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LETTER FROM DNSSAB CHAIR

November 2013

We are often challenged to plan for the future – what job to take, to marry, or to have children. As the course of our lives changes, another question arises; where will I live?

Housing is one of the most fundamental parts of our lives. It offers us warmth and shelter, it offers an address that marks us as a citizen that can be counted, and it provides us with privacy.

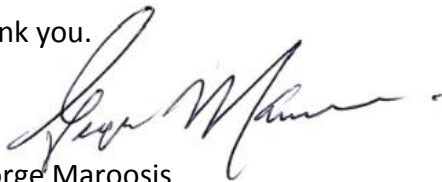
It is a place to call home.

In planning for the future of housing, we have taken a look at the past and present. In the past, the *Nipissing District Housing Needs, Supply & Affordability Study* in 2008 led us to initiatives such as creating new affordable housing, more housing options and opportunities, improvements in housing condition, and finding ways to prevent homelessness. In June of 2012, the Nipissing District hosted the Northern Ontario Service Deliverers' Association summit on homelessness. The purpose of the two day summit was to find solutions and to be heard as one voice in Northern Ontario following an exchange of ideas to find ways to improve services for people who are homeless, to address common issues, and to use a common voice to bring about change. Findings of the final paper, *Moving Forward on Affordable Housing and Homelessness in Northern Ontario*, were incorporated into the full body of research conducted for this plan.

In January 2013, we began looking at the present. The goal of the *Nipissing District 10 Year Housing and Homelessness Plan* is to “provide housing options that prevent homelessness and ensure acceptable, safe and affordable housing that meets the needs of the citizens”. To find out what those needs are, we talked with citizens, community partners and other stakeholders. We noted gaps that need to be addressed, looked to see what housing issues had changed, and we tracked the trends that indicate the needs of the future.

We are grateful for the support and endorsement from member municipalities in the District, each an integral part of the whole. We are also very appreciative of the valuable input from every part of our community and everyone who participated. We have developed a solid, workable plan for the future. We couldn't have done it alone and we will be counting on this collaboration to achieve the future goals outlined in this plan.

Thank you.



George Maroosis

Chair, District of Nipissing Social Services Administration Board

MUNICIPAL ENDORSEMENT

There are 11 municipalities/townships in Nipissing District, and the following have endorsed the 10-year housing and homelessness plan to date:

<u>MUNICIPALITY/TOWNSHIP</u>	<u>RESOLUTION NO.</u>	<u>DATE</u>
Corporation of the Municipality of Calvin	2013-163	November 12, 2013
Corporation of the Township of Chisholm	2013-349	November 12, 2013
Township of South Algonquin	13-348	November 15, 2013
Corporation of the Municipality of West Nipissing/ La Corporation de la Municipalité de Nipissing Ouest	2013/378	November 19, 2013
Corporation of the Municipality of Temagami	13-571	November 21, 2013
City of North Bay	Report No. 2013-27	December 11, 2013
Corporation of the Town of Mattawa	13-44	December 13, 2013
Municipality of East Ferris	2013-405	December 19, 2013

BOARD OF DIRECTORS APPROVAL OF PLAN

District of Nipissing
Social Services
Administration Board



Conseil d'administration
des services sociaux
du district de Nipissing

Resolution No. 2013-210

Carried:

Defeated:

Date: December 17, 2013

MOVED BY:



SECONDED BY:



That the District of Nipissing Social Services Administration Board approve the 10-year housing and homelessness plan entitled "A Place to Call Home: Nipissing's 10-Year Housing & Homelessness Plan" including the following compendia:

1. Informing the Plan "A" entitled "Demographic Backdrop"
2. Informing the Plan "B" entitled "The Housing Continuum"
3. Informing the Plan "C" entitled "The Research: Housing and Homelessness in Nipissing District"
4. Informing the Plan "D" entitled "Making Progress: Fundamental Difference in Housing Objectives between 2008 and 2013"
5. Informing the Plan "E" entitled "Summary of Actions for Groups of Particular Interest"

CARRIED



GEORGE MAROOSIS
CHAIRPERSON

CARRIED



LEO DELOYDE
SECRETARY

ACKNOWLEDGEMENTS

Project Research Team

For conducting extensive primary and secondary research to inform the 10-year housing and homelessness plan for Nipissing District:

Kelly Clarke, BAH; Project Assistant Researcher, DNSSAB
 Emma Langdon, BA (Hons.); Data Coordinator, DNSSAB
 David Plumstead, MBA; Research Analyst, DNSSAB

DNSSAB Research Partners

Poverty, Homelessness and Migration (PHM) Research Team

For conducting primary research on domestic violence, homelessness and housing stability in the District of Nipissing and sharing the research and findings with the DNSSAB research team, for inclusion in the 10-year housing and homelessness plan. Recommendations from the research report, *Housing Stability: A Descriptive Study of Domestic Violence and Homelessness in Nipissing District* have been incorporated into the plan's action framework.

Kathy King, R.N., Ph.D. (c): Lead Researcher: Nipissing/Canadore BScN Faculty
 Carol Kauppi, Ph.D.; Director of PHM Study: Laurentian University
 Shauna Groulx, Research Assistant: Nipissing/Canadore BScN Student

North Bay Indigenous Housing and Homelessness Partnership

For conducting primary research into the local housing needs of urban Aboriginals, and sharing the research and findings with the DNSSAB research team, for inclusion in the 10-year housing and homelessness plan. The research findings, which are reflected in the report, *Finding Home in North Bay*, will largely influence the strategies and action for improving the housing experiences of indigenous community members.

Patty Chabbert, MA; Lead Researcher, U-ACT (Urban Aboriginal Communities Thrive)
 Melanie Chevrier, Fetal Alcohol and Nutrition Worker, North Bay Indian Friendship Centre
 Dawn Lamothe, Associate Researcher, U-ACT
 Katrina Srigley, Ph.D.; Nipissing University

DNSSAB Housing Services Staff

For assisting with the public consultations and providing housing information and data:

Pat Lachapelle, Housing Program Administrator, DNSSAB

Dan Malette, Housing Program Administrator, DNSSAB

Bibiane Sommerville, Affordable Housing Program Facilitator, DNSSAB

Internal Project Committee

For helping with all the administrative and communication details of the project. Also for acting as a sounding board for the research team and helping to process the vast amount of information and data collected for the plan.

Tom Belanger, Director of Housing Services, DNSSAB

Carol Conrad, CEO, Nipissing District Housing Corporation

Michelle Glabb, Manager Social Services, DNSSAB

Pierre Guenette, Manager – Housing Services, DNSSAB

Melanie Geauvreau, Administrative Assistant, DNSSAB

Bonnie Kraemer, Director of Social Services, DNSSAB

Marianne Zadra, Communications Officer, DNSSAB

Steering Committee

For contributing their time and effort, reviewing the information, data, and sub-reports, and providing input and guidance during the project:

Sam Barnes, Councillor, *Municipality of Temagami*

Robert Barnett, *North East Community Care Access Centre*

Tom Belanger, Director of Housing Services, DNSSAB

Dennis Chippa, *AIDS Committee of North Bay*

Melanie Ducharme, Municipal Clerk, *Municipality of West Nipissing*

Rheanon Funnell, *Canadian Mental Health Association – Nipissing Regional Branch*

Pierre Guenette, Manager – Housing Services, DNSSAB, DNSSAB

Beverley Hillier, Manager of Planning Services, *City of North Bay*

Leo Jobin, Mayor, *Township of Chisholm*

Doug Laplante, Director of Planning and Development, *Township of Bonfield*

Alvina Neault, Councillor, *Township of Papineau-Cameron*

Alice Radley, *Nipissing District Housing Registry*

Marianne Rinker, *Temagami Non-Profit Housing Corp.*

Andrea Robinson, University Registrar, *Nipissing University*

Gaetane Shank, *Nipissing District Housing Registry*

Beth Ward, *North Bay Regional Health Centre*

Citizens of Nipissing District

More than 300 citizens took the time and effort to provide input into the 10-year housing and homelessness plan, through public consultations, focus groups, interviews, and surveys. Their input and feedback was instrumental in the development of the 10-year housing and homelessness plan for Nipissing District. It is not possible to list their names here, but they know who they are – thank you!

