

Housing and Homelessness Plan - Opening Doors to Better Lives

Progress Report 2023

Strategic Direction 1				
Encourage Effective Solutions to Address Homelessness				
Goal 1.1 – Meet the need for emergency and crisis accommodation for transients and the homeless				Outcomes
Recommendations	Complete	In Progress\ Ongoing	Actions\Initiatives\Comments	
1.1.1: In partnership with supporting advocacy groups, appeal to the federal and provincial governments to recognize the ongoing nature of homelessness and the need for the federal government to renew and enrich the Homelessness Partnership Strategy; and the province to provide new capital funding for shelters in addition to the funding provided through the Community Homelessness Prevention Initiative (CHPI/HPP).	✓	✓	<ul style="list-style-type: none"> Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs): ADSAB continues to advocate for homelessness prevention initiatives through the OMSSA and NOSDA working groups. The National Housing Strategy (November 2017) includes an investment of \$2.2 billion to renew the Homelessness Partnering Strategy allowing more flexibility when creating housing solutions that fit the needs of ADSAB communities. The strategy also includes a plan to cut chronic homelessness by 50% in 10years. 	<p>Creation of the By Name List to identify the homeless population in the district.</p> <p>Established partnerships with Service Providers that service the homeless population.</p> <p>Developed Monthly Case Management Meetings with Service Providers to assist with supporting people on the By Name List and preparing them for a successful tenancy.</p>

<p>1.1.2: In partnership with supporting advocacy groups, advocate for the inclusion of shelters as eligible for funding under the next version of the Canada-Ontario Affordable Housing Program in Northern Ontario.</p>		<p>✓</p>	<ul style="list-style-type: none"> • ADSAB continues to advocate for the inclusion of shelters as eligible for funding under future versions of the Canada-Ontario Affordable Housing Program. • ADSAB was a part of the NE Planning /Working group in the creation of the Wawa & Area Safe Bed program. ADSAB continues to look at other opportunities to create similar Safe Beds in other communities where feasible. 	<p>2020 - ADSAB worked with service providers during COVID19 to ensure SSRF funding targeted supporting the local shelters and safebeds</p>
<p>1.1.3: In Partnership with the NE LHIN and other community agencies as appropriate, support the development of a 3-5 bed crisis shelter for men in Wawa.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • The Wawa and Area Safe Bed program began in November 2017 by utilizing community/agency collaboration between Algoma Public Health, ADSAB, OPP, Victim Services and SSM Hospital Mobile Crisis to provide a new housing crisis bed. • ADSAB assisted with funding through CHPI/HPP 	<p>Continued to support Wawa Safe Bed through provision of CHPI/HPP funds and more recently with HPP funds</p>
<p>1.1.4: In the City of Elliot Lake support the development of a 3-5 bed shelter for men, a family shelter, and a 5-10 bed youth shelter.</p>	<p>✓</p>		<ul style="list-style-type: none"> • ADSAB worked with the executive director of Maplegate House for Women to determine the need of a men’s shelter in Elliot Lake and the best way to move forward. • ADSAB further supported the initiative by allocating CHPI/HPP funds for the 2017 year • Provided funding information and referral when opportunities presented • Promoted and encouraged ADSAB participation in fundraising activities for the shelter 	<p>Continued to support Larry's Place through provision of CHPI/HPP funds and more recently with HPP funds</p>

<p>1.1.5: In the Town of Blind River, support the development of a 3 bed shelter for transients and men in crisis.</p>		<p style="text-align: center;">✓</p>	<ul style="list-style-type: none"> Continue to use CHPI/HPP funding to offset homelessness needs in Blind River 	<p>Continuing to Support Larry's Place and MapleGate shelters using CHPI/HPP funds. These shelters service Elliot Lake and area homeless men. Continue to support through provision of HPP funds</p>
<p>1.1.6: In the Township of Dubreuilville, support the provision of a 1 bed shelter for women and a 1 bed shelter for men.</p>	<p style="text-align: center;">✓</p>		<ul style="list-style-type: none"> Not feasible to have a full time shelter located in this low population area Dubreuilville and transient population supported through the Wawa and Area Safe Bed program 	<p>Continue to support the Dubreuilville homeless population with the financial cost of temp motel stays using CHPI/HPP funds and more recently, HPP funds</p>
<p>1.1.7: In the Municipality of Huron Shores, support the provision of a 3 bed shelter for men with and without children.</p>		<p style="text-align: center;">✓</p>	<ul style="list-style-type: none"> Not feasible to have a full time shelter located in this low population area 	<p>Continue to support the Huron Shores homeless population with the financial cost of temp motel stays using the ASAP program funded through the HPP Program</p>


