

COCHRANE DISTRICT SOCIAL SERVICES
ADMINISTRATION BOARD

10-YEAR HOUSING PLAN UPDATE –
2022 PROGRESS REPORT



Cochrane District
Social Services
Administration Board

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Introduction

This is the third progress report for the Phase 2 update (Five Year Review) of A Blueprint for Sustainability, 10-year Housing Plan of the Cochrane District Social Services Administration Board. This report provides an overview of the challenges and opportunities faced by the district in 2022, and tracks the progress made to date on the 1-year Housing Plan.

By completing this review, the Cochrane District Social Services Administration Board (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. While this review process may be a mandatory provincial requirement, regular measuring and reporting of progress towards achieving the Strategic Goals is critical to ensure the plan remains relevant and efforts are focused on the greatest need for the District.

During the COVID-19 pandemic, A Blueprint for Sustainability was used as a basis to inform pandemic responses that were consistent with the long-term goals of the District. While Public Health restrictions began lifting part-way through 2022, it quickly became clear that the economic impacts of the pandemic will continue to be felt across the region for some time. In response, CDSSAB's work in 2022 focused on leveraging local partnerships to provide additional supports to people at risk of homelessness and making system-wide improvements to the administration of homelessness supports, in addition to the increasing the supply of affordable housing.

CDSSAB staff made progress in several key areas in 2022, with initiatives that included creating a new Food Security and Service Hub, implementing a By-Names List while ensuring seamless integration with other systems and community agencies, adopting Emergency Shelter Standards and releasing an End of Operating Agreement and Mortgage Strategy. CDSSAB thanks its housing staff for their continued commitment to improving outcomes for people in need of housing and supports throughout the Cochrane region.

Summary of CDSSAB's 10-Year Housing Plan

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. The Province of Ontario approved the Plan in 2014.

This Plan created the framework to address housing affordability and availability, the coordination of homelessness and related support services and homelessness prevention. The plan also recognized the necessary collaboration with health, education, economic development and employment to create sustainable communities.

The Plan made 17 recommendations that focused on addressing eight key service areas:

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

Phase 2 of the Plan for 2019-2024 took stock of accomplishments between 2014-2019, updated local population and economic data and laid out what remains to be done. The focus of Phase 2 is 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. Building on the original Plan, Phase 2 established four strategic goals and outlined a comprehensive implementation framework to guide the DSSAB actions, including adhering with the provincial requirements set out for the 5 year review mark of 10-year HHPs for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs) in Ontario.

Strategic Goals at a Glance



2019 – 2021 Progress Reports

As detailed in the 2019-2021 Progress Reports, CDSSAB has made significant progress related to each of the Plan's strategic goals. Key initiatives include:

- Establishing HousingNOW, an innovative collaboration between several community partners that helps emergency shelter patrons find and keep permanent housing.
- Purchasing and developing several new properties through the Cochrane District Local Housing Corporation's (CDLHC) for the creation of more affordable housing or to generate funds to be reinvested into the creation of affordable housing.
- Securing permanent emergency shelter space for vulnerable individuals.
- Supporting households in rental arrears due to pandemic impacts on employment.
- Hiring additional mental health and addictions workers.
- Making much needed capital repairs to improve the safety and comfort of tenants.

Ongoing Challenges

COVID-19 Aftermath

In 2022, CDD SAB continued to face challenges related to the COVID-19 Pandemic.

Midway through the year, Public Health restrictions were lifted which had a very positive impact on some of our properties, particularly housing geared at seniors where activity programming and socializing was able to resume. However, it is undeniable that the pandemic has had a sizable impact on people who are at risk of homelessness. There has been a significant increase in the number of households in the Cochrane District who are using food banks that have never had to access them before. There has also been a noticeable increase in the need for basic grocery items and prepared meals being delivered to senior households. Soup and mobile kitchens have seen a consistent increase in use. Many households already challenged by low incomes have realized jobs loss and a reduction in work hours. This coupled with inflation is impacting the ability of many households to pay rent, not to mention the ability to pay off arrears.



Figure 1 - Kapuskasing Food Bank

The most significant change as a result of the COVID-19 pandemic is the increased level of support required for vulnerable people to maintain successful tenancies. There is a great need across the District for supportive housing, to help people living with mental health, and/or addiction challenges and to prevent people from falling into the health or criminal justice systems.

In addition, since the onset of COVID-19, the Province introduced a number of measures to protect residential tenants. This included a rent freeze for 2021 and a suspension on residential evictions for non-payment of rent to ensure people are not forced to leave their homes during the provincial declaration of emergency and while stay-at-home-orders were in place. As a result, rent arrears and property damages from challenging tenants climbed to un-anticipated levels in 2022. Once the rent freeze was lifted and rents increased within the legislative parameters, some households in community housing, found it difficult to accept the increase and have expressed frustration with the Rent-Geared-to-Income (RGI) calculations.



*Figure 2 - CDSSAB Property at 55 Cedar St.,
Kapuskasing*

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Operational Expenses Increases

The economic impacts of the pandemic related to global factors such as the war in Ukraine and supply chain concerns were also felt by CDSSAB in 2022. These events have resulted in significant levels of inflation that have a direct impact on housing operations.

Examples include:

- Fuel costs, which impacts general operations, maintenance and snow removal services. Based on previous year's consumption, CDSSAB housing saw an increase of approximately 50% in fuel costs for 2022.
- Cleaning and janitorial supplies, such as paper towels, toilet paper, garbage bags, floor stripper etc. Even with the reduction in the levels of enhanced cleaning performed during the peak periods of COVID-19, there has been an increase in the overall cost of supplies due to significant price increases.
- Building materials, whether for maintenance or capital projects have seen a significant increase. Many suppliers and contractors are guaranteeing quote prices for only 48 hours, which creates budget uncertainty for the CDSSAB. Move-out repairs and maintenance must continue to be performed but some capital projects that are considered proactive are being delayed.

Cleaning Supply Costs by Year	
Year	Cost
2019	\$25,103.45
2020	\$39,523.04
2021	\$39,162.85
2022	\$51,713.16

CDSSAB is always looking for ways to operate in the most effective and efficient manner. For example:

- Implementing the Yardi Mobile App, which allows service staff in the field to complete paperwork remotely.
- Buying products in bulk to obtain “bulk price discounts” and/or having the supplier deliver the product to the site, where possible.
- Using security tenants more often in areas where buildings are miles apart, to perform the building checks. Emergencies are still responded to immediately.
- Assessing the condition of units at move out to identify where possible to extend the useful life of items (i.e., countertop, interior door and flooring replacement) considering the challenges with costs and access to supplies.

It should also be noted that the elimination of the overtime experienced during the height of the pandemic to perform enhanced cleaning at all our senior’s buildings helped to offset some of the increased costs for 2022.