Community Partners; Service Providers; Housing Stakeholder Organizations

More than 50 people representing DNSSAB community partners, housing service providers, municipalities, and other housing stakeholder organizations, provided valuable feedback around citizen housing needs and the local housing system, through focus groups, interviews and surveys. Collectively, these organizations represent a cross-section of the housing continuum on the supply side, and their input has largely shaped the 10-year housing and homelessness plan for Nipissing District. While the names of these representatives are too numerous to mention here, a thank you is extended to each one of them.

Senior Administration

For his helpful project experience and oversight, and input into the final plan:

Leo DeLoyde, CAO; DNSSAB

DNSSAB Board of Directors

For their ongoing commitment to the provision of acceptable housing and other human services for the citizens of Nipissing District:

Mayor Dean Backer, Mattawa; East Nipissing Representative
Councillor Sam Barnes, Temagami
Councillor Sara Campbell, North Bay
Mayor Jane Dumas, South Algonquin
Representative George Jupp, Unincorporated North and South
Councillor Judy Koziol, North Bay
Mayor Al MacDonald, North Bay
Councillor George Maroosis, North Bay
Councillor Chris Mayne, North Bay
Councillor Normand Roberge, West Nipissing
Councillor Tanya Vrebosch, North Bay
Mayor William Vrebosch, East Ferris

PURPOSE

Enclosed is the 10-year housing and homelessness plan for Nipissing District. The plan was developed in accordance with provincial housing legislation that requires Ontario's 47 Service Managers to develop local housing and homelessness plans. The plan also serves to update the Nipissing District Housing Needs, Supply & Affordability Study conducted in 2008.

The 10-year housing and homelessness plan sets a course for DNSSAB and its stakeholders to follow, for creating housing options that will lead to acceptable, safe and affordable housing for the citizens of Nipissing District, now and in the future.

The plan is preceded by an introduction, and followed by a compendium of works that informed the plan. This includes a demographic summary, the housing continuum model, a summary of the research, housing progress since 2008, and action items for groups of particular interest (and prescribed by the province).

PREAMBLE

The District of Nipissing Social Services Administration Board (DNSSAB) is one of 47 Service Managers in Ontario. The DNSSAB provides essential human services to the citizens of Nipissing District. These services include Ontario Works (OW) social assistance, children's services, and emergency medical services (EMS). Additionally, the DNSSAB administers affordable and social housing, and as the local community entity under the federal Homelessness Partnering Strategy, undertakes community-based planning and delivery of homelessness programs and services.

In 2010 the provincial government released its long term affordable housing strategy, *Building Foundations: Building Futures*. The provincial housing strategy incorporated some of the agreements set out in the Provincial-Municipal Fiscal and Service Delivery Review, including the consolidation of housing and homelessness programs. To implement the new housing strategy and program consolidation, new legislation was introduced by way of the Housing Services Act (HSA), 2011. The HSA facilitates community based planning and delivery of housing and homelessness programs and services, and requires Service Managers to prepare local housing and homelessness plans.

In view of the above, the District of Nipissing Social Services Administration

Board presents this 10-year housing and homelessness plan for Nipissing District.

Developing the plan revolved around four main research objectives which were to *assess the housing and homelessness landscape in Nipissing District, assess the district's current and future housing needs, and develop an implementation plan*. Each of these objectives had multiple sub-objectives as well. Fulfilling these objectives meets the 25+ provincial requirements for the 10-year housing and homelessness plan, as set out in the Ontario Housing Policy Statement, the Housing Services Act, 2011 and other "provincial interests". Additionally, meeting these objectives serves as a five-year update of the Nipissing District Housing Needs, Supply & Affordability Study (2008).

The 10-year housing and homelessness plan that follows is the result of extensive research conducted between January and September, 2013. In order to meet the objectives described above, the research took a mixed-methods approach and involved the collection, analysis and interpretation of qualitative and quantitative information and data gathered through a formal literature review; public consultations; focus groups; interviews; and surveys. Additionally, census data was analysed along with various other data sets. By the end of the research phase, 70 local housing and homelessness reports had been

The plan's strategic objectives include:

1. Homelessness Prevention, Shelters and Diversion
2. Improving Housing Stability
3. Increasing Housing Affordability and Options along the Housing Continuum
4. Sustaining and Expanding the Housing Portfolio
5. Leadership, Integration, Coordination and Advocacy
6. Awareness, Education, Information and Best Practices

Key performance indicators and strategies for each objective, and an action framework with targets, will ensure that DNSSAB's annual work plans are aligned with the 10-year housing and homelessness plan. Additionally, this will ensure that housing policy, planning and program/service delivery conforms to the plan, and that housing and homelessness resources are expended accordingly.

Before moving forward with the plan's implementation, it is important to look back at the progress made since DNSSAB's previous housing study and plan. Since 2008, the DNSSAB and Nipissing's municipalities and private and non-profit sectors, together with the provincial and

federal governments, met the primary objective of increasing the district's affordable housing rental supply by creating 241 new affordable housing units. Further increases to the district's affordable rental supply have also been made through the provincial Strong Communities Rent Supplement program, and the Affordable Housing Program (AHP) and Investment in Affordable Housing (IAH), housing allowances. On the homeownership front, the provincial-federal AHP Northern Repair and Ontario Renovates programs have helped nearly 150 households in Nipissing District, improve the conditions of their homes through major house repairs. Additionally, community groups have helped low-income families become homeowners.

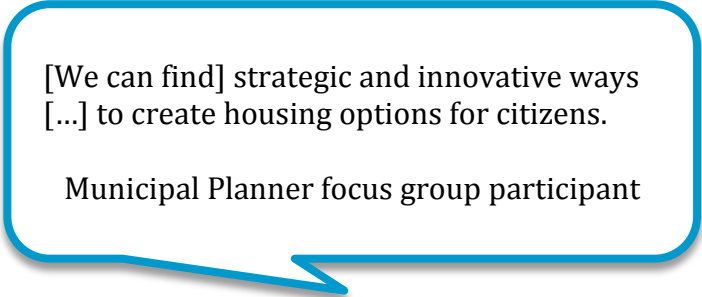
On the homelessness front, the Nipissing District Homelessness and Housing Partnership - created and funded under the federal Housing Partnership Strategy (HPS) –has had some major accomplishments in terms of delivering programs and services to people who are homeless or at risk of becoming homeless. There is also other housing-related



progress being made by various organizations and groups in the community, which is too numerous to mention here.

In view of all this progress, there is still much to do for ensuring that more citizens have access to acceptable housing – and can retain that housing - in the district’s municipalities and areas.

The 10-year housing and homelessness plan that follows will provide DNSSAB and its community and municipal partners, and other housing stakeholders, with a clear, targeted, and measurable course of action, towards ensuring that all the citizens of Nipissing District have an acceptable place to call home.



[We can find] strategic and innovative ways
[...] to create housing options for citizens.

Municipal Planner focus group participant

THE 10 YEAR HOUSING AND HOMELESSNESS PLAN FOR NIPISSING DISTRICT

The plan's vision shows the state of the District's housing in 10 years. It inspires DNSSAB and its partners, and other housing stakeholders, to rise towards a common cause, and empowers them to take the necessary steps for fulfilling their part of the vision:

VISION

Acceptable, safe and affordable housing that meets the needs of citizens in Nipissing District.

The mission communicates the purpose of the 10-year housing and homelessness plan, and its contribution to the citizens of Nipissing District. The mission will guide DNSSAB and its partners, and other housing stakeholders, through the plans implementation, while providing a common focus on the greater good:

MISSION

Through leadership, integration and collaboration, our communities create housing options and solutions to prevent homelessness and help citizens retain a home in Nipissing District.

GUIDING PRINCIPLES

The guiding principles for the 10-year housing and homelessness plan, emerged from the recommendations and priorities heard from the community. These principles will shape the daily decision-making around the plan, and will define the way in which things get done, including carrying out the plan's strategic objectives and strategies.

Prevention

- Strategies that prevent people from losing their housing is key to addressing homelessness.
- Ensure seamless and accessible continuum of care and affordable housing.

Respect

- Respect for the dignity of all citizens.
- Housing support should reflect the ways in which Aboriginal peoples view home and offer private, semi-independent and communal living options. Common areas and natural spaces are essential for community gatherings and events, so very important to life in the Aboriginal community.
- Ensure all citizens have access to the services they need for homelessness and housing retention.
- Reduce stigma and NIMBY-ism through education and awareness of homelessness and housing needs.

Responsiveness

- Work with all levels of government to create affordable housing.
- Solutions must be flexible and meet the needs of diverse populations.
- A responsive housing system that includes supports that allow citizens to move along the housing continuum.
- Diverse, strategic and innovative housing solutions.