<p>1.1.8: Expedite the provision of stable housing for the homeless through the establishment of a priority category or urgent category for homeless people.</p>	<p>✓</p>		<ul style="list-style-type: none"> • ADSAB has waitlist policy that has that will have special priorities including one for homeless. • The Social Services Delivery Model was implemented in March 2017 • Housing Services continues to work on updating policies and processes and examining best practices in other areas. Currently reviewing adding an additional priority category, which would include homelessness as a reason for consideration of special priority. 	<p>2022- ADSAB has waitlist policy that now includes a priority for "homelessness" as part of the implementation of the BNL</p>
<p>1.1.9: Examine the feasibility of using vacant units in the ADSAB owned housing portfolio for emergency or temporary housing.</p>	<p>✓</p>		<ul style="list-style-type: none"> • ADSAB has reviewed the feasibility of utilizing vacant units for emergency or temporary housing and has determined that it is not a workable solution: • Extensive work and costs to be compliant with applicable legislation • Availability of vacant units does not match-up with need 	<p>As an alternative to building emergency shelters in very rural areas, ADSAB is supporting homeless population with the financial cost of temp motel stays using CHPI/HPP/HPP funds</p>
<p>Goal 1.2 - Ensure that households in need whether they are individuals or families, tenants or homeowners, do not lose their existing housing as a result of economic eviction</p>				<p>Outcomes</p>
<p>Recommendations</p>	<p>Complete</p>	<p>In Progress\ Ongoing</p>	<p>Actions</p>	

<p>1.2.1: The ADSAB advocate for at least the provincial average per capita funding for the Community Homelessness Prevention Initiative (CHPI/HPP).</p>		<p>✓</p>	<ul style="list-style-type: none"> • CHPI has been redesigned by the Ministry. The HPP allocations have been announced, Plan has been submitted 	<p>Increased HPP funding allocation to support programs put in place through SSRF.</p>
<p>1.2.2: The ADSAB, in conjunction with supporting advocacy groups, advocate for the inclusion of utility costs in any future allocation model for Canada-Ontario Affordable Housing Program funding.</p>		<p>✓</p>	<ul style="list-style-type: none"> • Most ADSAB owned buildings have utilities included in the rent. 	
<p>1.2.3: The ADSAB develops a comprehensive eviction prevention program.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • ADSAB has developed a comprehensive eviction program supported by policy and existing available funding including Board approved municipal funding. • ADSAB continues to employ Tenant Support Workers in efforts to support tenants and assist those who are having difficulty retaining tenancy. 	<p>Additional, temp Tenant Support Workers hired with SSRF and HPP funding to help ensure tenants at risk of eviction have supports</p>
<p>1.2.4: Continue to provide ad hoc support to OW clients for rent arrears and energy arrears as funding is available pending allocation of funding for a full eviction prevention program.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • ADSAB provides ongoing support to social assistance clients and low-income clients through CHPI/HPP funds and information /referral to other subsidy or funding opportunities available to them. 	<p>ASAP continues to administered using CHPI/HPP funds. (program includes financial assistance with rent arrears)</p>


<p>1.2.5: In conjunction with other DSSAB service managers and supporting advocacy groups, appeal to the province and the Ontario Energy Board to mandate a greater level of support by northern electric utilities for low income households and, in partnership with DSSAB service managers, create a program that reflects the realities of living in Northern Ontario.</p> <ul style="list-style-type: none"> Advocate for the ADSAB to be the delivery agent for energy programs funded in its service area 	✓	✓	<ul style="list-style-type: none"> ADSAB is the Intake Agency for the Ontario Energy Support Program (OESP). ADSAB is delivering the Low-income Energy Assistance Program (LEAP) for part of Algoma through a contract arrangement. ADSAB continues to play a role as Intake Agency for the OESP and continues to provide LEAP to parts of Algoma on behalf of Algoma Power 	<p>Algoma Power LEAP program continues to be administered by ADSAB. The ASAP program continues to assist people with utility hookup fees and financial assistance with disconnection</p>
Goal 1.3 – Support victims of domestic violence				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcomes
<p>1.3.1: Actively support victims of domestic violence to ensure they have access to housing and support services</p>	✓	✓	<ul style="list-style-type: none"> ADSAB social services staff are actively engaged with applicants and clients in the ADSAB’s one worker model. Information and referral is provided utilizing both internal and external supports. SPP policy and processes are in place 	