Funding Sources

The CDSSAB was able to obtain senior levels of government funding (time limited) to address various aspects of housing and homelessness continuum. Various funding streams contributed to the District’s housing and homelessness prevention programs in 2022. These include:

- Canada-Ontario Community Housing Initiative (COCHI)
- Ontario Priorities Housing Initiative (OPHI)
- Canada-Ontario Housing Benefit (COHB)
- Community Homelessness Prevention Initiative (CHPI)*
- Social Service Relief Fund (SSRF) Phase 5

- Home For Good (HFG)*
- Strong Communities Rent Supplement Program (SCRSP)*
- Service Manager Federal Funding for Social Housing
- Safe Voluntary Isolation Site Program funding (PHAC)
- Reaching Home's Rural and Remote funding program

*New in 2022 was the Homelessness Prevention Program funding, which combines three programs: Community Homelessness Prevention Initiative (CHPI), Home for Good and the Strong Communities Rent Supplement Program.

To access the sources of funding, CDSSAB worked diligently to have all requirements in place, including a [By-Name List \(BNL\)](#) that contains detailed, up-to-date information from individuals experiencing homelessness to help connect them to local services. Cochrane DSSAB also submitted the required HPP Investment Plan outlining how the district plans to allocate the funding among the different service categories and how this is intended to contribute to the objectives of the program.

CDSSAB welcomes restructuring of programs such as this, designed to give Service Managers more flexibility to target funding where it is needed the most to reduce, prevent homelessness in their communities, make community housing more efficient and ensure vulnerable people remain housed. As Service Manager, CDSSAB knows where community need is greatest and where investments can make the most impact on preventing and reducing homelessness.

Highlighting Partnerships, Opportunities & Success Stories

Addressing Challenges Related to COVID-19 Pandemic

Given the public health restrictions related to the COVID-19 Pandemic that continued into the spring of 2022, CDSSAB was grateful to receive Social Service Relief Fund Phase 5 funding from the Ministry of Municipal Affairs and Housing (MMAH), which is designed to be delivered as quickly as possible and offers maximum flexibility to meet local needs.

CDSSAB used this funding in following ways:

- **Emergency Shelter Solutions:** funding went to support shelters for vulnerable people and the delivery of street outreach. This included food, clothing and transportation assistance for individuals and families in need that are experiencing homelessness. Funding was also used to provide support, advocacy and referrals to assist in finding long-term housing solutions.
- **Homelessness Prevention:**
 - Assistance for food banks, soup and mobile kitchens, basic grocery items and prepared meals for senior households.

- Enhanced life stabilization programming and supports to Indigenous households in Moosonee.
- Rent Relief for households in arrears to avoid eviction and the risk of becoming homeless.
- **Supportive Housing:** continued partnerships with mental health and addiction service providers to ensure individualized supports were in place to increase housing stability for vulnerable individuals.
- **Health and Safety:** procured personal protective equipment and maintained the enhanced cleaning protocols in congregate and emergency shelter settings.
- **Administrative:** Up to 3% of the total funding amount was eligible for administration costs for planning, distribution of funds and data collection.

CDSSAB employed a broad interpretation of this funding and worked closely with existing community partners and Housing Providers to determine how best to serve and support the people of the District.

Safe Voluntary Isolation Site Program (SVISP)

In November of 2020, Public Health Agency of Canada (PHAC) established the Safe Voluntary Isolation Site Program (SVISP) used throughout Canada to help individuals who could not safely self-isolate due to their housing circumstances or insufficient space for proper distancing.

CDSSAB became the local administrator for the Cochrane District for the program in June 2021. To make this program work, CDSSAB realigned staff duties to manage the intake of these individuals and set up a designated telephone extension for questions, referrals and need for services. Rooms at various hotels and motels were made available through agreements with CDSSAB.

Funds received for this program were used for motel, meal and transportation costs, as well as for staffing; the funds were depleted by early January 2022. There has been a significant increase in referrals for Safe Voluntary Isolation in Q4 (January- March 2022) due to numerous outbreaks declared by the Porcupine Health Unit in institutions with the congregate living setting. In the first quarter of 2022, PHU declared outbreaks in Timmins, Iroquois Falls and Moosonee.

In light of the unexpected surge in demand, CDSSAB submitted a request in January for additional funding with the Public Health Agency of Canada. In February 2022, CDSSAB received confirmation of the request for additional funding until March 31/2023. While this program was very helpful throughout the pandemic, uptake of the program decreased significantly once most Public Health restrictions were lifted.

Initiatives Targeting Homelessness

In 2022, CDSSAB undertook several initiatives aimed at raising awareness of homelessness throughout the District, streamlining systems that help people find housing, and investing in other supports that help those at-risk of homelessness stay in their homes.

As we continue to work towards our goal of ending chronic homelessness by 2025, CDSSAB enlisted the help of OrgCode Consulting in 2022 to support with increasing community awareness and buy-in, as well as to support the creation of the By-Name List that integrates well with coordinated access and Housing First approach. This work included facilitated engagement and information sessions on homelessness for the community and skills training with service delivery partners throughout the region.

By-Names List Implementation

In March 2021, The Ministry of Municipal Affairs and Housing released the updated Minister's Directive and Service Manager Guidelines for By-Name List (BNL) Implementation.

CDSSAB staff worked closely with Living Space Homelessness Shelter in Timmins in order to implement and administer the BNL. The work completed to get the BNL operational included:

- Identifying referral partners to contribute to information, which included 28 services/agencies and 29 tertiary partners throughout the District. Examples of referral partners include Canadian Mental Health Association, South Cochrane Addictions and North Eastern Ontario Family and Children's Services, while tertiary partners include Ontario Provincial Police, food banks, drop-in centers.
- Drafting policies and processes for use of the BNL with regards to timely and accurate data collection, prioritization, vacancy and matching process and responsibilities around sharing of data.
- Providing in-depth training to all contributing agencies to help them understand their roles in contributing to the BNL as well as the Homeless Individuals and Families Information System (HIFIS).
- Undertaking a data cleanse to ensure accurate and quality data collection during the intake process, including a review of in-take forms.
- Completing MOU and Data Sharing Agreement for the Cochrane District System of Care as well as a focused strategy on engaging and inviting service providers to be part of the system. This supported the confidential sharing of information to maintain the BNL and HIFIS.

In accordance with the provincial Directive, CDSSAB's BNL was fully operational by January 2022 and the number of active names on the BNL for Dec 2022 was 197. CDSSAB staff continue to work closely with community partners to manage and ensure the integrity of the BNL data as we work towards reaching a "Quality By-Name List" designation with the Canadian Alliance to end Homelessness.

Streamlining Homelessness Supports

To further streamline homelessness supports for the region, CDSSAB became the Reaching Home Community Entity in July of 2022, and completed the transfer of the HIFIS license from Living Space to CDSSAB in December of 2022. This will allow CDSSAB to ensure homelessness supports are available not only in the City of Timmins, but also in smaller communities throughout the region.

Emergency Shelter Standards

Emergency shelters are an integral part of the housing continuum that includes homelessness prevention, transitional support, subsidized housing, rent supplements, supportive housing and outreach services. With supports in place, shelters can act as a gateway for homeless individuals into transitional, supportive and permanent housing.



Figure 3 - Living Space Emergency Shelter

CDSSAB partners with community agencies to deliver emergency shelter services that foster choice, respect diversity and connect patrons with the resources they need. CDSSAB has a responsibility to ensure that patrons are housed in shelters that meet acceptable standards in terms of safety, accountability and the provision of cost-effective services.