Participation

- Citizens and community stakeholders must participate in the planning, development and evaluation of services.
- DNSSAB will be a leader in sponsoring, coordinating and supporting new affordable housing initiatives and activities.

Collaboration

- The DNSSAB will facilitate partnerships with municipalities, human service sector organizations and other interested participants.
- Strategies should be innovative and build on existing best practices and experiences.
- Coordinate district housing and homelessness plans with municipal official plans.

Housing Design

- Housing is developed with citizen input in consideration of accessibility, supportive services and access to transportation.
- Housing should be built with energy efficiencies and quality materials.
- Create mixed unit dwellings.
- Ensure housing created today will be transferable in the future.



SECTION 1: DISTRICT OBJECTIVES AND CONSIDERATIONS

This section presents the high-level action framework for implementing the 10-year housing and homelessness plan in Nipissing District. Strategies and Key Performance Indicators (KPIs) have been developed for each objective, which will provide the means for achieving the objectives and measuring progress. As implementing each strategy will require preliminary action steps, these have also been identified along with the targets – or desired outcomes – and timelines to start the action. Additionally, implementing many of these strategies will involve multiple partners, and these have also been identified in the framework. And finally, the geographical area and the section of the housing continuum that the action is directed to, is included. This will help to measure progress by municipality and area, as well as which part of the housing continuum is being addressed. For some of the actions, the housing continuum section also includes specific groups of people that will benefit from the action (for example, victims of domestic violence).

As noted above, this is a high-level plan. All the details, sub-actions, timelines, and resources necessary to carry out the various actions and strategies will be identified in the annual operating plans of DNSSAB Housing Services. These annual operating plans will target specific strategies, actions and targets in the 10-year housing and homelessness plan, based on factors such as available resources and partnerships, government housing policy and funding, and the community priorities at the time. The 36 strategies and associated actions, targets and timelines that follow, are in no particular order, although there is a natural progression and sequence to some. It should be noted too, that these will not be achieved all at once or even in one year or three years. Rather, they will be achieved over time, in a measured, systematic way, through Housing Service’s annual operating plans.



Strategic Objective 1: Homelessness Prevention, Shelters and Diversion

Key Performance Indicator: A 20% annual reduction in admissions to the emergency shelters.

Strategy 1: Improve the homelessness prevention and shelter diversion system that will assist citizens in finding appropriate and sustainable housing in the shortest amount of time.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Ensure sustainable funding for core homelessness services using funds from existing sources where available, and where necessary, identify new sources.	Annualized funding for core services 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Provincial government • Federal government 	Nipissing District	Homelessness Shelters
Establish a mobile housing help service for individuals/families who are homeless or at risk of losing their housing	People at risk are housed 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Community partner(s) 	Nipissing District	Homelessness Shelters Victims of Domestic Violence (VDV)
Provide resources to shelters and soup kitchens to enable the provision of comprehensive services and to work with clients in order to coordinate services.	Individuals in shelters/ soup kitchens are aware of, and can access, the services they need 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Soup kitchens • Shelters 	Nipissing District	Homelessness Shelters
Ensure there is a wide range of supports and services to meet the needs of women and children fleeing violence	Individuals fleeing violence receive appropriate supports 0-2 years	<ul style="list-style-type: none"> • Shelters • Transitional Shelters • Legal system • Community support services 	Nipissing District	VDV

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
<p>Ensure service providers' hours of operation allow individuals and families who are at risk of homelessness and work during the day to access services and programs</p>	<p>Individuals who work can access support services and programs</p> <p>0-2 years</p>	<ul style="list-style-type: none"> • Emergency service providers 	<p>Nipissing District</p>	<p>Homelessness Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership People with low income Youth VDV</p>
<p>Accroître les services bilingues pour les femmes qui sont victimes de violence familiale et qui doivent accéder à des services autres que les abris de transition, par exemple le système juridique</p> <p><i>Increase bilingual services for women who are victims of domestic violence and who are accessing services outside of transition shelters; for example, the legal system</i></p>	<p>Francophone women fleeing violence receive appropriate supports</p> <p>0-2 years</p>	<ul style="list-style-type: none"> • Shelters • Transitional Shelters • Legal system • Community support providers 	<p>Nipissing District</p>	<p>VDV</p>

Strategy 2: Develop a ‘Housing First’ definition and program options for Nipissing District.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Develop a sub-committee from the Nipissing District Homelessness and Housing Partnership ¹ (NDHHP)	A “Housing First” definition is developed and used across Nipissing District 0-2 years	<ul style="list-style-type: none"> • Nipissing District Homelessness and Housing Partnership (NDHHP) 	Nipissing District	Homelessness
Investigate options to increase funding to meet housing, transportation and daily living needs	People have funding to access appropriate housing 3-5 years	<ul style="list-style-type: none"> • DNSSAB 	Nipissing District	Homelessness VDV

Strategy 3: Establish an Emergency Homelessness and Housing Response Team.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create a group that will respond to emergency housing-loss situations. For example, housing ordered closed, or other non-natural events that result in people losing their homes	People are housed immediately upon losing their housing 0-2 years	<ul style="list-style-type: none"> • DNSSAB • NDHHP 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

¹ The Nipissing District Homelessness and Housing Partnership is the Community Advisory Board responsible for recommending homelessness priority projects to be funded by the Federal Homelessness Prevention Strategy. In addition, the table provides guidance and advice to DNSSAB on issues related to homelessness in the District of Nipissing

Strategy 4: Find a solution to meeting the chronic requirements of individuals who are homeless, in both urban and rural settings.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Investigate a new shelter that would provide 24/7 programs to help youth stay off the streets and address the cause of their homelessness.	Youth are offered programs and supports they need 3-5 years	<ul style="list-style-type: none"> • Community 	North Bay	Homelessness Shelters Youth
Create additional shelter spaces for males	Shelter spaces are available for males 3-5 years	<ul style="list-style-type: none"> • DNSSAB 	Mattawa West Nipissing	Homelessness Shelters
Create additional shelter spaces for citizens who are not experiencing abuse	Shelter spaces are available for citizens who are homeless and not experiencing abuse 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Emergency housing providers • Provincial government 	Mattawa North Bay West Nipissing	Homelessness Shelters Victims of domestic violence (VDV)
Ensure a consistent planning process is in place to address the shelter needs of homeless youth	Planning is collaborative and consistent across the District 0-2 years	<ul style="list-style-type: none"> • NDHHP • DNSSAB 	West Nipissing Mattawa North Bay <i>Indirectly all of Nipissing District</i>	Homelessness Shelters Youth

Strategy 5: Community partners and agencies advocate for those who are at risk of becoming homeless and those who are homeless.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Community agencies advocate for homeless/at-risk of homelessness individuals and/or families in the community, including the need for accessible and supportive/supported housing	When signing new homelessness services agreements with DNSSAB, agencies agree to become advocates 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Community partners 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership Seniors Persons with disabilities Youth Aboriginal People VDV Persons with low income
Homelessness support providers and housing support agencies develop linkages with mental health agencies	Improved partnerships between homelessness support providers, mental health agencies and housing support agencies 0-2 years	<ul style="list-style-type: none"> • Community agencies • Housing support agencies • Mental health agencies 	Nipissing District	Youth Individuals with disabilities

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Homelessness support providers develop linkages with landlords	Improved partnerships between homelessness support providers and landlords 0-2 years	<ul style="list-style-type: none"> • Community agencies • Social and non-profit landlords • Private landlords 	Nipissing District	Homelessness Shelters Transitional Housing Supported/ Supportive housing Social housing Subsidized rental Private rental Home ownership Seniors Persons with disabilities Youth Aboriginal People VDV Persons with low income
Homelessness support providers develop linkages with housing support agencies	Improved partnerships between homelessness support providers and housing support agencies 0-2 years	<ul style="list-style-type: none"> • Community agencies • Housing support agencies 	Nipissing District	Homelessness Shelters Transitional Housing Supported/ Supportive housing Social housing Subsidized Rental Private rental Home ownership Seniors Persons with disabilities Youth Aboriginal People VDV Person with low income

Strategic Objective 2: Improving Housing Stability

Key Performance Indicator: The number of people evicted from their homes is decreased by 20%

Key Performance Indicator: The number of people who lose their housing for reasons other than eviction is decreased by 20%