<p>1.3.2: Continue to quickly and efficiently process requests for housing under the Special Priority Policy.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • ADSAB housing has a full time Housing Services Waitlist Staff responsible for all housing applications including SPP applications. • ADSAB has well established processes to effectively deal and process SPP applications. • The Housing Services Waitlist Staff are well versed with the application process, HSA legislation and knowledgeable on local supports and services and housing programs to assist SPP applicants with housing and other supports 	<p>Victims of domestic violence and Human Trafficking continues to have priority access to permanent housing</p> <p>Expanded housing options</p> <p>Reduced potential harm to families</p>
<p>1.3.3: Consider the development of a new program to provide more housing options for victims of domestic violence applying for subsidized housing under the Special Priority Policy using funds for victims of domestic violence announced in the 2013 Federal Budget.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • Algoma provides SPP applicants other subsidy options and with referrals to COHB 	<p>More housing options for victims of domestic violence and human trafficking</p> <p>Community integration and diversity</p>
<p>Other Supporting Actions to encourage effective solutions to address homelessness</p>				

<ul style="list-style-type: none"> • ADSAB provides the Algoma Housing Shelter (AHS) using the PHB framework for eligible clients who can't afford their shelter costs in the private market. The ADSAB member municipalities help fund the program along with various Ministry program funding. This is an effective tool to prevent homelessness by giving applicants access to supports not dependent on ADSAB's housing availability • ADSAB has reviewed and made changes to the Algoma Shelter Assistance Program (ASAP) policy to provide additional supports for the homeless or at risk of homeless. Changes were made possible as a result of the HPP redesign and additional flexibility 	<p>Addressing long wait time for applicants on the waitlist. Allowing clients to receive assistance in their current residence in the private market.</p> <p>HPP funding provided an increase to number of applicants assisted with subsidy</p>
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Strategic Direction 2 Promote Strong Communities and Strengthen Community Partnerships				
Goal 2.1 – Increase the supply of affordable rental housing with and without supports				Outcomes
Recommendations	Complete	In Progress\ Ongoing	Actions	
2.1.1: Explore the feasibility of re-establishing or creating a housing corporation with full powers including the ability to borrow funds for the purpose of developing, owning and managing housing.			<ul style="list-style-type: none"> • ADSAB has completed a review of the feasibility and need to re-establish or create a housing corporation and determined that it is not necessary: <ul style="list-style-type: none"> • DSSABs can borrow • ADSAB can re-visit this issue in the future should the need arise 	Greater understanding of the ADSAB's borrowing powers

<p>2.1.2: In collaboration with supporting advocacy groups, advocate for increased borrowing powers and/or financing options.</p>	<p>✓</p>		<ul style="list-style-type: none"> • ADSAB has a legal opinion that supports a DSSAB's ability to borrow and finance housing related projects. • NOSDA has a legal opinion that supports DSSABs having Natural Persons Powers and ability to borrow. • NOSDA has requested that the Province allow DSSABs to be eligible applicants under the Infrastructure Ontario Lending Program. 	<p>Greater understanding of the ADSAB's borrowing powers</p>
<p>2.1.3: In collaboration with supporting advocacy groups, advocate for annualized multi-year program funding for new affordable housing projects.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs): 	<p>Housing issues in the north maintained in the foreground.</p>