To uphold this responsibility, CDSSAB staff began to develop the Emergency Shelter Standards in 2021 in collaboration with the local shelter operator and residents with the purpose of setting a set of clear expectations and guidelines for the provision of shelter services in the Cochrane District.

The Emergency Shelter Standard is guided by the following principles:

- 1) **People Centered Approach** – An approach that provides accessible, quality services that focus on positive results that include income security, sustainable housing, ongoing support services and other measures to ensure self-sufficiency.
- 2) **Outcome Focused** – Services will be monitored, evaluated and continuously improved to ensure acceptable performance and accountability.
- 3) **Partnership Based** – Build on existing partnerships with community support groups, volunteers, neighbours and CDSSAB as they are key to the success to maximize local resources.
- 4) **Fiscal Responsibility** – Intended outcomes outlined in Emergency Shelter Standards will be measured in regard to economy, efficiency and effectiveness of existing programming and services.

- 5) **Diversity and Inclusion** – All individuals will receive equal treatment. Programs, services and initiatives will reflect experiences and input from individuals with lived experience of homelessness or at risk of homelessness.

The CDSSAB Board approved and adopted the Emergency Shelter Standards in March of 2022. All emergency shelters funded by the CDSSAB are required to adhere to them.

The standards will assist in addressing homelessness, strengthen partnerships, promote safe, accountable and cost-effective services.

Leveraging Local Partnerships to Develop Transitional Housing

In 2022, CDSSAB partnered with Ininev Friendship Centre and the owner of the Commando Motel in Cochrane to develop a new eight-unit complex for transitional housing. This is a first for the town of Cochrane.



The transitional units managed by the Ininev Friendship Centre house people experiencing homelessness while also providing supports and programming aimed at helping them secure more permanent and independent housing. As part of this partnership, CDSSAB provides rent subsidy to bridge the gap between the social assistance shelter allowance and market rent for each of the eight units to ensure they remain affordable for clients.

Food Security and Service Hub

Food security exists when a population has physical and economic access at all times to sufficient, safe, nutritious, and affordable food to meet their dietary needs to maintain a healthy and active lifestyle as defined by the World Health Organization. Based on reports by Statistics Canada, the Canadian Community Health Survey, the Porcupine Health Unit, Ontario's Hunger Reports, and local primary data collection, CDSSAB has become aware that there is a growing share of residents (approx. 12%) and households (25%) that are experiencing food insecurity in Timmins. Food insecurity is also a very serious public health issue for Indigenous people living in Timmins and throughout the District.

The COVID-19 pandemic compounded to the existing problems by increasing unemployment levels, lost wages and adding to the opioid and homelessness crisis. As a result, the need for food bank access and food security programs increased exponentially over the last three years. For example, the Timmins Food Bank has reported a 10% increase in new registers, and a growing number of children and seniors accessing the food bank.

CDSSAB continues to support various food security initiatives throughout the District, including funding the Fresh Start nutrition program for low-income families, various food banks across the region, and forming a strategic partnership with a social entrepreneur to operate a year-round indoor community garden on CDSSAB land.

In 2022, CDSSAB began to explore the idea of creating a food security hub to address a number of issues brought to light by the Timmins Food bank. At that time, the Timmins Food Bank had been sharing space with a community kitchen, thrift store, and furniture warehouse. The floor space for the Timmins Food Bank was inadequate and required the use of three offsite storage facilities.



Figure 4 - Food Security and Service Hub Building

Due to the current situation around food insecurity, the high usage of food related programs in Timmins and region, and the inadequate size of the Timmins Food Bank location, CDSSAB felt that the centralization of services by creating a Community Food Security Hub would help address the issues. In the short term, the Hub would improve food access and support opportunities for increased collaboration in the District. In the medium to long term, the Hub would allow for community-engaged teaching and research to strengthen community food security.

In order to establish the hub, CDSSAB purchased a 13,000 square feet facility located in the downtown core of Timmins. The facility is centrally located for good public access and ease of deliveries.

It also includes:

- warehousing area suited for the food bank operations with cold storage space for non perishable food items and space of a commercial walk-in freezer for perishable food items. This would allow the Food Bank and Anti-Hunger Coalition to operate solely out of one central location, streamline operations and open up other sources of revenue.
- Office area with board rooms, private offices, kitchen, accessible washrooms, programming space and parking.
- Potential for many secondary uses such as increased storage space.

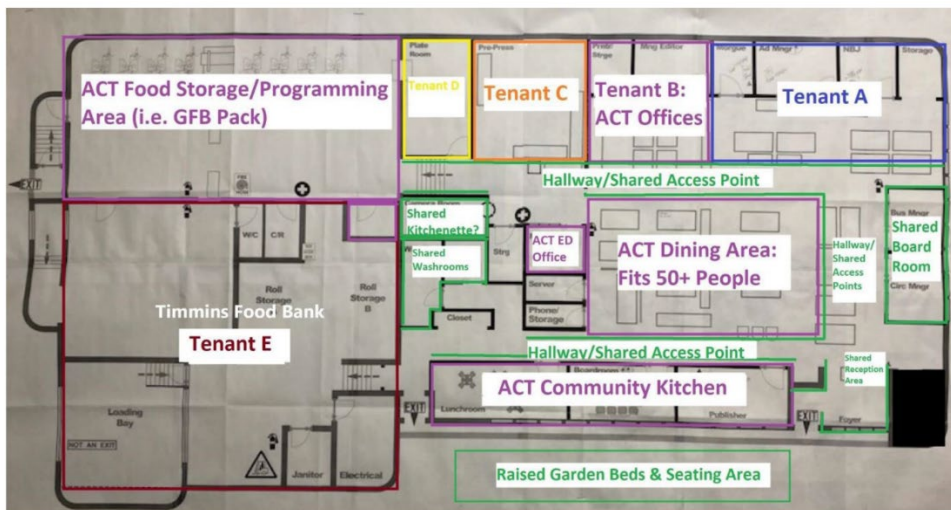


Figure 5 - Building schematics

Cochrane District Local Housing Corporation took possession of the property in April 2022 and subsequently undertook required renovations, including roof repairs, creating a more versatile administration and programming space, shared space for meetings and common space for stakeholders. The Food Security and Service Hub has been fully operational as of April 1, 2023.

CDLHC

The Cochrane District Local Housing Corporation (CDLHC) was created in 2012 with the mandate of purchasing and/or developing properties for the purpose of building more affordable housing or to generate funds to be reinvested into the creation of affordable housing. The corporation was established to meet demand, support employment and economic development and position member municipalities as destinations of choice. Since its creation, the CDLHC has pursued the purchase and development of numerous properties throughout the District to address gaps in homelessness services, supportive housing, senior housing, student housing and food security.

While the current economic environment of high inflation and interest rates has affected its work, the CDLHC continues to explore a number of business development activities with various local partners and stakeholders. Initiatives in 2022 include:

Spruce Hill Lodge South Porcupine

The need for supportive housing options for seniors and individual with disabilities is high in Timmins and region, and the demand for affordable supportive housing for seniors far exceeds the supply. Spruce Hill Lodge offers lodging and services for seniors and persons with disabilities of low-to-moderate-income who require support to live independently and can accommodate up to 55 tenants in its facility in South Porcupine.



