents living in DSSAB owned social housing, as well to develop housing and support service options for a broad range of community groups in the District in particular with patient transfer issues and mental health addictions.	Short Term
OBJECTIVE 4: Municipalities consider the DSSAB and seek advice with respect to housing development		
4.1	Develop a Municipal Liaison Group that meets at least three times a year to further investigate opportunities and ways to improve affordable housing outcomes at the local municipal level, and share best practices for promoting and incentivizing the development of affordable housing.	Short Term
OBJECTIVE 5: Support the Northern Growth Plan		
5.1	Participate in roundtables and working groups that include the Northern Policy Institute, the Local Planning Council, Far Northeast Training Board, Timmins Economic Development Corporation and other stakeholders; to develop strategies and tools that are aimed at economic development, workforce education and training to ensure that the District is strong sustainable community that is attractive to its current residents and brings new residents to live communities across the District.	Short Term
5.2	CDSSAB with local partners and stakeholders will support a service and settlement immigration plan that enables a supportive transition of the refugees and immigrants to the District and the local communities.	
5.3	Working through NOSDA the CDSSAB will participate in the development of an educational strategy with the five colleges across Northern Ontario to establish an employment development program for youth and college graduates.	Long Term

ACTIONS		TIME-FRAME
OBJECTIVE 6: Support economic development		
6.1	CDSSAB will participate in educational partnerships to establish a construction program with the local colleges (College Boreal and Northern College) to create opportunities for students to gain employment experience in the communities in the District. The goal is to foster skills trade internships and an apprentice program for youth that provide work placement and employment opportunities that relate directly to or support housing provision in the District.	Long Term
6.2	Explore the provision of pest control services locally through the DSSAB, to enable cost savings and support employment opportunities.	
6.3	CDSSAB will investigate expanding partnerships to local post-secondary partners, which will include soft skill and white-collar capacity enhancements in addition to trades.	

What we'll keep doing

OBJECTIVES	ONGOING ACTIONS
Objective 1	Work to mobilize its resources and leverage the assets through its existing programs (i.e., Ontario Works) and infrastructure (affordable housing, childcare, and employment, EMS) to deliver and support economic development and integration.
Objective 2	Lobby on behalf of municipalities and inform senior levels of government regarding the challenges faced by the residents living in the District, specifically with respect to a shortage of affordable housing, high utility costs, low social assistance rates and restricted economic development. Advocate to senior levels of government for sustainable funding for affordable housing, supportive housing and home care.
	Participate in joint efforts by Service Managers across Ontario through OMSSA to advocate for policy and regulatory changes (i.e., Service Level Standards). Through NOSDA the CDSSAB will advocate to the Ministry of Health and Long-Term Care to establish a framework by which the Ontario Health Agency and the local District Ontario Health Team engage directly with CDSSAB in integrated health service planning, local planning and healthcare resource allocation to address issues affecting the social determinants of health. CDSSAB will ensure senior management level representation at all planning tables in Northern Ontario and in the District.
Objective 3	Work with other levels of government, social service agencies and community partners to support poverty reduction.
	Facilitate strategic, integrated partnerships and service delivery between the homeless, health, and corrections sectors.
Objective 4	Emphasize the important relationship between CDSSAB and the member municipal councils and the role of the CDLHC to facilitate affordable housing development.
Objective 6	Create opportunities with the existing service strategy where education placements are offered in senior building for students in nursing program or are in training to be Personal Support Workers.
	Through the CDLHC development plan will continue to support opportunities to formalize student placements and invest in bursaries to encourage participation in trades based programs and bolster the local pool of specialized construction workers in order to offset long-term development costs.



Performance Measures

The success of our 10-Year Housing Plan is largely contingent upon the ability of the CDSSAB to fulfill the role of service system manager. Measuring and reporting on progress toward achieving the strategic goals and objectives is critical to ensure the plan remains relevant and efforts are focused on the greatest need in the District of Cochrane.

The original plan, **A Blueprint for Sustainability** included a set of measures at the individual, community and District level. The Phase 2 Plan, builds on these foundational measures and

includes targets as applicable. Our measurement framework is structured to align with the strategic goals in the Phase 2 Plan. For some measures a baseline will be established. The CDSSAB Housing Services team will review internal and external available data and will focus its efforts in Q1 of 2020 to establish a baseline for relevant measures.

This measurement framework is a working document and will be revised and improved as required to enable us to report and track and monitor our progress on the Plan.