<p>2.1.4: In partnership with local municipalities, community groups, senior levels of government, the NE LHIN as appropriate, and building on identified opportunities to address local housing needs, the ADSAB will consider the potential for increasing the supply of affordable housing with or without support services as may be required based on a needs assessment.</p>			<ul style="list-style-type: none"> • ADSAB purchase of Algoma Residential Coop in Elliot Lake (2, 3 story buildings, 35-units, 1&2 bdms) • ADSAB purchase of Westwind Shores, previously known as PHARA (33 units, commercial and residential, 1&2 bdrms) • ADSAB- New construction in Echo Bay, (10 units, senior housing, 1&2 bdrms) • ADSAB Acquisition of the Thessalon NP at 42 Algoma (10 Unit senior building, 1 bdrm) • ADSAB acquisition of the Michipicoten NP in Wawa (40 Units townhouses, 1, 2, 3,4 bdrms) • ADSAB Acquisition of the Blind River NP in Blind River (25 units, senior building, 1 bdrm) • ADSAB New construction in Richard's Landing, (12 units, senior housing, 1&2 bdrms) 2019/2020 • ADSAB new construction in Wawa (10 units, senior housing, 1 & 2 bdrms) 2019/2020 • ADSAB Acquisition of the St Joseph NP in Richards Landing (12 units, senior building) 2020 • ADSAB is continuing to work with prospective proponents to add affordable housing units where there is demonstrated need and where funding is available. 	<p>More housing options for individuals, seniors and families including housing with supports</p> <p>Local economic prosperity</p> <p>Continued engagement of non-profit housing sector to meet local housing needs</p> <p>2022– ADSAB is providing Property Management for Possibility Homes (Township of Johnson)</p>
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<p>2.1.5: In collaboration with the City of Elliot Lake, the ADSAB will consider the feasibility of adding more bachelor and one bedroom units and 4-5 bedroom units for larger families.</p>				
<p>2.1.6: In collaboration with the Municipality of Wawa, the NE LHIN, the non-profit sector and other community partners as appropriate, the ADSAB will:</p> <ul style="list-style-type: none"> • Consider the feasibility of developing 4-6 fully accessible supportive housing units for seniors and adults with disabilities. • Determine the feasibility of partnering with the hospital to provide personal support workers on an outreach basis. • Explore the feasibility of rehabilitating some of the existing stock to create good quality affordable rental housing. • Explore the feasibility of adding 10 units to property owned by Michipicoten Non-Profit Housing Corporation and the feasibility of developing 4-6 fully accessible supportive housing units for seniors and adults with disabilities. 			<ul style="list-style-type: none"> • ADSAB is working with community partners in Wawa to review housing issues and needs. • Board approved new construction in Wawa 2020 (10 units, senior housing, 1 & 2 bdrms). 	<p>Increased housing stock for seniors providing 1 & 2 bedroom units.</p> <p>Long wait times for senior housing reduces with added units.</p>


<p>2.1.7: The ADSAB will:</p> <ul style="list-style-type: none"> • Encourage municipalities in its service area to adopt a “Housing First” policy with regard to any lands that are surplus to municipal needs. • Encourage the establishment of a municipal Registry of Surplus Properties or a single electronic registry to be maintained by ADSAB for its service area. 		✓		
Goal 2.2 – Provide and maintain good quality affordable housing for homeowners				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcomes
<p>2.2.1: The ADSAB, in conjunction with supporting advocacy groups, advocate for additional home repair funding over and above future allocations from the Canada-Ontario Affordable Housing Programs.</p>		✓	<ul style="list-style-type: none"> • NOSDA continues to advocate for additional home repair funding. 	
<p>2.2.2: The ADSAB, in conjunction with supporting advocacy groups, advocate for additional flexibility in the design of component parts of the next Investment in Affordable Housing for Ontario (IAH) program to make them more appropriate for a Northern Ontario context.</p>	✓	✓	<ul style="list-style-type: none"> • NOSDA continues to advocate for additional flexibility under the Investment in Affordable Housing Program: • NOSDA Position Paper – Long Term Affordable Housing Strategy Update (June 2015) 	<p>Housing issues in the north maintained in the foreground.</p>

<p>2.2.4: In partnership with member municipalities, the ADSAB share information with respect to any initiatives that would assist homeowners to defray operating costs such as those offered by utility companies.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • ADSAB works with clients to ensure they are accessing any and all available energy support programs. • ADSAB has entered into a Service Agreement with the Ontario Energy Board to be an Intake Agency for the Ontario Energy Support Program (OESP). • ADSAB continues to administer the LEAP energy program on as per contract agreement with Algoma Power. 	<p>Increased awareness and access to programs</p>
<p>2.2.5: Support the increase in the supply of decent and affordable housing for homeowners.</p>		<p>✓</p>		<p>ADSAB continues to look for ways to support new development in the communities</p>
<p>2.2.6: The ADSAB encourage local municipalities to amend their Official Plans to allow for the creation of additional units in existing single family homes and the creation of ancillary suites.</p>		<p>✓</p>		<p>ADSAB continues to work with municipalities to see where additional flexibility and opportunity can entice new projects including looking for funding opportunities</p>
<p>2.2.7: Redesign the homeowner program of the Investment in Affordable Housing for Ontario (IAH) program to include a repair component in addition to down payment assistance for first time buyers with priority given to repairs that increase energy efficiency of the units.</p>	<p>✓</p>		<ul style="list-style-type: none"> • The homeowner program is no longer available in Algoma 	<p>Will revisit with future funding</p>