Strategy 1: Develop a Housing Eviction Prevention Program.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create a Housing Eviction Prevention Program	Tenants remain housed 0-2 years	<ul style="list-style-type: none"> • Private landlords • Social and non-profit housing landlords • Homelessness service providers • DNSSAB 	Nipissing District	Homelessness Social housing Subsidized rental Private rental
Create linkages to housing support services and programs, and crisis management for landlords	Fewer tenants are evicted because they receive appropriate supports 0-2 years	<ul style="list-style-type: none"> • Homelessness service organizations • DNSSAB • Private landlords • Social and non-profit housing landlords • Supportive housing providers 	Nipissing District	Homelessness Shelters Transitional Housing Supported/ Supportive housing Social housing Subsidized Rental Private rental People with disabilities Seniors Youth

Strategy 2: Community housing workers are available to provide advocacy and support services to tenants and/or homeowners.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Advocate for increased funding, supports and services for people to remain housed	Tenants and homeowners have appropriate supports services they needs to stay in their home 3-5 years	<ul style="list-style-type: none"> • Private landlords • Social and non-profit housing landlords • Homelessness service providers • DNSSAB • Community Care Access Centre (CCAC) • Provincial government 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership People with disabilities Seniors Youth People with low incomes VDV
Develop a coordinated inter-service Case Management Model for the repetitive homeless, youth, VDV and Aboriginal populations	Coordinated support services are available for the repetitive homeless, youth, VDV and Aboriginal populations 3-5 years	<ul style="list-style-type: none"> • Homelessness service organizations • DNSSAB • Private landlords • Social/non-profit landlords 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental People with disabilities Youth VDV Aboriginal peoples

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Establish a community development worker position to support tenants in social housing	Tenants in social housing receive the necessary supports 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Social housing providers 	North Bay Mattawa West Nipissing Temagami	Social housing VDV
Create service linkages between the Nipissing District Housing Corporation and shelters	Supports are available for social housing tenants 3-5 years	<ul style="list-style-type: none"> • Shelters • Nipissing District Housing Corporation (NDHC) 	Nipissing District	Social housing

Strategy 3: Consistent and coordinated discharge planning from hospital, and youth and adult correctional facilities.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create discharge plans that include services and programs available in the community	Successful housing placement for individuals discharged from correctional facilities or hospitals 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Community support organizations • Hospitals • Province correctional services • Federal correctional services 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create formal linkages between organizations that discharge individuals and organizations that support individuals and housing providers	Coordination of services after individual is discharged to increase housing stability 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Community support organizations • Hospitals • Provincial correctional services • Federal correctional services • Nursing homes • Housing providers 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Ensure nursing homes have appropriate supports for all residents	A decrease in the length of time seniors wait in hospital while appropriate services are established 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Hospitals • Provincial government • Nursing homes • Local Health Integration Networks (LHIN) 	East Ferris Mattawa North Bay West Nipissing	Seniors
Increase the supply of nursing home beds	A decrease in the length of time seniors wait in hospital (Alternate level of care – ACL) while appropriate services are established 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Hospitals • Provincial government • Nursing homes • CCAC • LHIN 	East Ferris Mattawa North Bay West Nipissing	Seniors

Strategy 4: Develop Rural Outreach and Transportation Services to support seniors and others in stable housing.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create a central advertisement/ website for carpooling/ transportation	Rural citizens have better access to planning transportation 3-5 years	<ul style="list-style-type: none"> • Municipalities • DNSSAB • Private sector (e.g. taxis) and/or non-profit sector 	Bonfield Calvin Chisholm East Ferris Mattawan Papineau-Cameron South Algonquin Temagami Nipissing North Nipissing South	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Advocate for the need of reliable transportation as a measure of housing stability and retention	Government understands the transportation needs of rural/Northern communities 0-2 years	<ul style="list-style-type: none"> • Municipalities • DNSSAB • Northern Ontario Service Deliverers Association (NOSDA) • Provincial government 	Bonfield Calvin Chisholm East Ferris Mattawa Mattawan Papineau-Cameron South Algonquin Temagami Nipissing North Nipissing South	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Create partnerships to assist individuals and/or families to access the services they need to remain housed; including grocery shopping, support services, etc., in communities where there is no or limited public transportation	Individuals and/or families can remain in their own homes with supports 3-5 years	<ul style="list-style-type: none"> • Municipalities • DNSSAB • Community Partners • Private transportation providers (e.g. taxi companies) • Non-profit organizations 	Bonfield Calvin Chisholm East Ferris Mattawa Mattawan Papineau-Cameron South Algonquin Temagami Nipissing North Nipissing South Mattawa West Nipissing	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Strategy 5: Improve senior citizen’s ability to Age in Place.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality	Housing Continuum
Community services funding for client purchases of medical equipment and home renovations.	Clients can remain in their own homes with appropriate adaptive equipment 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Provincial government • Community support organizations 	Nipissing District	Supportive/ supported housing Seniors housing
Advocate for grants to maintain/ retrofit homes and condominiums	People can access grants to retrofit or maintain housing 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Provincial government • Federal government 	Nipissing District	Homeowners Seniors housing
Increase supported housing - in conjunction with LHIN targets - to assist seniors to be able to remain in their own homes.	Senior citizens can remain in their own home 3-5 years	<ul style="list-style-type: none"> • DNSSAB • LHIN • CCAC 	Nipissing District	Seniors housing
Increase supported/supportive housing options for seniors in South Algonquin	Seniors receive the supports they need to remain in their home community 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Community support organizations • LHIN • CCAC 	South Algonquin	Seniors housing
Provide ongoing management and support to maintain the older adults living with mental illness in the community	Older adults with a mental illness can remain in the community 3-5 years	<ul style="list-style-type: none"> • DNSSAB • CCAC • Community organizations that support individuals with mental illnesses 	Nipissing District	Seniors housing People with disabilities

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality	Housing Continuum
<p>Advocate and expand funding for respite, personal support, and rehabilitation therapies (occupational therapy, physiotherapy, speech-language pathology) for adult patients to support patients in their home setting</p>	<p>Adult patients receive health supports to remain in their own homes</p> <p>3-5 years</p>	<ul style="list-style-type: none"> • DNSSAB • CCAC • LHIN • Provincial Government 	<p>Nipissing District</p>	<p>Seniors housing</p>
<p>Investigate the use of para-medicine as an aid for referrals</p>	<p>Seniors receive information for health supports to remain in their own homes or be appropriately housed</p> <p>3-5 years</p>	<ul style="list-style-type: none"> • DNSSAB • CCAC • EMS services 	<p>Nipissing District</p>	<p>Seniors housing</p>

Strategic Objective 3: Increasing Housing Affordability and Options Along the Housing Continuum

Key Performance Indicators: A 20% increase in the affordable housing supply.

Key Performance Indicators: A 20% decrease in the waiting time for a single person household applicant looking for housing.

Strategy 1: Assist qualified homeowners to create secondary suites in their homes as a means of increasing the supply of affordable rental housing where permitted through Official Plans.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Assist homeowner applicants with funding to create secondary suites, where appropriately permitted through municipal official plans and planning approvals	The supply of affordable rental housing is increased. 3-5 years	<ul style="list-style-type: none"> • DNSSAB 	Nipissing District	Private rental Home ownership
Develop tools to monitor, measure and evaluate secondary suites	Impact of secondary suites is known 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Municipalities 	Nipissing District	Private rental Home ownership

Strategy 2: Explore the feasibility of establishing a shared housing registry with related support services.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Conduct a pilot shared housing registry project ²	Feasibility study is completed and appropriate action taken 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Community housing support services • Nipissing District Housing Registry Inc. 	Nipissing District	Supported/ supportive housing Private rental Home ownership Seniors housing

Strategy 3: Explore opportunities to expand Rent Supplement and Housing Allowance programs.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Advocate for increased funding for rent supplement and housing allowance programs	Increased funding 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Provincial government 	Nipissing District	Social Housing Subsidized Rental Private Rental Home Ownership People with low incomes
Review Ontario Renovates guidelines	Increased applications to Ontario Renovates programs 0-2 years	<ul style="list-style-type: none"> • Provincial government • DNSSAB 	Nipissing District	Home ownership