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #1 Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability				
Desired Long-Term Outcome: People at risk of or experiencing homelessness obtain and retain housing.				
INDIVIDUAL	Reduced chronic homelessness and housing loss is prevented.	Additional capacity of 40 beds/spaces created	# of agencies involved in Living Space	Homeless
			# of new shelter spaces created between 2020-2021 in partnership with Living Space	
			# of homeless households or at risk of households served annually through Living Space	
		Using the CHPI Year-End Reporting Performance indicators, CDSSAB will improve reporting and will track the yearly improvement of households assisted – homeless and at risk of homelessness	# of households accommodated to transitional housing	
			# of households accommodated to long-term housing	
			# of households that moved from shelter to transitional housing	
			# of households that moved from shelter to long-term housing	
			# of households experiencing homelessness that received supports and services that are not housing related	

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #1 Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability				
Desired Long-Term Outcome: People at risk of or experiencing homelessness obtain and retain housing.				
			# of households that moved from transitional housing into long-term housing # of households at risk of homelessness that are stabilized # of households that stayed in emergency shelter # of at risk indigenous individuals accommodated to transitional housing # of at risk indigenous individuals accommodated to permanent or long-term housing	
		Homelessness Enumeration Completed by 2023	Process and plan developed to completed a homelessness enumeration in the District.	
INDIVIDUAL	Improved access to affordable housing and supports that meet people’s needs to achieve housing stability	SPP households on the centralized waiting list are housed in 3 months or less	# of households served at transitional housing facility	Victims of Domestic Violence
			# of SPP clients placed in appropriate housing units	
			# of SPP clients receiving housing benefit/allowance annually	
			# of households transitioned to permanent housing with or without continuing supports	
			# of referrals to community agency to facilitate transition to permanent housing progress	
	Improved housing situation for households by keeping people housed.	80% of households facing evictions are prevented	# of households supported through eviction prevention practices to assist them in maintaining their housing status	Vulnerable Households
			# and percent of individuals and households seeking prevention support	
	Increased supports to enable housing stability	Increased CDSSAB capacity to provide person-centered support services	Proportion of frontline CDSSAB staff who have received necessary training including training in providing culturally-appropriate supports	Vulnerable and Indigenous Households

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #1 Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability				
Desired Long-Term Outcome: People at risk of or experiencing homelessness obtain and retain housing.				
			Type of and number of new partnerships developed that provides supports direct delivery or in collaboration with a service agency	

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #2 Create New Affordable Housing Opportunities				
Desired Long-Term Outcome: Increase the supply and mix of affordable housing options for low-to-moderate income households that meet a broad range of community needs				
COMMUNITY	People are better connected to housing assistance to achieve housing affordability and stability	Increase affordable housing options by 5% annually	# and types of mix of affordable housing options provided in the District annually (subsidy options, rent supplement, shelter spaces/beds, new rental stock, affordable rent)	Low income earners
			Number of affordable housing units built based on planning and funding applications	Victims of Domestic Violence
		15 households assisted annually	# of households served via discretionary benefits and homeless prevention funding	Seniors
			# of households assisted through the Ontario Renovates Program (recipients of the home repair funding)	Families
COMMUNITY	Increased availability of affordable housing for low-income residents	Decrease households waiting for housing on the centralized waiting list 30% decrease in the number of applicants on the waiting list for subsidized housing in 5 years.	# of renter households approved for program	
			# of homeownership household approved for program funding	
			# of renter households that moved into homeownership through the use of funding assistance (down payment assistance)	
			# of affordable rental units for priority populations	
			# of portable housing benefits applied in the private market to assist survivors of domestic violence/human trafficking access housing	

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #2 Create New Affordable Housing Opportunities				
Desired Long-Term Outcome: Increase the supply and mix of affordable housing options for low-to-moderate income households that meet a broad range of community needs				
			# of households in receipt of affordability assistance/benefits # of rent subsidies/benefits allocated # of rent supplements agreements in place # of housing allowances provided to households to enable affordable housing # of SPP households/individuals placed in appropriate housing through benefits	
COMMUNITY	Increase the supply of rental housing which is affordable to households with low and moderate incomes and addresses local needs.	3% purpose-built rental vacancy rate	# of additional housing units added in the District through the CDLHC affordable housing development initiative	
			Purpose-built vacancy rate by unit by size and total for (As reported by CMHC)	
			Average market rents by unit size and total (As reported by CMHC)	
			Number of assisted, affordable, or special needs housing units newly created by the CDSSAB, CDLHC and/or in partnership	
			% of new housing units produced annually to be affordable or financially assisted housing	
		50% of any new dwellings built are appropriate for seniors and/or smaller households	Availability of a multi-year project plan that identifies and prepares suitable sites for potential development or redevelopment based on available funding and needs assessment study.	Broad Range of Community Needs
		10% increase in the number of units which are accessible	# of units in the community housing portfolio that have accessible units (baseline) compared to new accessible units	