Goal 2.3 – Support housing opportunities for Aboriginal people				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcomes
2.3.1: The ADSAB provide OAHSSC with assistance as may be required to expedite the development of housing for Aboriginal people.	✓		<ul style="list-style-type: none"> OAHSSC has received an allocation for the development of housing for Aboriginal people. 	<p>New affordable housing for Aboriginal people</p> <p>New partnership with Aboriginal housing providers</p>
2.3.2: Provide information to member municipalities on housing programs for Aboriginal people.		✓	<ul style="list-style-type: none"> Urban Native Projects information available on ADSAB website. 	<p>ADSAB continues to support the Makawa, OAHs-Blind River Properties (formerly Penewobcong) Native housing projects</p>
Goal 2.4 – Develop an ongoing relationship with First Nations in the ADSAB service area to better serve residents of both communities				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcomes
2.4.1: Investigate the opportunity for partnerships with the First Nations.		✓		
2.4.2: Promote the availability of on reserve support services for non-Aboriginal people.		✓		Portable Subsidy Funding through the AHS and COHB Native status is one of the priorities of COHB
Goal 2.5 – Support economic development and partnering with local municipalities and agencies as appropriate				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcomes
2.5.1: Investigate opportunities for partnerships with communities and community agencies to improve local economies.		✓		
Other supporting actions to promote strong communities and strengthen community partnerships				
<ul style="list-style-type: none"> ADSAB has expanded the ASAP policy to provide supports to community hubs and other community agencies 				Continuing to build Strong partnerships, sitting at local planning tables

Strategic Direction 3 – Sustain the Existing Social and Affordable Housing Portfolio				
Goal 3.1 – Preserve and maintain the existing housing portfolio owned by the ADSAB				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcomes
3.1.1: Develop a long-term Financial and Capital Plan.		✓	<ul style="list-style-type: none"> ADSAB hired a Building Maintenance Supervisor who is responsible for annual and ongoing capital works planning 	
3.1.2: Ensure rehabilitation of existing properties is environmentally sustainable and properties are physically accessible.		✓	<ul style="list-style-type: none"> The Maintenance unit is responsible to uphold legislated and quality standards to ensure safe, well-maintained buildings and grounds tenant use. ADSAB continues to access energy efficiency programs. 	
3.1.3: Research and develop best practices to reduce building maintenance costs.		✓	<ul style="list-style-type: none"> The Building Maintenance Supervisor, his unit and the housing team continue to review and update preventative maintenance plans to ensure buildings operate efficiently 	Replacement / upgrades to the buildings are with energy efficient equipment / material.
Goal 3.2 – Enhance supports to applicants and tenants of ADSAB owned housing				
Recommendations	Complete	In Progress	Actions	Outcomes

<p>3.2.1: Augment the community relations worker (CRW) function to better support tenants and provide effective linkages to social service agencies.</p>	<p>✓</p>		<ul style="list-style-type: none"> • Tenant Support Workers positions have increased to 4 full time positions (using SSRF Funding) and are strategically located in Elliot Lake, Blind River Thessalon and Wawa in order to provide increased access throughout most of Algoma. 	<p>Improved client service</p> <p>Homelessness prevention</p> <p>Housing stability</p>
<p>3.2.2: Develop a strategy to effectively manage the waiting list for subsidized housing.</p>	<p>✓</p>		<ul style="list-style-type: none"> • ADSAB implemented changes to waitlist management process including adding staff: <ul style="list-style-type: none"> • Revised application (streamlined) • Determining eligibility up-front (clean list) • Coordinate the existing waitlist with new provincial programs such as COHB and new regulations to the Waitlist rules • Implemented a new housing database to streamline current processes 2020 	<p>Improved client service and access to housing</p> <p>Increased priority status with the implementation of BNL and supporting policies</p>
<p>3.2.3: Undertake a housing satisfaction survey annually; and, of community agencies where appropriate.</p>		<p>✓</p>	<ul style="list-style-type: none"> • Part of Social Services Delivery Review (SEE Item 4.1.1). Will be implemented for all social programs. • Survey remains an activity for completion in the future 	
<p>Goal 3.3 – Effective administration and protection of the non-profit housing portfolio</p>				
<p>Recommendations</p>	<p>Complete</p>	<p>In Progress\ Ongoing</p>	<p>Actions</p>	