²Shared housing is unrelated families who cohabitate

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create additional rent subsidies/housing allowances to address the shortage of rental housing in municipalities without social housing	An increase in affordable housing options in the district's rural municipalities and areas 3-5 years	<ul style="list-style-type: none"> • DNNSAB • Housing providers 	Bonfield Calvin Chisholm East Ferris Mattawan Nipissing North Nipissing South Papineau-Cameron South Algonquin Temagami <i>In directly all of Nipissing District</i>	Homelessness Social housing Subsidized rental Private rental People with low incomes
Create additional rent subsidies/housing allowances to address tenants who are over housed, individuals/families in transition, victims of domestic violence	An increase in affordable housing options for individuals/families who are over housed, in transition or victims of domestic violence 0-2 years	<ul style="list-style-type: none"> • DNNSAB • Housing providers 	Nipissing District	Homelessness Social housing Subsidized rental Private rental People with low incomes Victims of domestic violence (VDV)
Investigate the creation of a rent subsidy/housing allowance for retirement homes	Seniors in retirement homes can access rent subsidies/ housing allowances 3-5 years	<ul style="list-style-type: none"> • DNSSAB 	North Bay	Seniors

Strategy 4: Aligning various funding sources with the Strategic Objectives of the 10-Year Housing and Homelessness Plan.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Maximize funding opportunities that align with the strategic objectives of this plan	Funding is aligned with the strategic objectives 0-2 years	• DNSSAB	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership Seniors Youth Persons with disabilities VDV People with low incomes Aboriginal people

Strategy 5: Review the Affordable Housing Reserve Fund.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Study increasing the investment of the Affordable Housing Reserve Fund by \$100k per year, for ten years	The Affordable Housing Reserve fund will increase 0-2 years	• DNSSAB	Nipissing District	Social housing Subsidized rental

Strategy 6: Leverage resources in order to maximize affordable housing options.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create a working group between private, non-profit and social housing landlords	Increased collaboration and dialogue in the community 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Private Landlords • Social housing landlords • Non-profit landlords 	Nipissing District	Social housing Subsidized rental Private rental
Increase opportunities for affordable home ownership	Existing home ownership opportunities for low-income families is maximized 0-2 years	<ul style="list-style-type: none"> • DNSSAB • CHAG/HOAP • Habitat for Humanity 	Nipissing District	Home ownership

Strategy 7: Increase the supply of affordable rental housing.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Advocate for funding to increase the affordable housing supply	Funding to create affordable housing 0-2 years	<ul style="list-style-type: none"> • DNSSAB • NDHC • Provincial Government • Federal government 	Nipissing District	Social housing Subsidized rental
Increase the supply of housing for singles	Singles can find affordable housing units 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Housing Providers • Landlords • Developers 	North Bay West Nipissing <i>Indirectly all of Nipissing District</i>	Social housing Subsidized rental Private rental
Increase the supply of accessible housing, for singles other than senior citizens	Non-seniors can find accessible housing 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Housing Providers • Landlords • Developers 	North Bay West Nipissing	Social housing Subsidized rental Private rental

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Address the need for more two-bedroom units for low-income individuals/ families and seniors	Two-bedroom rental supply is sufficient to meet demand 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Municipality of West Nipissing • Provincial government • Housing providers • Private sector 	West Nipissing	Social housing Subsidized rental Private rental Seniors housing
Increase the supply of housing for senior citizens	Seniors can find affordable housing 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Housing providers • Landlords • Developers 	East Ferris Mattawa Temagami West Nipissing <i>In directly all of Nipissing District</i>	Social housing Subsidized rental Private rental Seniors housing
Advocate for a first right of refusal to DNSSAB on all surplus government buildings and land, provided it is used for affordable housing purposes.	Surplus land and buildings can be repurposed for affordable housing 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Municipal government • Provincial government • Federal government • School boards 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Advocate for an assurance that if a government policy or plan results in the loss of affordable housing stock, the government is responsible for replacing that stock	Affordable housing stock is not lost due to government policy or plans 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Provincial government 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Strategy 8: Increase the supply of transitional/ second stage housing.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Advocate for funding to increase the transitional housing supply	Funding to create transitional housing 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Provincial Government 	Nipissing District	Transitional housing
Increase the supply of transitional/ second stage housing	An increase in the supply of transitional/second stage housing 0-2 years	<ul style="list-style-type: none"> • DNSSAB • VAW shelters • Community support agencies 	North Bay	Transitional Housing VDV People with disabilities Homelessness
Increase the resources for VDV transitional housing outside North Bay	Transitional/second stage housing is available outside North Bay 0-2 years	<ul style="list-style-type: none"> • DNSSAB • VAW shelters • Provincial government 	Mattawa West Nipissing	VDV Transitional housing
Investigate the creation of youth transitional housing in Sturgeon Falls	Transitional housing for youth 0-2 years	<ul style="list-style-type: none"> • DNSSAB • West Nipissing 	West Nipissing	Transitional housing Youth

Strategy 9: Increase the supply of supported/supportive housing.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Ensure funding for new units includes the unit and support services	Units are funded appropriately 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Provincial government 	Nipissing District	Supported/ supportive housing
Investigate increasing the supply of independent housing living arrangements	Increased number of individuals living independently with supports 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Supported/ supportive housing providers • Provincial government • Community Living 	Nipissing District	Supported/ supportive housing People with disabilities
Explore opportunities to increase the supply of group homes	Increased supply of group homes 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Supported/ supportive housing providers • Provincial government 	Nipissing District	Supported/ supportive housing People with disabilities
Ensure that any increase in the housing supply includes the delivery of supports for seniors and persons with disabilities	Adequate supports are available for the housing supply 3-5 years	<ul style="list-style-type: none"> • DNSSAB • CCAC • LHIN • Provincial government 	Nipissing District	Supported/ supportive housing Seniors housing

Strategic Objective 4: Sustaining and Expanding the Housing Portfolio

Key Performance Indicator: 100% of Nipissing District’s social and affordable housing stock has implemented an Asset Management Plan.

Key Performance Indicator: A 50% increase in the number of accessible units in social housing

Strategy 1: Renew and/or redevelop social housing assets.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Develop an Asset Management Plan	A plan that will guide decisions regarding asset renewal/ redevelopment in the social housing portfolio 0-2 years	<ul style="list-style-type: none"> • DNNSAB • NDHC 	North Bay Mattawa Temagami West Nipissing	Social housing

Strategy 2: Realize economies in the social housing portfolio.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Explore opportunities to provide maintenance services/planning, asset management planning, and share technical resources between the NDHC and other not-for-profit housing providers	Achieve administrative and operational efficiencies in the social housing portfolio 0-2 years	<ul style="list-style-type: none"> • DNSSAB • NDHC • Social housing providers 	North Bay West Nipissing Mattawa Temagami	Social housing

Strategy 3: Review the social housing portfolio.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality	Housing Continuum
Commission a review of the social housing portfolio, including mandates and rent-gear to income target plans.	Current and future social housing will match the demographic and socio-economic characteristics of the client population 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Social housing providers 	North Bay Mattawa West Nipissing Temagami <i>Indirectly all of Nipissing District</i>	Social housing

Strategy 4: Maintain Nipissing’s service level standards in social housing.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Research and develop options for the maintenance of service level standards, after operating agreements with housing service providers end	Service levels in social housing are maintained 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Social Housing providers 	North Bay Mattawa West Nipissing Temagami	Social housing
Research and develop options for the maintenance of service level standards and assist housing providers with financial plans after operating agreements expire	A plan is in place to assist providers as their operating agreements end 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Social housing providers 	North Bay Mattawa West Nipissing Temagami	Social housing

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Research and develop options with Urban Native housing providers for the maintenance of service level standards and assist with financial plans after operating agreements expire	A plan is in place to assist providers as their operating agreements end 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Urban Native housing providers 	North Bay Mattawa West Nipissing i	Social housing Urban Aboriginal
Investigate changes to the current RGI system	More stable and predictable revenue for housing service providers 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Social housing providers • Provincial government 	North Bay Mattawa West Nipissing Temagami	Social housing

Strategy 5: Create opportunities to facilitate new housing projects.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create a “Housing Development Corporation” in partnership with the NDHC with full powers including the ability to borrow funds for the purpose of developing/facilitating, owning and/or managing new housing projects	A housing development corporation which facilitates the creation of new affordable housing opportunities 3-5 years	<ul style="list-style-type: none"> • DNSSAB • NDHC 	Nipissing District	Social housing Subsidized rental

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Investigate the creation of additional seniors housing in Temagami	The housing supply in Temagami meets the needs of senior citizens 0-2 years	• DNSSAB	Temagami Temagami First Nation	Social housing
Investigate the creation of additional seniors housing in Mattawa	The housing supply in Mattawa meets the needs of senior citizens 0-2 years	• DNSSAB	Mattawa	Social housing
Investigate the creation of additional units to meet changing demographic and socio-economic needs	Acceptable housing is available 6-10 years	• DNSSAB	Nipissing District	Social housing