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #3 Ensure the Long-Term Viability and Sustainability of the Existing Community Housing Stock				
Desired Long-Term Outcome: Preserve, Protect and optimize the existing social and affordable housing stock				
COMMUNITY	Lower annual expenditure of CDSSAB dollars on repair of the existing housing stock	Continue to maintain the CDSSAB capital budget requested for the community housing stock	Asset management practices and capital plans are followed to ensure repair and unit modification are done efficiently and cost-effectively	Community Housing stock
		Leveraged \$ government investments to improve and preserve the quality of community housing	# and \$ of new investments obtained in community housing from upper levels of government	
		FCI under 15% in 5 years for all sites.	Track Facility Condition Index and establish baseline for each site and determine funding shortfall exist	
COMMUNITY	District’s existing community housing remains available and is well maintained	Building condition assessment conducted on all properties managed by the CDSSAB by 2021	Building Condition Audits conducted with a capital plan for each housing provider	
			Total number of housing project reviewed- <ul style="list-style-type: none"> ● AODA and Building Code Compliance ● Building conditions ● Energy efficiency ● Unit Inspections 	
	The community housing stock is in better state of repair and meets the needs of the residents in the District.	All housing providers by 2024 have a capital plan in place	Informed by Asset Planner a list of properties with capital requirement needs compiled.	
			Total number of DSSAB supported housing construction/renovation projects- with impact to # of units or # of new units/beds created	
		CDSSAB or municipality funding invested to support federal and provincial investments		
		Federal and provincial funding invested annually for the community housing stock		

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #3 Ensure the Long-Term Viability and Sustainability of the Existing Community Housing Stock				
Desired Long-Term Outcome: Preserve, Protect and optimize the existing social and affordable housing stock				
			# of community housing units renovated/repaired \$ annually put towards capital repairs Capital reserve contributions being made (non-profit providers)	
COMMUNITY	Improved efficiency of the community housing stock in the District to ensure value-for money and long-term sustainability.	85% of the housing stock remains in the system	Track and report on vacancy rates in social housing units due to turnover and lack of demand	Community Housing stock
		Service level standards achieved annually	1959 units Service Level Standards maintained	
		No net loss of RGI units in the community housing system	Viability analysis conducted for the CDSSAB owned stock and non-profits.	
		50% of energy upgrades are funded through federal/provincial programs and/or utility companies	# of savings or refunds received through energy efficiency building and unit upgrades and modifications	
			\$ spent on energy efficiency upgrades for the housing portfolio	
			# of units where energy efficiency upgrades have been completed	
			# projects and buildings identified to be tracked through UMP	
New federal and/or provincial funding meets 50% of the energy needs of capital projects within the Asset Planner	Energy Audits completed			
	\$ obtained for energy upgrades are funded through federal/provincial programs and/or utility companies			

Level	Short Term Outcomes	Targets	Measures	Priority
Strategic Goal #4 Plan for the Public Good				
Desired Long-Term Outcome: Achieve a level of sustainability working in partnership with the public and private sector, and all levels of government to ensure economic security and growth of communities in the District of Cochrane				
DISTRICT	Work with local municipalities to improve collaboration, sharing and planning for affordable housing development	All member municipalities participate in the municipal housing liaison group.	Policies and initiatives identified for consideration as part of the Municipal Housing Liaison group to support the development of affordable housing options in the District	Municipal & Partnerships
	Improve and facilitate economic development in the District	Fulfillment of Northern Growth Plan Guiding Principles	Number of students/graduates are employed in the District of Cochrane through the Northeastern DSSAB & Colleges Initiative	Partnerships
			Number of student placements and/or internship generated through the CDSSAB	
			Maintain membership with Chamber of Commerce and play an active role	
			Coordinate statistical analysis with local economic development corporations to determine initial viability of development projects and continued marketability of current assets	
	Development of regional marketing plan for all CDSSAB municipalities		Development strategies to market the District as a destination of choice to encourage migration (tourism, employment, education)	Partnerships
Immigrant and Newcomer housing and settlement strategy in place			Municipal & Partnerships	



A Blueprint for Sustainability

Looking ahead our 10- Year Housing Plan, *A Blueprint for Sustainability* represents the shared vision of the future for the District of Cochrane and brings housing and homelessness prevention together under long-term strategic goals. It was developed to ensure that local needs and realities are addressed and to support the provision of a full range of housing options and services that enable people to stay in their communities as they move into adulthood, grow older, or face challenges or barriers affecting their housing stability.