<p>3.3.1: Work with housing providers whose operating agreements will shortly expire to develop transition plan to full self-governance.</p>			<p>First operating agreement expired in 2018</p> <ul style="list-style-type: none"> • ADSAB is working with housing providers through the Operational Review process to ensure that there is adequate and effective Board Governance in place supported by Operational policies. • As a proactive measure, ADSAB met with all Non-Profit housing providers to examine existing future viability and sustainability after EOA. Available options to ensure ongoing viability, such as the possibility of transferring ownership to the ADSAB were provided along with an overview of the rationale and benefits for doing so • The Thessalon Non Profit Housing Corporation, Blind River Non-profit Housing Corp. and Michipicoten Non Profit Housing Corporation and the St Joseph Non Profit have all transferred to ADSAB 	<p>Continued project viability beyond expiry of operating agreement</p> <p>Retention of the affordable housing supply in the public domain</p>
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<p>3.3.2: Encourage Urban Native housing providers to amalgamate or partner with OAHSSC to ensure the long-term viability and retention of the housing for Aboriginal people under Aboriginal control.</p>	<p>✓</p>		<ul style="list-style-type: none"> • ADSAB has 2 Urban Native Housing Providers: <ul style="list-style-type: none"> • Penewobecong Native Non-Profit Homes Inc. has transferred its assets and obligations under the operating agreement to Ontario Aboriginal Housing Support Services Corporation (OAHSSC). • In 2023, the operating agreement ended with this project a rent supplement agreement was put in place. 	<p>Long term stability and viability of housing for indigenous people</p> <p>Culturally appropriate for indigenous people</p> <p>Continuous subsidy assistance provided to tenants</p>
<p>3.3.3: Explore options to improve access to technical services for social housing providers.</p>		<p>✓</p>		
<p>3.3.4: Undertake a Building Condition Assessment (BCA) and capital reserve fund study of all properties every five years and make a copy available to all housing providers for planning purposes. Prepare a Long-Term Capital Needs Strategy using BCA results to identify capital requirements and work with providers to address any capital shortfalls.</p>			<ul style="list-style-type: none"> • The Maintenance Supervisor will continue to conduct capital planning processes as required 	



<p>3.3.5: Advocate, in conjunction with supporting advocacy groups, for annualized federal and/or provincial funding to address the capital needs of the existing social housing portfolio.</p>			<ul style="list-style-type: none"> • Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs): • OMSSA Position Paper – Long Term Affordable Housing Strategy Renewal (July 2015) • OMSSA – HSC Position Paper – Building Sustainability in the Housing System (March 2015) • NOSDA Position Paper – Long Term Affordable Housing Strategy (June 2015) • NOSDA Issues Book (June 2015) • Co-Investment Fund Construction Stream and Repair stream were announced as part of the National Housing Strategy. Sharing information with stakeholders as needed 	<p>COCHI and OPHI program resulted in more capital repairs to be completed on existing stock.</p>
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<p>3.3.6: Encourage all housing providers to have a preventative maintenance plan in place.</p> <ul style="list-style-type: none"> Encourage housing providers to align their preventative maintenance plan to their capital plan. 	✓		<ul style="list-style-type: none"> ADSAB has incorporated a recommendation that housing providers have a preventative maintenance plan in place into the Operating Review process: <ul style="list-style-type: none"> Information and templates are provided 	<p>Well maintained properties</p> <p>Increased useful life of building and components</p> <p>Lower costs</p> <p>Risk management</p>
<p>3.3.7: Develop protocols to manage the liability associated with obligations under the <i>Housing Services Act</i> and in the post mortgage maturity environment.</p>				
<p>3.3.8: Review the <i>Housing Services Act</i> and Regulations to identify areas of service manager flexibility under the new framework to manage the housing system in ADSAB's service area.</p>		✓	<ul style="list-style-type: none"> Part of Social Services Delivery Review: <ul style="list-style-type: none"> All Social Programs (Integrated Approach) ADSAB is currently reviewing and updating HSA local rule policies and procedures to reflect all new regulatory changes 	<p>Income and Asset limits approved.</p>
<p>Goal 3.4 – Build capacity and establish successful partnerships with non-profit housing providers</p>				
<p>Recommendations</p>	<p>Complete</p>	<p>In Progress</p>	<p>Actions</p>	
<p>3.4.1: Provide timely information on new program initiatives.</p>		✓	<ul style="list-style-type: none"> ADSAB remains in close contact with the Non Profit Housing providers, encourages membership with ONPHA and distributes information pertinent to them as required. 	