Figure 6 - Spruce Hill Lodge

In the summer of 2021, the Spruce Hill Lodge Board of Directors approached CDSSAB/CDLHC to discuss a plan for the acquisition of the facility and operations. CDSSAB/CDLHC staff worked quickly to put together a plan to save the operation and continue to house the existing tenants.

The acquisition plan entailed:

- Working with legal counsel on asset transfer and financial institutions on repackaging and migrating debt,
- Undertaking legal review of employee related claims, job descriptions and compensation packages; and good labour relations,

- Reviewing internal policies and procedures, including IT requirements, accounting etc., and
- Communicating operational plan with residents.

CDLHC worked diligently to secure the lease and finalize the operating agreement of Spruce Hill Lodge with the well-being of the residents in mind as the number one priority. While CDSSAB officially took ownership of the property and building in June of 2022, Spruce Hill Lodge continues to operate as a charity, independently and at arms length of the CDSSAB/CDLHC.

84 Fourth Avenue Six-Plex in Cochrane

In September of 2021, CDSSAB /CDLHC acquired a vacant commercial lot at 191 Fourth Avenue in Cochrane for the construction of a new six-plex to people who are homeless or at risk of homelessness. This project is a result of a collaboration with Living Space in partnership with the Ininew Friendship Centre, with funding from Reaching Home’s Rural and Remote funding program.

Construction of this initiative was awarded in the spring of 2022 and completed by the fall at which time all six units were promptly occupied.

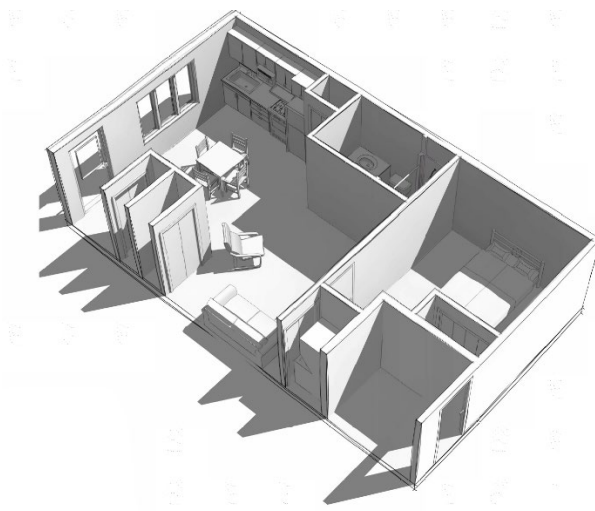


Figure 7 - 84 Fourth Ave 1 Bedroom Apt

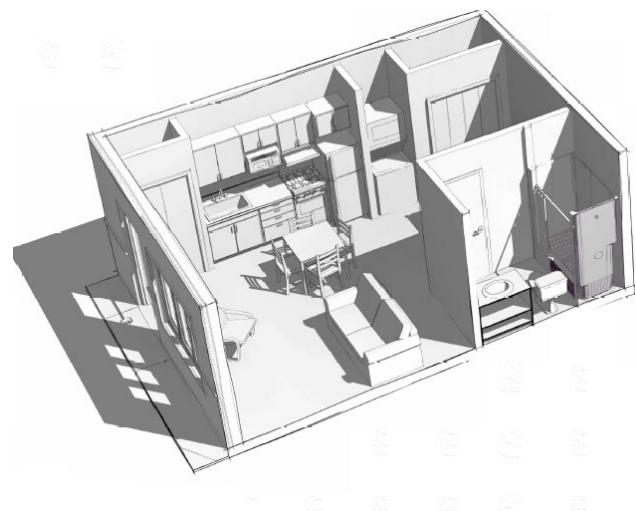


Figure 8 - 84 Fourth Ave Bachelor Suite

Indigenous Supportive Housing Program

CDSSAB assisted Kapuskasing Indian Friendship Centre (KIFC) and Mushkegowuk Council in completing and submitting two separate funding applications for the creation of 23 new units under three separate projects. CDSSAB offered assistance with the drafting of the applications

and in-kind project support, however, KIFC and Mushkegowuk Council would be responsible for the development of the project and operations, if successful.

The completed units would provide supportive housing units to Indigenous populations from Timmins, surrounding areas, and the James Bay Coast communities. The supportive housing complex would have dedicated staff trained in social work and mental health rehabilitation to provide low to intermediate supports in self-contained apartments.

While the funding applications were not approved in 2022, CDSSAB staff will continue working with KIFC and Mushkegowuk Council on seeking other funding opportunities to make these projects a reality.



Looking Ahead

Community Housing Renewal

Cochrane DSSAB has always strived to be at the forefront of ensuring the sustainability and viability of the community housing sector throughout the District. It continues to work to ensure that the public investment in the asset is preserved and protected to address residents affordable housing needs across the region. A key desired outcome is to establish an efficient, sustainable, and collaborative community housing system where housing providers can be viable and can continue to operate to provide rental affordable housing to residents in their communities.

Planning for the community housing system is key priority for the CDSSAB over the next coming years as housing providers experience the end of their service agreements (also rereferred to as end of operating agreements/mortgages); and will be required under the new provincial regulations of the *Housing Services Act, 2011* (Part VII.1) to enter into new negotiated agreements between the housing provider and the CDSSAB. With the release in 2022 of the Province of Ontario's new community housing renewal framework and its regulations pertaining to end of operating agreements/mortgage, the CDSSAB and Housing Providers will need to plan to transition into the new agreement framework.

In preparation the CDSSAB has:

- 1) Hired a Housing Program Manager to perform operational reviews for all legislative (*Housing Services Act, 2011*) Housing providers.
- 2) Provided educational sessions for administrators and Boards to increase their understanding of their regulatory obligations, the new regulatory framework released by the province, and the planning and decision-making required by Boards to enter into agreements post end of mortgage/operating agreements.
- 3) Completed Building Condition Assessments including all Housing projects in the Cochrane District to benchmark conditions and plan for future capital needs.

Recently, the District felt the impact of an urban Indigenous housing provider exiting their agreement as a Housing Provider. Cochrane Timiskaming Native Housing (COTEM) with units in Cochrane and Kapuskasing have recently had 2 of the 3 Phases expire and they have opted to exit the affordable housing business. The 3rd phase expires in December of 2024. Tenants in Phase 1 and 2 have seen significant rent increases and some units have been sold to the private market. There is a total of 23 units that have been affected by the exit of the agreement. Since early 2020, Administration has tried to explore all options to maintain their agreement but they have elected not to continue to provide affordable housing.

Under the new community housing renewal framework, Part VII.1 of the *HSA, 2011*, the requirements provide the CDSSAB with mitigation strategies and an approach to address situations similar to that of COTEM. Housing providers that have expressed intention or have a desire to exit the community housing system are required to enter into an exit agreement that must be approved the CDSSAB. The regulations have specific requirements for housing providers that include the development of a plan that demonstrate how a housing provider will preserve affordable housing, protect existing RGI tenancies, and continue to provide RGI assistance to RGI households. In addition, to exit the plan must include one of the following:

- The continued operation of the housing project by the housing provider or another housing provider.
- The redevelopment of the housing project by the housing provider or another housing provider.
- The reinvestment of the proceeds of sale of the housing project into affordable housing.