Strategic Objective 5: Leadership, Integration, Coordination and Advocacy

Key Performance Indicator: 100% of the Strategies and Actions contained in the Annual Work plans are implemented

Strategy 1: Ensure the 10 Year Housing and Homelessness Plan is implemented.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Develop a communication strategy for the 10 Year Housing and Homelessness Plan	DNSSAB stakeholders (as defined in the DNSSAB Strategic Plan 2014) are aware of the plan 0-2 years	<ul style="list-style-type: none"> • DNSSAB 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Develop annual work plans. The work plan will include performance indicators for the targets.	Annual work plans are developed with input from community partners and endorsed by DNSSAB Annually	<ul style="list-style-type: none"> • DNSSAB • Community partners 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Report on annual progress of the 10 Year Housing and Homelessness Plan	DNSSAB, stakeholders are informed of the progress in meeting the targets and objectives of the 10 Year Housing and Homelessness Plan. Annually	<ul style="list-style-type: none"> • DNSSAB 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Strategy 2: Strengthen the partnership with the Nipissing District Housing Registry Inc. and non-profit housing providers

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Identify common areas of concern and opportunities	Increased housing opportunities and collaboration 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Nipissing District Housing Registry Inc. (NDHR) • Social housing providers • Non-profit housing providers 	Nipissing District	Transitional housing Supported/ supportive housing Social housing Subsidized rental
Increase collaboration between the Nipissing District Housing Registry Inc. and Nipissing Homelessness and Housing Partnership	The NDHR Inc. and the NDHHP are working collaboratively. 3-5 years	<ul style="list-style-type: none"> • DNSSAB • NDHR Inc. • NDHHP 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental

Strategy 3: Increase the collaboration between DNSSAB and/ or any of the following: community partners, municipalities, the federal government, the provincial governments.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Develop a district-wide housing and homelessness task force of municipal leaders	<p>A task force with municipal representation to explore the merit of collaborative planning around housing and homelessness. This planning would include establishing integrative linkages at the District and municipal level on affordable and social housing, and working on solutions that will reverse the District’s negative trends and reduce the disparities.</p> <p>0-2 years</p>	<ul style="list-style-type: none"> • DNSSAB • Bonfield • Calvin • Chisholm • East Ferris • Mattawa • Mattawan • Papineau-Cameron • North Bay • South Algonquin • Temagami • West Nipissing • Representatives from unorganized territories • Nipissing First Nation • Temagami First Nation 	Nipissing District	<p>Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership</p>
Create linkages between municipalities, developers, DNSSAB and affordable housing providers.	<p>Enhanced collaboration between municipalities, developers and affordable housing landlords</p> <p>6-10 years</p>	<ul style="list-style-type: none"> • DNSSAB • Municipalities • Housing providers • developers 	Nipissing District	<p>Social housing Subsidized rental</p>

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Participate in local, northern and provincial working groups	Increased collaboration and awareness of Northern housing and homelessness issues Annually	<ul style="list-style-type: none"> • DNSSAB • NDHHP • NOSDA 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Continue to facilitate the role as the Community Entity for the federal Homelessness Partnering Strategy (HPS)	The federal government is more informed on homelessness issues 0-2 years	<ul style="list-style-type: none"> • NDHHP • DNSSAB • Federal government 	Nipissing District	Homelessness
Endeavour to coordinate funding opportunities in support of a more integrated housing and homelessness system	Funding is coordinated and aligned to support housing and homelessness programs 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Housing providers • Homelessness providers 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Strategy 4: DNSSAB recognize and support the Nipissing District Homelessness and Housing Partnership.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
The NDHHP provides advice on issues related to homelessness	DNSSAB is more informed on homelessness issues 0-2 years	<ul style="list-style-type: none"> • DNSSAB • NDHHP 	Nipissing District	Homelessness
The NDHHP investigates the further development of 'No Wrong Door'	Individuals receive support from a collaboration of agencies 3-5 years	<ul style="list-style-type: none"> • NDHHP 	Nipissing District	Homelessness
The NDHHP will assist in monitoring the progress of the 10 Year Housing and homelessness Plan	The annual work plan will be endorsed by the NDHHP Annually	<ul style="list-style-type: none"> • NDHHP • DNSSAB 	Nipissing District	Homelessness

Strategy 5: DNSSAB will be a leader and advocate in supporting homelessness prevention initiatives and affordable housing solutions.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Advocate to act or implement changes from the Social Assistance Review Commission	Citizens on social assistance can afford acceptable housing. 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Provincial government 	Nipissing District	Individuals with low income
Advocate on behalf of the citizens of Nipissing District, for acceptable housing and related support programs and services, to meet their housing needs.	DNSSAB stakeholders will know the housing needs of citizens in Nipissing District 3-5 years	<ul style="list-style-type: none"> • DNSSAB 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership VDV Persons with disabilities Aboriginal people Youth People with low income

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Advocate for northern, rural and remote housing and homelessness solutions	The provincial government will know the needs of northern, rural and remote citizens 3-5 years	<ul style="list-style-type: none"> • DNSSAB • NOSDA (on behalf of all Northern service managers) 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Advocate for a National Housing Strategy	Sustainable and predictable long term funding for affordable housing initiatives 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Federal government 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Facilitate communication between citizens and government leaders, related to their housing needs	The housing needs of citizen's are recognized 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Municipal government • Provincial government • Federal government 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership Seniors Youth

Strategy 6: Develop Indigenous housing solutions.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Develop partnerships between non-Indigenous service providers and Indigenous service providers, elders, community members	Indigenous housing solutions are developed and implemented 0-2 Years	<ul style="list-style-type: none"> Community Action Circle (CAC) 	Nipissing District	Aboriginal people

Strategic Objective 6: Awareness, Education, Information and Best Practices

Key Performance Indicator: That public satisfaction with the homelessness system increase 20%

Key Performance Indicator: That tenant satisfaction is increased by 20%

Strategy 1: Improve the public’s access to information on housing and homelessness programs including housing options and support services.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Ensure the service and program inventory (No Wrong Door) is bilingual and accessible to the public through the DNSSAB web page	The directory is available in French 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Community partners 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Ensure service directories for youth are available across the District	Youth are accessing the services they need 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Community partners 	Nipissing District	Youth
Offer information sessions to youth and individuals/families in shelters/ transitional housing, on the services offered by DNSSAB/, the Nipissing District Housing Registry Inc. and NDHC	Shelter youth/adults aware of programs in the community 3-5 years	<ul style="list-style-type: none"> • DNSSA • NDHR Inc. • NDHC 	Nipissing District	Homelessness Shelters Transitional housing Youth

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
<p>Ensure there is a community ownership and understanding of homelessness</p>	<p>There is a community vision of homelessness</p> <p>6-10 years</p>	<ul style="list-style-type: none"> • DNSSAB • Community partners • NDHHP 	<p>Nipissing District</p>	<p>Homelessness</p>
<p><i>S'assurer que la population francophone soit reconnue en tenant compte de la langue française lors de la publication de rapports à toutes les étapes de la planification communautaire portant sur le logement et le sans-abrisme.</i></p> <p>Ensure the francophone population is recognized by capturing the French language when publishing reports at all phases of community planning for housing and homelessness</p>	<p>A better informed Francophone community</p> <p>3-5 years</p>	<ul style="list-style-type: none"> • DNSSAB 	<p>Nipissing District</p>	<p>Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership</p>