<p>3.4.2: Strengthen Board governance and capacity in the non-profit sector.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • ADSAB has developed a comprehensive Governance Reference Manual for Non-Profit Social Housing Boards. • Ongoing governance training and support will be provided by ADSAB to Non-Profit Social Housing Boards where governance issues are identified through the ADSAB operational review process. • Property Management of 4 Municipal Non Profit Housing Corporations were transferred to ADSAB and are being operated through the ADSAB 	<p>Well run projects needing less staff intervention</p> <p>Strong and effective community- based housing boards</p> <p>Continuous engagement and support of non-profit housing sector</p> <p>Affordable housing options that exist will continue to be available in the future</p>
<p>3.4.3: Regularize the governance structure of Thessalon Non-Profit Housing Corporation.</p>	<p>✓</p>	<p>✓</p>	<ul style="list-style-type: none"> • Thessalon Non Profit Housing was transferred to ADSAB in June 2018 • Michipicoten NP, Blind River NP and St Joseph NP were transferred in 2019/2020 	<p>Viable and compliant community - based housing</p>
<p>Goal 3.5 – Promote environmental sustainability and energy conservation measures</p>				
<p>Recommendations</p>	<p>Complete</p>	<p>In Progress\ Ongoing</p>	<p>Actions</p>	

<p>3.5.1: Provide information about energy conservation programs to housing providers, tenants and OW clients to maximize use of available financial assistance.</p>	✓	✓	<ul style="list-style-type: none"> • Housing Providers receive information as part of normal communication process. • ADSAB's Client Service Workers and Tenant Support Workers provide clients and tenants information on new programs as they become available on a consistent basis 	<p>Lower energy costs</p>
<p>3.5.2: Encourage housing providers to develop green plans for their properties.</p>		✓		
<p>3.5.3: Include an energy audit component to the next cycle of Building Condition Assessments.</p>			<ul style="list-style-type: none"> • Energy audits to be included in updated BCA's 	
<p>3.5.4: Work with providers to explore the feasibility of converting from electricity to an alternate clean, cost-effective fuel.</p>		✓		
<p>Other Supporting Actions</p>				

Strategic Direction 4 – Provide for Efficient and Effective Access to Housing and Support Services				
Goal 4.1 – Build on the current level of integration for the delivery of human services programs				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcomes
4.1.1: The ADSAB will build on its current level of program integration to continue to improve the efficiency and effectiveness of the human services programs it delivers to better meet client needs.	✓	✓	<ul style="list-style-type: none"> • ADSAB has finalized its Social Services Delivery review to meet the following goals: <ul style="list-style-type: none"> • Better service to communities and community members served • Enhanced integration of social services • Improved utilization of resources • Accountability and transparency • Quality assurance • Enriching the staff experience • Key accomplishments: <ul style="list-style-type: none"> • New organizational structure • New Vision, Mission and Principles • Social Services branding • New and Updated Social Services Policies and Procedures • New and Updated Job Descriptions • New Social Services Delivery Model <ul style="list-style-type: none"> • Fully integrated approach for Social Services (Planning, Policy and Client Service) • The one worker Model (CSW) was fully implemented in March 2017 	<p>Improved integration of housing with other human services resulting in better outcomes for the people accessing services</p> <p>Improved efficiencies and effective utilization of resources</p> <p>SSRF related funding allowed the ADSAB to fund many providers in the area which helped strengthen the existing systems network and opened up many additional supports.</p> <p>With the HPP ADSAB continues to fund providers in the area</p>