End of Operating Agreement and Mortgage Strategy

In March of 2022, CDSSAB finalized its *Community Housing: End of Operating Agreement and Mortgage Strategy* (Strategy) based on analysis and recommended strategies provided by Housing Services Corporation (HSC) to proactively plan and prepare for community housing renewal and the changes to legislation. This strategy also supports CDSSAB's strong mandate for the continued support of affordable housing throughout the District as set out in its Housing Plan.

The objectives of the strategy are:

- Secure sustainable ongoing funding for community housing providers in a post end of mortgage operating environment.
- Ensure housing providers understand their financial and capital situation and work with them to achieve sustainability as they approach EAO/M and after.
- Engage with housing provider Boards to understand their regulatory obligations and options for remaining and/or exiting the formal community housing system.
- Establish strategies that support the Administration to retain community housing units in the District.

Three strategic areas of focus have been established to guide the CDSSAB.



Focus Area #1 – The goal is to foster a stable Community Housing sector by:

- Developing strategies to address social housing costs and ensure and ensure suitable and sustainable CDSSAB financial assistance within Administration budgets.
- Assess the impact of EOA/EOM for Administration and housing providers to ensure Service Level Standards (SLS) are sustainable.
- Identify and expand tools to safeguard the ongoing operations of units as affordable for low-income households.
- Maintain operating agreements with mandated housing providers.

Focus Area #2 - The goal is to support and enhance the existing relationships the CDSSAB has with housing providers to enable them to effectively manage their housing properties by:

- Providing support and guidance to housing providers with planning, tools and resources to ensure long-term financial sustainability, the protection, maintenance of housing assets, and the building of staff and board member capacity.

- Enhancing housing providers’ awareness of their financial and capital viability as they approach the end of their mortgages and operating agreements to manage risk post EOA/EOM and prior to entering into new agreements.
- Broadening the support to housing providers to explore new management and business models including mergers/ amalgamations and shared services.

Focus Area #3 - The goal is to preserve, renew and /or develop social housing assets by:

- Reducing costs and continue to facilitate financial, operational and capital efficiencies.
- Maintaining and enhancing the sustainability of assets within the community housing portfolio.
- Optimizing the existing housing stock by focusing on planning for the long-term renewal of community housing properties even after their assets reach the end of their useful life cycles.

The objectives and actions related to each focus area outlined in this Strategy are CDSSAB’s commitment to working toward ensuring the long-term viability and sustainability of the existing community housing stock.

Portfolio Snapshot of Mandated Housing Providers



Financial Viability

The new community housing renewal framework requires financial planning for both the CDSSAB and housing providers. A key action of the CDSSABs End of Operating Agreement/Mortgage Strategy is planning for and ensuring the financial and capital viability of

community housing providers in the system. This requires a review of the current operating funding arrangements of housing providers, determining strategies to achieve sustainability; and working together with community housing providers to identify a best path forward to strengthen their financial situation, to continue operating rental affordable housing, and building their capacity for community housing to be community-led.

To advance this work, the CDSSAB initiated a project to begin in 2023 that will assess the financial viability of the community housing providers regulated by the Housing Services Act, 2011. This work will inform the CDSSAB of a system wide community housing stabilization approach and a plan to address sustainability of housing provider now and into the longer-term. The CDSSAB will use the findings to inform the resources (both financial and non-financial) that will be required to support community housing providers to continue to stay within the system, achieve Service Level Standards and ensure ongoing provision of financially assisted housing (rent-geared-to income). In addition, the financial viability project is also intended to inform the Financial Plan development for each housing provider (jointly developed between the CDSSAB and housing provider); a requirement under legislation under the new service agreement framework.

New Service Agreement Framework

For housing providers that reach the end of their operating agreements, CDSSAB Housing staff has been working diligently to support, inform, guide and negotiate agreements between CDSSAB as Service Manager and the provider. The agreements establish baseline rules such as length of term, participation in the selection of tenants from the centralized waitlist, maintain current Service Level Standards, participating in HSC programs and working with Service Managers to maintain financial viability.

It is important to note that the Province has not provided any legal opinions on how the New Service Agreements should be negotiated or enforced for non-compliance.

New Access System Requirements

In spring of 2022, the Province introduced a new amendment in the Ontario Regulation 367/11 under the Housing Services Act (HSA), section 10.2 that requires all Service Managers to have an access system that is publicly available for assistance related to housing in its service area. The access system is to provide information on rent-geared-to-income (RGI) assistance, portable housing benefits, instructions on how to apply for the various forms of assistance, eligibility rules and description of how households will be selected etc.

While the current CDSSAB webpage contained much of this information already, housing staff took the opportunity to refine the information and improve the user experience. The access system was operational by January 1, 2023.

CDSSAB Business Continuity Plan

CDSSAB is a complex operation that covers a large geographical area, provides essential services to the entire Cochrane District, has significant infrastructure, is responsible for a large diverse workforce and has many moving parts. It is critical for CDSSAB to have a current, district-wide Business Continuity Plan that will provide a blueprint to minimize the impact of a disruption, ensure the organization has the necessary tools to maintain critical business functions and quickly re-establish full organizational function.

In spring 2022, CDSSAB administration, under the direction of the CAO, tasked management to review all previous plans and gather information from all departments and individual offices to prepare a new Business Continuity Plan (BCP) that is consistent with our current staffing level, locations of operations, programs, technology and data. CDSSAB Housing took part in the process from information gathering to drafting key elements of the plan and ensuring staff was trained on the content and implementation for their areas of service.

The final BCP document was completed in the summer of 2022. As a live document, CDSSAB will continue to play a key role in ensuring the plan is maintained to reflect any operational changes.

2023 Housing Services – Capital Asset Management Plan

Each year Housing Services technical staff evaluate the capital plan and make revisions to address short term priorities. Over the past several years, we have been utilizing a software “Ameresco Asset Planner” as a tool to gauge and forecast facility replacement costs. In collaboration with Housing Services Corporation staff, CDSSAB completed Building Condition Assessments in early 2021 to help determine the capital investment needs for major repair, renewal, compliance and upgrades in all facilities. Based on the data inputted into the software tool we are projecting over the next 5 years approximately \$21,000,000 in renewal requirements, due in large part the age of our portfolio a significant re-investment in the properties will be required. Information in the Asset Planner tool will also be utilized to inform the financial plan development of community housing providers as it relates to capital needs and reserve adequacy.

CDSSAB will target the limited financial resources funded by the municipal levy to initiatives that best serve our current priorities.