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Ensure all public awareness and planning information documents are available in French and include the Francophone community	A better informed Francophone community 3-5 years	• DNSSAB	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Communication campaign highlighting programs in the community	Informed public 3-5 years	• DNSSAB	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Ensure Nipissing District municipalities are aware of DNSSAB services and programs	Municipalities are knowledgeable of DNSSAB services and programs 3-5 years	• DNSSAB	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Strategy 2: Increase awareness concerning housing and homelessness issues in the District.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality	Housing Continuum
<p>Create an educational campaign around affordable housing to reduce NIMBY-ism</p>	<p>Public is fully informed around affordable housing</p> <p>3-5 years</p>	<ul style="list-style-type: none"> • DNSSAB • Housing providers • CMHC • Municipalities 	<p>Nipissing District</p>	<p>Homelessness Shelters Transitional housing Supported/supportive housing Social housing Subsidized rental Private rental Home ownership</p>
<p>Share information and data collected on housing and homelessness needs with citizens and all levels of government</p>	<p>Create an annual report based on key indicators</p> <p>3-5 years</p>	<ul style="list-style-type: none"> • DNSSAB 	<p>Nipissing District</p>	<p>Homelessness Shelters Transitional housing Supported/supportive housing Social housing Subsidized rental Private rental Home ownership</p>
<p>Disseminate educational materials that target the stigma and beliefs about homelessness especially as it pertains to certain groups e.g. VDV, youth, singles. Aboriginals etc.</p>	<p>Reduce stigma about homeless group/certain populations</p> <p>3-5 years</p>	<ul style="list-style-type: none"> • DNSSAB 	<p>Nipissing District</p>	<p>Homelessness Youth VDV People with Disabilities Aboriginals People with low income</p>

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality	Housing Continuum
Increase awareness of the needs and challenges homeless individuals and/or families (and organizations that assist them) encounter	Public is more aware of the challenges faced by individuals and/or families who are homeless 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Homeless Shelters • Providers that assist individuals at risk of homelessness • NDHHP 	Nipissing District	Homelessness Victims of domestic violence (VDV)

Strategy 3: Facilitate and promote professional development and networking opportunities for community partners.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Develop ongoing education and training materials for housing and homelessness service providers that document effective strategies for working with the most marginalized groups of people (e.g. people with addictions, youth physical disabilities, Aboriginals) and ensure these groups can access services	Improved assistance/ response to meet and retain housing 3-5 years	<ul style="list-style-type: none"> • Homelessness service providers • Housing service providers 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership Youth People with disabilities Aboriginal people VDV

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Host an annual Human Service Summit	Better understanding of community partner's roles and needs Annually	<ul style="list-style-type: none"> Community partners 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Strategy 4: Increase Indigenous cultural awareness and safety.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Develop cultural protocols, policies, and standards for landlords and housing service providers.	Indigenous clients and community members experience cultural safety in all aspects of the housing process 0-2 years	<ul style="list-style-type: none"> Community Action Circle (CAC) 	Nipissing District	Aboriginal Peoples

Strategy 5: Develop and implement a social housing quality standards framework and best practices program.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality/ Area	Housing Continuum
Create a quality assurance framework for social housing	Reliably delivered housing programs 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Social housing providers 	North Bay Mattawa Temagami West Nipissing	Social housing
Create annual tenant satisfaction surveys	Better informed housing providers/agencies of the needs of tenants 3-5 years	<ul style="list-style-type: none"> • DNSSAB • Social housing providers 	North Bay Mattawa Temagami West Nipissing	Social housing
Discover the needs of clients the social housing registry waiting list through, surveys or the registry administrative information system	Better informed NDHR Inc. and DNSSAB on the needs of individuals waiting for social housing 3-5 years	<ul style="list-style-type: none"> • DNSSAB • NDHR Inc. 	Nipissing District	Homelessness Shelters Transitional housing Social housing Subsidized rental Private rental

Strategy 6: DNSSAB become a repository of housing information, data and knowledge.

Actions	Targets & Timelines	Partners Needed to Succeed	Municipality	Housing Continuum
Streamline the existing shelter and service provider reporting format, so that specific information is captured	Shelters and Service providers are trained and use HIFIS 0-2 years	<ul style="list-style-type: none"> • DNSSAB • Shelters 	North Bay Mattawa West Nipissing	Homelessness Shelters
Have current demographic and socio-economic information available, especially as it relates to housing	Accurate and reliable information about the District's housing needs 0-2 years	<ul style="list-style-type: none"> • DNSSAB 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership
Enhance awareness of homelessness due to migration/ transience	Advocate for awareness of migration and transience 3-5 years	<ul style="list-style-type: none"> • DNSSAB • NOSDA • Provincial government • Federal government 	Nipissing District	Homelessness Shelters
Create a glossary for Nipissing District as it relates to housing and homelessness	Consistent housing definitions are used across the District 3-5 years	<ul style="list-style-type: none"> • DNSSAB 	Nipissing District	Homelessness Shelters Transitional housing Supported/ supportive housing Social housing Subsidized rental Private rental Home ownership

Plan Implementation

Implementation of Nipissing District's 10 Year Plan requires commitment from the Province of Ontario and the Government of Canada for short- and long-term funding, and to policy changes. The Plan calls for DNSSAB to take a leadership role in securing funding, aligning current programs, policies and funding with the Plan, and ensuring work on this starts as soon as possible.

The Plan will be achieved through the various strategies and actions outlined in the previous section and these will be aligned with DNSSAB's annual budget cycle to aid with effective implementation. The structure we are recommending for implementation of the Plan is aimed at maintaining accountability with clear lines of responsibility and ensuring timetables and goals are met. The Plan requires DNSSAB to champion the cause; ensuring funding is directed appropriately, engaging community support, developing public policy, setting and resetting aggressive targets, measuring outcomes and evaluating success. DNSSAB will work to coordinate strategy and policy.

As identified in the plan's action framework, cooperation and collaboration between many players is critical to overcoming the barriers which trap people in poverty and homelessness. The goal of this Plan is to create an integrated response across the District of Nipissing to unify all agencies working towards the common goal of increasing housing

affordability, improving housing stability and ending homelessness. Currently, various participant organizations that are working within the homeless service delivery sector are fragmented when considered through the lens of an integrated system. This is largely due to a history of piece-meal funding and a lack of overall strategic planning within the sector. This Plan governs programs and services initiated and funded by DNSSAB. However, many agencies within the homeless service and support delivery sector receive additional funding – sometimes even all of their funding – from other sources, most notably the Ministry of Community and Social Services and the Ministry of Health. These agencies are not obligated to follow the strategies and policies set forth in this Plan. Hence, the Plan needs the support of the Nipissing District Homelessness and Housing Partnership to help manage the coordination of the Plan, raise awareness of the strategic objectives, strategies, and targets contained in the Plan, and ensure training programs are in place to maintain a standard of excellence in program delivery. The service agencies will utilize the Homeless Individuals and Families Information System (HIFIS), which will become an integral data base of standardized information and data, and will research best practices in initiatives to end homelessness.

The Plan will be implemented in a phased time-frame. The first year (short-term) will see improved housing stability for people through the development and implementation of preventative homelessness services and, increased dialogue and development of strategies to increase supportive housing services and the Housing First model for Nipissing. By the end of second year, work on expanding housing affordability options and securing already existing units will be underway. The Housing Eviction Prevention Program and Rapid Re-Housing Services will have been implemented. By the third to fifth year (mid-term), continued monitoring and measuring of the strategies will have allowed for necessary adjustments.

Elements of the Plan include:

Short-Term (0-2 years)

- Homelessness prevention and shelter diversion system is developed and implemented including a Housing Eviction Prevention Program
- Housing First definition and program options for Nipissing District
- Emergency Homelessness and Housing Response Team established
- Secure supported housing for 30 individuals
- Improved advocacy for those who are at risk of becoming homeless and those who are homeless
- Rent Supplement and Housing Allowance programs are expanded

Mid-Term (3-5 years)

- Improved public access to housing and homelessness services and information including housing options and support services
- Community housing workers providing advocacy and support services to tenants and/or homeowners
- There is coordinated discharge planning from hospital, youth and adult correctional facilities
- Homeowners create secondary suites increasing the supply of affordable rental housing
- 30 additional supportive housing units are created
- By end of 5th year Housing First and Rapid Re-Housing clients “graduating” from the program, achieving housing stability and requiring significantly fewer supports
- By the 5th year, total nights in shelter are at minimum levels
- Average length of stay at an emergency shelter is less than 5 days

Long-Term (6-10 years)

- Rural Outreach and Transportation Services support seniors and others in stable housing
- Age in Place strategies improve senior citizen’s ability to remain housed and decrease ER admissions
- Feasibility analysis completed for a shared housing registry for seniors with related support services
- Existing social housing projects have implemented asset management plans and the regeneration of stock is well underway
- Social housing mandates and targets have been renewed to meet the needs of an aging population

- Nipissing Housing Development Corporation has created 250 new affordable housing units for singles and seniors

Cost of Implementation

It's clear that improving housing affordability options and ending homelessness in Nipissing will lead to fewer dollars spent on short-term, emergency responses (shelters, emergency health services, hospitalization, and law enforcement). The majority of short-term strategies will be funded by realigning existing Federal and Provincial funding programs to meet the new priorities. However, the implementation of the strategies in this Plan will require some DNSSAB investment, particularly in the first five years, as the strategies are implemented and coordinated through the new planning and budgeting system. These implementation costs will be found within existing Housing Services resources and from other funding sources as they become available.