Phase 2 of our Plan (2019- 2024) fulfills the requirement from the *Housing Services Act, 2011* to review the 10-Year Housing Plan every five years. It has provided the CDSSAB an opportunity to re-visit the original Plan, and where necessary, adjust the Plan to meet the changing needs of the community. The changes made to our original Plan are being introduced at a time where considerable change is taking place at the District level and Provincially as a result of government initiatives and regulatory directives.

Our refreshed Plan establishes the pathway for the next 5 years and provides a framework to address housing affordability and availability, the coordination of homelessness and related supports services and homelessness prevention. It generates the motivation to ensure that that all housing and homelessness prevention activities focus on “working together to build vibrant, healthy, sustainable, communities”.

Building on our past successes, working together as system, the CDSSAB and its partners will continue to help residents find and keep affordable and appropriate housing.

The Plan continues to be action focused that will:

- Provide coordinated services to resident who need support to obtain and maintain their housing
- Create a range of affordable housing options to meet the needs of our District’s communities
- Protect existing community housing stock so that it continues to be available for our residents; and
- Promote economic development in the District of Cochrane.

Undoubtedly, given the right conditions, the CDSSAB can accomplish the actions articulated in this Plan. It also requires advocacy by residents, and member municipalities, community agencies and political leadership to influence future success.

Service planning is a continual and ongoing process. Strong leadership, together with systemic collaboration and strategic investment in housing and economic development will ensure that all communities in the District will be poised for improved health and social and economic sustainability. Implementation of our strategic goals will ensure that growth and development will occur in a climate dedicated to meeting the housing and support needs of residents.

Plan Implementation

The objectives and actions related to each strategic goal outlined in this Plan are the CDSSAB’s commitment to working towards a District with adequate and affordable housing choices for all. It supports the vision of the

Province including focus on Housing First, service integration and coordination, and improved access to services. The plan is also tied into the CDSSAB's broader human service system planning that affect's people's well-being (e.g. employment, childcare).

Our Plan will guide the planning, management and delivery of the CDSSAB's housing and homelessness services to the District's residents. The actions and new initiatives undertaken over the next five years will support the four strategic goals outlined in the Plan. In addition, the Plan's measurement framework will improve the collection, reporting and monitoring of service outcomes.

The CDSSAB will facilitate staff working effectively together to deliver on the actions set out in this Plan. Key to achieving this will be:

- Organizing the CDSSAB's day to day work to align with the activities included in the Plan
- Putting in place local partnership arrangements to achieve the Plan's strategic goals
- Building on current relationships with our partners in housing including community agencies, members municipalities, housing providers, and business and educational institutions
- Engaging and keeping key stakeholders informed on activities and progress on a regular basis
- Receiving adequate funding and policy support from senior orders of government

When this Plan completes its term period in 2024, it will present an opportunity for the CDSSAB to review its progress achieved against the strategic goals of this Plan; and consider a new roadmap for its future.

The Phase 2 refreshed Plan aligns with the Province's "Policy Statement: Service Manager Housing and Homelessness Plans" and the vision

that 'every person in Ontario has an affordable, suitable and adequate home to provide the foundation to secure employment, raise a family, and build strong communities.' It also reflects the government's priorities related to affordable housing in alignment with the Long Term Affordable Housing Strategy 2016, Community Homelessness Prevention Initiative (CHPI), Poverty Reduction Strategy, Housing Supply Action Plan, the Community Housing Renewal Strategy, and provincial goal of ending homelessness by 2025.

Reporting on Progress

Annual Progress Reports

We will continue to track progress under each goal and measure our performance over the next five years. Progress reports will be provided annually to the Province (Ministry of Municipal Affairs and Housing) and the CDSSAB Board; and will be posted publicly on the District of Cochrane's Social Services Administration Board website as required by the *HSA*.

Identifying New Actions

In addition to reporting on our accomplishments and progress annually, we may propose new actions to be carried out in the following years. This allows us to respond to changing policy direction and funding from federal and provincial governments as well as emerging issues in our District.

Communication

The CDSSAB will ensure that this Plan is shared and communicated with its stakeholders, in particular our member municipalities. Communication efforts will continue including posting our Plan on the CDSSAB website and sharing evidence, data and best practices as it relates to our actions to support program and service delivery decision-making.

Our Continuing Journey

Cochrane District Social Services Administration Board is committed to working towards a community with adequate and affordable housing choices for all.

A place where needs can be met to ensure everyone has a safe, affordable and appropriate home.



Together with our partners we help people find and keep appropriate housing



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