2023 Capital Budget

Job Description	Budget Amount
Foundation Repairs	\$ 36,000
Balconies	\$ 31,200
Appliances	\$ 58,500
Plumbing	\$ 25,000
Electrical	\$ 52,000
Site Work	\$ 37,800
Heating	\$ 85,000
Equipment	\$ 120,000
Exterior Doors	\$ 120,000
Windows	\$ 182,000
Building Exteriors	\$ 102,000
Building Interiors	\$ 80,000
Loader	\$ 219,000
Vehicle	\$ 80,000
Capital Total	\$1,228,500.00

Plan Updates

Goal 1: Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability

**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.

Objective 1: Expand and maintain homelessness prevention strategies

#	ACTIONS	TIME FRAME	UPDATE
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	<p>Partnered with various local organizations to provide emergency shelters during the COVID-19 crisis, as well as to launch new HousingNOW initiative in 2020. This involved ongoing collaboration among partner agencies through the formation of a working group and weekly meetings to address everchanging needs throughout the pandemic. Housing Now continues to operate with 58 clients receiving rent subsidy and supports from CMHA support workers in 2022.</p> <p>Established support services agreement with Canadian Mental Health Association – Cochrane-Timiskaming in 2021 which includes funding multi-disciplinary Support Services Team and other supports to help keep people with mental health and addictions issues housed.</p> <p>In 2022, acquired site for a new Food Security and Service Hub, which will support the operations of various organizations such as Community partners on this initiative include the Timmins Food Bank, Anti-Hunger Coalition Timmins, Cochrane District Social Planning Council, Timmins Chamber of Commerce, United-Way North East Ontario,</p>

			<p>Living Space, Salvation Army, and the Timmins Native Friendship Centre.</p> <p>Assisted Kapuskasing Indian Friendship Centre and Mushkegowuk Council in 2022 in completing and submitting two separate housing projects funding applications.</p> <p>Partnered with Ininew Friendship Centre and the owner of the Commando Motel in Cochrane in 2022 to develop transitional housing units.</p>
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.	Short-term	<p>Homelessness in Cochrane District: 2018 Remuneration was submitted to CDSSAB in February 2019.</p> <p>On August 25th, 2021 CDSSAB along with many community partners conducted a Point in Time Count throughout the Cochrane District. An increase of approximately 180% was observed in people experiencing homelessness, as compared to 2018.</p>
1.3	In partnership with Living Space, community agencies and relevant stakeholders, continue to participate in the biannual Homelessness Summit (2021) to address and share solutions to homelessness.	Short-term	Postposed due to COVID-19 pandemic.
1.4	Develop protocols with institutions such as hospitals and jails to prevent individuals becoming homeless upon release.	Long-term	In 2021, a new initiative was put in place similar to HousingNOW to help prevent Indigenous women being released from correctional facilities from falling into homelessness. The initiative includes providing rooms at a local motel and helping clients to start their journey to independent living with wrap around services targeting

			mental health, addictions, food security and life stabilization.
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Objective 2: Meet the need for emergency and crisis accommodation for transients and the homeless

#	ACTIONS	TIME FRAME	UPDATE
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	<p>Living Space – renovations started in 2020; purchased building adjacent to current shelter and several other properties on the block.</p> <p>Living space was able to offer 18 beds as of September 2020 due to distancing requirements as a result of Public Health guidelines during COVID.</p> <p>In September of 2021, CDSSAB /CDLHC acquired a vacant commercial lot at 191 Fourth Avenue in Cochrane for the construction of a new six-plex to people who are homeless or at risk of homelessness. This project is a collaboration with Living Space and the Ininev Friendship Centre.</p>
2.2	Work with emergency shelters and transitional housing providers to transition to a housing-first focused approach to service delivery.	Short Term	<p>Ongoing including HousingNOW initiative, which is in line with the housing-first approach.</p> <p>Also, 2021 initiative to help prevent Indigenous women being released from correctional facilities from falling into homelessness by providing emergency shelter rooms in a local hotel and services to help them start their journey to independent living.</p>
2.3	Work with our partnership agencies to develop solutions for youth homelessness.	Long Term	In Feb 2020, CDSSAB met with North Eastern Ontario Family and Children’s Services (NEOFACS) to discuss collaborative partnership for the development and expansion of their current children’s residential programs.

			A Rapid Housing Initiative funding applications was also submitted in 2020 to fund 100% of the development costs to create 5 independent youth units at NEOFAC Wilcox St. property. While the application was not successful, CDSSAB continues to look for options to make this project a reality.
2.4	Develop protocols for moving individuals from homeless shelters to supportive/affordable housing solutions.	Long Term	Ongoing including HousingNOW initiative, which is in line with housing-first approach.

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

#	ACTIONS	TIME FRAME	UPDATE
3.1	<p>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:</p> <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	<p>Ongoing.</p> <p>In September 2020, CDSSAB also started discussions with OAHS regarding establishing a partnership that would result in an effective and more efficient use of shared resources, reduce homelessness, increase options for housing of the Indigenous population, and reduce waitlist managed by CDSSAB.</p> <p>Provided funding in 2021 to Timmins Native Friendship Center to support life stabilization programs for households in Moosonee.</p> <p>In Partnership with CMHA Cochrane Timiskaming branch and Timmins Native Friendship Centre, used SSRF funding to hire additional mental health and addictions workers for the remainder of 2020-21 fiscal year.</p> <p>In 2021, CDSSAB assisted Kapuskasing Indian Friendship Centre and Mushkegowuk Council in completing and</p>

			<p>submitting two separate housing projects funding applications.</p> <p>Construction of the new six-plex at 84 Fourth Avenue in Cochrane, for people who are homeless or at risk of homelessness, was the result of a collaboration with Living Space and the Ininew Friendship Centre.</p> <p>In 2022, CDSSAB partnered with Ininew Friendship Centre and the owner of the Commando Motel in Cochrane to develop transitional housing units.</p>
3.2	<p>CDSSAB in partnership with the Nishnawabe 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:</p> <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 • developing strategies to encourage development and engagement from First Nations, CDSSAB and NAN community members 	Short Term	Ongoing.
3.3	<p>The CDSSAB through Living Space will support the implementation of the Bail Bed Program for Indigenous People being delivered by NAN, which will include creating 3 to 6 transitional housing units.</p>	Short Term	<p>In February 2019 the Inninew Friendship Centre in partnership with Living Space submitted a proposal to the Attorney General for the provision of 4 units to be used for patrons awaiting court proceedings. The total budget is \$182,740 (includes residential services)</p>

Objective 4: Support victims of domestic violence

#	ACTIONS	TIME FRAME	UPDATE
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	Ongoing.

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

#	ACTIONS	TIME FRAME	UPDATE
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	Ongoing.
5.2	Support households to achieve homeownership by providing financial assistance for a down payment to purchase a house in the CDSSAB service area.	Short Term	Ongoing.
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.	Short Term	<p>In September 2019, CDSSAB issued an Expression of Interest for the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI).</p> <p>CDSSAB received 3 proposals, all three submissions were completed:</p> <ol style="list-style-type: none">1. Opasatika Township: proposal to develop former school property with two family residential units. Part of the school has already been developed as a

			<p>Community Hub. Stage 2 – the construction of 2 additional units was approved in Sept 2021.</p> <p>2. Town of Hearst Non-Profit Housing Corporation: request for replacement of old windows and baseboard heaters with improved efficiency models expected to deliver a reduction in utility costs and improve comfort for tenants. Wheelchair lift will also be replaced to meet accessibility requirements.</p> <p>3. Ontario Renovates Program: remaining funds will be used to assist individual households in the District for qualifying renovation projects.</p>
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	Ongoing.