<p>4.1.2: In partnership with advocacy and support organizations, advocate to remove policy and legislative barriers that prevent system wide planning for housing and support services.</p>			<ul style="list-style-type: none"> Ontario Municipal Social Services Association (OMSSA) and Northern Ontario Service Deliverers Association (NOSDA) are advocating on an ongoing basis for a national strategy on affordable housing and homelessness that includes federal and provincial funding and flexibility for Consolidated Municipal Service Managers (CMSMs) and District Social Services Administration Boards (DSSABs). 	
<p>Goal 4.2 – Improve access to information about the programs delivered by the ADSAB including housing options, programs and supports</p>				
<p>Recommendations</p>	<p>Complete</p>	<p>In Progress\ Ongoing</p>	<p>Actions</p>	<p>Outcomes</p>
<p>4.2.1: Establish a Help Service, available in both official languages, that provides information about where and how individuals can apply for services.</p>			<ul style="list-style-type: none"> ADSAB has reviewed approaches to access program information and is implementing a new website developed for clients. Program information and applications are available to the public via the website. ADSAB participates and regularly updates its program information for the 211 Ontario information website. 	

<p>4.2.2: Establish information sharing protocols with key stakeholders including the NE LHIN, MCSS, MOHLTC and other community agencies as appropriate.</p>			<ul style="list-style-type: none"> • ADSAB Client Services and Housing Services staff sit on several planning boards which includes members from most local service providers and share program information on a regular basis 	
<p>4.2.3: Hold annual forum to ensure service providers and community partners have the opportunity to meet, exchange ideas and information about needs and available local services.</p> <ul style="list-style-type: none"> • Internal cross education to keep front line ADSAB staff informed on issues and new programs. 			<ul style="list-style-type: none"> • ADSAB continues to stay informed about all program and regulatory changes and funding opportunities 	
<p>Goal 4.3 – Promote a “no wrong door” approach to accessing services</p>				
<p>Recommendations</p>	<p>Complete</p>	<p>In Progress\ Ongoing</p>	<p>Actions</p>	<p>Outcome</p>
<p>4.3.1: In partnership with the NE LHIN, MCSS and community agencies, develop protocols and resources to help residents efficiently navigate the social and community services system to access the housing and support services they require.</p> <ul style="list-style-type: none"> • Establish linkages with case managers from other agencies to case conference and “a warm hand off” to appropriate agencies so tenants obtain the assistance they require. 			<p>ADSAB Client Services and Housing Services staff sit on several planning boards which includes members from most local service providers and share program information on a regular basis</p>	<p>Continued work with the LHIN redesign (Ontario Health)</p>

Goal 4.4 – Support community based supportive housing solutions that enable residents to remain in their community of choice				
Recommendations	Complete	In Progress\ Ongoing	Actions	Outcome
4.4.1: The ADSAB, in partnership with the NE LHIN, investigate the development of a service delivery model that considers the unique challenges of the service area to improve access to support services.		✓	<ul style="list-style-type: none"> ADSAB Client Services and Housing Services staff sit on several planning boards which includes members from most local service providers and share program information on a regular basis 	Situation tables assist individuals identified in crisis/ need.
4.4.2: Seek funding to establish a program to train Ontario Work recipients and/or unemployed individuals who are interested in becoming personal support workers (PSWs).	✓		<ul style="list-style-type: none"> ADSAB funded and arranged a personal support worker program through the local community college that was delivered in Blind River to Ontario Works/ODSP recipients, low-income individuals and Aboriginals. ADSAB is working with community partners to deliver another personal support worker program 	<p>Economic development; reduced dependency on social assistance</p> <p>Seniors and people with disabilities have improved access to support services in their community of choice</p>
4.4.3: Build on existing community supports and housing opportunities to provide support services to residents in non-profit housing and the community at large.		✓	<ul style="list-style-type: none"> Algoma Housing Subsidy for tenants living in private market. 	
4.4.4: Develop a Quality Assurance program to ensure a high level of satisfaction with ADSAB services		✓	<ul style="list-style-type: none"> Part of Social Services Delivery Review (SEE Item 4.1.1) will be implemented for all social programs. <p>This activity will be reviewed in the future</p>	
Other Supporting Actions				