Objective 6: Addressing the needs of the senior population

#	ACTIONS	TIME FRAME	UPDATE
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	Delayed due to the pandemic.

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

#	ACTIONS	TIME FRAME	UPDATE
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	In progress.

7.2	Cochrane DSSAB will participate in the multi-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.	Short Term	Ongoing.
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Goal 2: Strengthen the Housing System to Support Vulnerable Households to Achieve Housing Stability

Objective 1: Create situations that support local affordable housing development at the local & municipal level

#	ACTIONS	TIME FRAME	UPDATE
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	Complete - Housing Development Manager hired in July 2020.
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.	Short Term	Four applications were submitted for the Federal government's Rapid Housing Initiative (RHI), including projects in Timmins, Iroquois Falls and Cochrane. Total ask was approximately \$10M. While the projects were not approved in the first phase, CDSSAB is hopeful there could be funding available in the future. CDLHC maintains a list of prospects for new developments and retrofits and is continuously exploring opportunities for acquisition and new 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	Ongoing.

1.4	Working in partnership with school boards and the local schools in Hearst, Iroquois Falls and Opatatika, CDSSAB will explore opportunities for re-purposing school infrastructure to increase affordable ownership and rental options in the District.	Long Term	In progress.
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.	Long Term	Ongoing.
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.	Long Term	<p>In 2020, the CDLHC purchased a number of local properties suitable for renovation, in order to meet current and future local needs. A partnership with TD Commercial Banking Services provided financing with favourable financing options.</p> <p>Note that the COVID-19 pandemic has had a disruptive impact on many areas including supply chains, inflation and interest rates, making new developments more difficult to pursue.</p>

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

#	ACTIONS	TIME FRAME	UPDATE
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	Discussions are ongoing. Letters of support were provided to developers bidding on the City of Timmins RFP for the Melrose Heights and Park Ave. subdivision developments.
2.2	Create a private developer and homebuilder roundtable to increase private involvement in affordable housing development across the District.	Long Term	In planning stages.

Objective 3: Leverage opportunities and land to support future affordable housing development

#	ACTIONS	TIME FRAME	UPDATE
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	Work is ongoing though setbacks expected due to rising costs of real estate as a result of the pandemic. In 2020, CDLHC had 6 acquisitions and 3 new properties in 2021. Three large renovation projects were also completed.
3.2	Explore future development opportunities to be “shovel” ready to create additional affordable housing units as new Federal-Provincial funding is made available.	Short Term	Four applications were submitted for the Federal government’s Rapid Housing Initiative, including projects in Timmins, Iroquois Falls and Cochrane. Total ask was approx. \$10M. While the projects were not approved in the first phase, CDSSAB is hopeful there could be funding available in the future.
3.3	CDSSAB will work with the Ministry of Education and local school boards to establish a notification process	Short Term	Ongoing.

	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	Ongoing.

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

#	ACTIONS	TIME FRAME	UPDATE
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	In February 2020, CDSSAB met with North Eastern Ontario Family Services (NEOFACS) to discuss collaborative partnership for the development and expansion of their current children’s residential programs. In light of difficult construction market conditions caused by COVID-19 pandemic, some development projects may have to be postponed.
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.	Long Term	Ongoing. CDSSAB is looking at a number of Capital Repair incentives to for households of with low incomes to help them maintain their homes.
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.	Short Term	In late 2019, MMAH announced the launch of the Canada-Ontario Housing Benefit program under the National Housing Strategy. The program provides portable housing benefit directly to households throughout the province. By April 2020 all funding had since been distributed. In 2021, rent subsidies were focused on tenants who lost their income due to the COVID-19 pandemic.

4.4	Explore options for allocating a portion of the District IAH-E funding specifically for a local rental allowance program.	Short Term	Program agreements are due to end in 2023/24. The Rent Allowance Program supports low-income families with rent assistance, while participants are on the waiting list for RGI units. CDSSAB staff direct participants who are facing long wait for an RGI unit to the Canada/Ontario Housing Benefit, as a longer term solution.
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	Discussions with College Boreal are ongoing regarding integrating dedicated student housing units in the redevelopment of the Golden Manor property (requires City of Timmins approval). Plans to purchase a property for international student housing with College Boreal are still in place, but has been delayed due to difficult market conditions.
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.	Long Term	Ongoing. CDSSAB has administered modest rent increases (inline with provincial rent-increase guidelines) to its affordable units in order to keep up with ongoing maintenance costs and ensure the long-term sustainability of CDSSAB properties.

Goal 3: Ensure the Long-Term Viability and Sustainability of the Existing Community Housing Stock

Objective 1: Establish an efficient, sustainable, and collaborative community housing system by strengthening the capacity in the non-profit sector

#	ACTIONS	TIME FRAME	UPDATE
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	In 2019, the CDSSAB approved budget included the addition of a Housing Program Manager with responsibility to implement and conduct a more robust operational review process. As of October 2019, a full operational review was completed for City of Timmins Non-Profit Housing

			<p>Corporation and Moosonee Non-Profit Housing Corporation.</p> <p>In June 2019, CDSSAB introduced quarterly reporting to assist housing providers in managing their portfolios more efficiently. This process will allow housing providers to identify issues related to rental revenue, arrears and financial management more quickly and to take corrective action.</p> <p>In late 2021, CDSSAB administration engaged with Housing Services Corporation to complete an End of Operating Agreements (EOA) analysis and recommended strategies for the Board's consideration.</p> <p>For housing providers that reach the end of their operating agreements, CDSSAB Housing staff has been working diligently to negotiate agreements. The agreements establish baseline rules such as length of term, participation in the selection of tenants from the centralized waitlist, maintain current Service Level Standards, participating in HSC programs and work with Service Managers to maintain financial viability.</p>
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Objective 2: Minimize risk and maintain sustainability

#	ACTIONS	TIME FRAME	UPDATE
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	<p>CDSSAB offers support to local Non-Profits and co-ops through education and regular meetings on financial reporting, tendering, tenant administration and maintenance services.</p> <p>Through the CDLHC, CDSSAB is seeking further opportunities to provide property management services to</p>

			other private housing entities (similar to Fairway Village contract) in the future.
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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

#	ACTIONS	TIME FRAME	UPDATE
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	<p>To prepare for End of Operating Agreements and to ensure the viability for all providers, CDSSAB began the process of conducting full operational reviews on all providers in 2019.</p> <p>In late 2021, CDSSAB administration engaged with Housing Services Corporation to complete an End of Operating Agreements (EOA) analysis and recommended strategies for the Board’s consideration.</p> <p>In 2022, CDSSAB developed the “Community Housing: End of Operating Agreement and Mortgage Strategy” (Strategy), which will be used to proactively plan for the changes under Bill 184 for both EOA and EOM through the province’s Action Plan.</p>

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

#	ACTIONS	TIME FRAME	UPDATE
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	<p>In September 2020, the CDSSAB Board approved new Local Rule regarding Capital Reserves Expenditures (12-26); The new rule provides guidance for a detailed legend to report in the AIR, to be used and updated annually in Asset Planner by the Cochrane DSSAB.</p> <p>In December 2019, CDSSAB forecast generated through Asset Planner projected approximately \$19,000, 000 in renewal requirements over the next 5 years across the CDSSAB portfolio.</p> <p>CDSSAB completed Building Condition Assessments again in early 2021. Based on the data, CDSSAB is projecting approximately \$21M in renewal requirements over the next 5 years.</p>
4.2	Undertake updated Building Condition Assessments (BCAs) 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	BCAs were completed in early 2020 for all Co-ops, Non-Profits and LHC properties, and again in 2021.

Objective 5: Ensure CDSSAB housing stock is energy efficient

#	ACTIONS	TIME FRAME	UPDATE
5.1	Participate in, and apply for, external and government funding grants for building improvements and efficiency upgrades for existing buildings.	Short Term	<p>In September 2019, CDSSAB issued an Expression of Interest for the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI). CDSSAB received 3 proposals. All three submissions were recommended for approval.</p> <p>In September 2021, the Township of Opasatika presented CDSSAB with a proposal to pursue the development of Stage 2, which includes adding two more units to development in vacant school. The proposal was approved and CDSSAB awarded \$225,000 through the Ontario Priority Housing Initiative (OPHI).</p> <p>The January 2021 COCHI funding allocation was designated for use of exterior renovations at the 183-189 Fifth Avenue, Timmins, Ontario.</p> <p>In January 2021, CDSSAB used funding allocation through the Social Service Relief Fund for renovation at 71 Main Street, South Porcupine as well as 45 Spruce Street South.</p> <p>In order to access the new Homelessness Prevention Program funding, CDSSAB worked diligently to have all requirements in place, including a By-Name List that contains detailed, up-to-date information from individuals experiencing homelessness to help connect them to local services.</p>

Objective 6: Help low-income households close the gap between their incomes and housing expenses

#	ACTIONS	TIME FRAME	UPDATE
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	<p>Ongoing. CDSSAB has been working closely with co-ops and non-profits as their mortgages near their maturity dates, to ensure all avenues are explored and that they are well prepared for EOA/EOM.</p> <p>For housing providers that reach the end of their operating agreements, CDSSAB Housing staff has been working diligently to negotiate new agreements.</p>
6.2	Explore consolidation and merges with CDLHC operations to maintain affordable housing units and to ensure operational effectiveness and efficiencies.	Short Term	<p>In progress.</p> <p>CDSSAB was able to work with the Spruce Hill Lodge Board on a plan to assume operations of the property in order to ensure more efficient operations and avoid any eviction notices for tenants.</p> <p>CDSSAB has also taken over the administration duties for several local co-ops in order to achieve further efficiencies and cost savings.</p>
6.3	Review the service-level standards and rules governing the administration of rent-geared-to-income (RGI) housing and develop an internal process for working with HSA mandated providers to ensure SLS compliance.	Short Term	<p>In 2019, the provincial government made several changes to the process for calculating Rent-Geared-to-Income calculations, recognizing the formula was too complex and difficult for tenants to understand.</p> <p>CDSSAB implemented the new simplified regulation on July 1, 2020.</p> <p>In February 2022, CDSSAB made an amendment to Local Rule 12-02 after Ontario Regulation 370/11 under the Housing Services Act, 2011 was amended to update the Household Income Limits and High Need Income Limits.</p>

6.4	Review and update the current Centralized Waiting List policy and procedures to align with the HSA regulatory changes.	Short Term	<p>Effective January 1, 2020, Ontario Regulation 367/11 under the HSA has been amended to include a new provincial eligibility rule on refusal of offers, rules on household preferences for a housing project and changes to meet occupancy standards. CDSSAB fully implemented these changes.</p> <p>By-Names List (BNL) was developed and operationalized and Homeless Individuals and Families Information System (HIFIS 4) implemented by January 1st, 2022. BNL referral training and the Information Sharing with Other Service Providers Consent Form was developed and provided to agencies in 2021.</p>
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	<p>In September 2020, the CDSSAB Board approved new Local Rule regarding Capital Reserves Expenditures (12-26); the rule will ensure compliance to legislative requirements, provide a clear definition of capital expenses, and provide direction to prioritize capital needs. The new rule provides guidance for a detailed legend to report in the AIR, to be used and updated annually in Asset Planner by the Cochrane DSSAB. The rule also defines criteria for the Housing Providers spending limits and the requirement for a Request for Proposal & requirement to tender.</p>
6.6	Establish direction with housing providers to find operational efficiencies and to consider options including, but not limited to, organizational mergers.	Long Term	<p>CDSSAB housing staff has been working with all local community housing providers to ensure they explore all options in advance of expiring agreements (EOA). CDSSAB has also contracted the Housing Services Corporation to provide EOA seminars for providers to guide them in considering all options that will help them to continue to offer affordable housing.</p>

Goal 4: Plan for the Public Good

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

#	ACTIONS	TIME FRAME	UPDATE
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	As CDSSAB Service agreements near their expiry, staff are ensuring wherever possible, contracts are tendered District-wide to take advantage of cost savings that come with larger contracts. This includes maintenance for elevators, lifeline safety and pest control.
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	2019/20 Progress report complete. 2021 Progress report complete. 2022 Progress report submitted June 30, 2023.

Objective 2: Continue lobbying and advocacy efforts with senior governments

#	ACTIONS	TIME FRAME	UPDATE
2.1	Through NOSDA (Northern Ontario Service Deliverers Association), 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	Ongoing.

Objective 3: Improve the Coordination and Capacity within the System

#	ACTIONS	TIME FRAME	UPDATE
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.	Short Term	In January 2020, CDSSAB met with the Centre de sante communautaire de Timmins to discuss the possibility of a partnership for the development and expansion of current programs to mutually benefit the respective organizations and Francophone community. However, progress on this initiative has stalled due to changing priorities as a result of the COVID-19 pandemic.

Objective 4: Municipalities consider the DSSAB and seek advice with respect to housing development

#	ACTIONS	TIME FRAME	UPDATE
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	In progress. CDLHC was invited to present to the City of Timmins Community Development Committee to discuss housing, potential projects, and tools that the City can utilize to assist in the development of affordable housing units with the CDLHC.

Objective 5: Support the Northern Growth Plan

#	ACTIONS	TIME FRAME	UPDATE
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	Long Term	Ongoing. While the COVID-19 pandemic put an end to most face-to-face roundtables and working groups, these groups were able to pivot quickly and move the work online in accordance with Public Health guidelines. Virtual meetings were held regularly in 2021, which helped with information sharing and moving a number of strategies forward.

	sustainable community that is attractive to its current residents and brings new residents to live communities across the District.		
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.	Short Term	Ongoing.
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	The planning and implementation of this strategy was interrupted by the COVID-19 pandemic as students moved to a virtual format. CDSSAB has continued talks with Collège Boréal, and is hopeful this work will continue once the pandemic ends and students return to in-person learning.

Objective 6: Support economic development

#	ACTIONS	TIME FRAME	UPDATE
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	Ongoing. As above, this objective was interrupted by the COVID-19 pandemic as students moved to a virtual format. CDSSAB is hopeful this work will continue once the pandemic ends and students return to in-person learning.
6.2	CDSSAB will investigate expanding partnerships to local post-secondary partners, which will include soft skill and white-collar capacity enhancements in addition to trades.	Long Term	Ongoing.

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.