Additionally, many of the mid-term and long-term strategies are currently funded from other sources and will require harmonious realignment to meet the objectives set out in the Plan.

Measuring Our Performance

A Housing and Homelessness report card will be presented annually to DNSSAB and its stakeholders to track our progress towards achieving the Strategic Objectives. Baseline indicators will be

established to measure and evaluate our progress which will help fine tune priority strategies or shift the focus as necessary. For example,

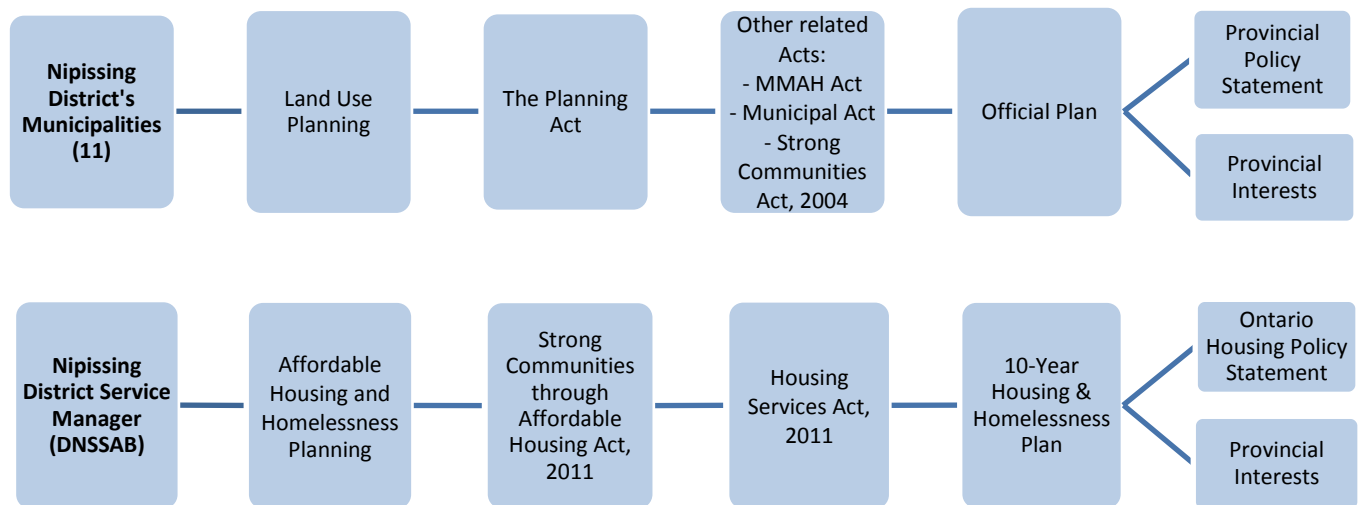
- HIFIS data will track the number of people on the street and in the shelter
- Shelter data will track the number of people in shelters, length of stay, refusals, reason for admission and discharge plans
- Supportive housing: number, location, types of supports, housing stability indicators
- Social housing: number of rent-geared-to-income, mandate, type of housing, rent levels, demolition, conversions or conversion plans to meet client needs, percentage of total rental stock
- Market rental housing: number, type, rent levels, vacancy rates, demolition, conversions, new units
- Ownership affordability analysis to match top portion of renters incomes with lowest portion of market prices
- Single residential numbers, type of housing, average sale prices

SECTION 2: MUNICIPAL OBJECTIVES AND CONSIDERATIONS

Present Planning Framework for Housing

In Nipissing District, the planning around housing is primarily carried out by the district’s municipalities, and the provincial Service Manager (DNSSAB). At the municipal level, the planning for housing is carried out by each municipality, and is considered within the broader context of land-use planning, specific to the needs of the municipality. In contrast, at the service management level, the planning for housing is carried out by the DNSSAB, and is considered within the narrower context of affordable housing and homelessness planning, based on the needs of the citizens in all the municipalities and areas, i.e., across Nipissing District.

The municipalities and DNSSAB conduct their planning through two separate channels that have different provincial legislation, policy statements, and provincial interests as shown in the diagram below:



There is some cross-talk between the two different sets of legislation and policy statements, where the language of one is loosely included in the other, and policy directions cross-over. For example, on the municipal planning front, the Provincial Policy Statement speaks to having an appropriate range of housing which includes the provision of affordable housing and targets, and housing that

meets “the social, health and well-being requirements of current and future residents, including *special needs*”. Most recently, the Planning Act- through enactment of the Strong Communities through Affordable Housing Act, 2011 - was amended to include a clause around the “adequate provision of a full range of housing, including affordable housing”.

On the service management planning front, the Ontario Housing Policy Statement provides policy direction in the area of the ‘private market’, and expects the 10-year housing and homelessness plans to ‘set out a strategy to generate municipal support for an active and vital private ownership and rental market’. Furthermore, the housing and homelessness plans are to be ‘coordinated and integrated with all municipalities in the service area’.

Clearly from the above, the province intends to have some alignment and integration between the municipal and service management plans, and this makes sense in terms of effectively meeting citizen’s needs, and realizing economies through planning efficiencies. However, the extent to which the two plans will align and integrate is largely a function of municipal structure and governance.

Northern Ontario’s districts do not have the same municipal structure or level of administration as the counties and regional municipalities of Southern Ontario. This means that northern Service Managers such as DNSSAB do not have the administrative jurisdiction over municipal government functions such as land use and official planning. Thus, in order to achieve full alignment between the municipal and service management plans, DNSSAB would need to integrate its 10-year housing and homelessness plan with 11 different Official Plans (or vice

versa) – something that is not going to happen, at least not in the near future.

Aligning the 10-Year Housing and Homelessness Plan with the Official Plans

In view of the planning processes and challenges above, DNSSAB recognizes the merit in trying to have some coordination and alignment with the municipal Official Plans. If the two planning processes shown in the previous diagram are conducted in parallel with no coordination or integration, planning inefficiencies - such as duplications or gaps – will likely result, and the housing needs of citizens may not be effectively met. Additionally, implementing parts of the 10-year housing and homelessness plan will be next to impossible without some municipal coordination and function.

In an effort to align the 10-year housing and homelessness plan with municipal land-use and official planning, options are presented (in the section that follows) for consideration by the district’s municipalities, as they undertake reviews of their respective Official Plans, or develop new ones, during their five-year planning cycles.

These options are derived from the local evidence around housing need and thus will help to address the housing issues in the district’s municipalities. They are presented in a similar format as the previous section on district perspectives, and can be incorporated directly into an

Official Plan. In this manner, the 10-year housing and homelessness plan and Official Plans can start to align, not only in terms of meeting citizen needs, but also in terms of provincial legislation and policy direction.

It is recognized that the district's municipalities will develop their own policies for their Official Plans, based on the needs of their respective communities. It is also recognized that as the municipal role in the provision of affordable housing varies by municipality, so too will the range of these options that are incorporated into the respective Official Plans. For example, some municipalities may incorporate some of the options, or none, or all.

A review of the district's current municipal Official Plans (see Sub Report # 6) shows that some of these options have already been incorporated into some of the plans, and thus to some extent, some alignment has started. But in an effort to further coordinate and integrate the 10-year housing and homelessness plan for Nipissing District with the district's 11 municipal Official Plans over time, the menu of options below are presented for all municipalities to consider.

***Municipal Planning Considerations
that support Affordable and Assisted
Housing***

As described above, the following are options for the district's municipalities to

consider as they undertake reviews of their Official Plans:

Municipalities will strive to achieve the following objectives:

1. Recognize and consider the housing needs and priorities as established by the District of Nipissing Social Services Board when identifying and planning for housing needs within the municipality.
2. Maintain an appropriate supply of land within the municipality to accommodate residential growth, including market-based housing, affordable housing and subsidized housing components.
3. Provide for and promote a full range of housing in terms of form, tenure, and affordability to meet the current and future needs of residents of the municipality.
4. Encourage and promote as a priority, the development of housing that is affordable for low and moderate income households or individuals. It is suggested that a percentage of all new residential development meet the Provincial definition of affordable housing.
5. Encourage and promote housing for seniors, including housing with support facilities that enable seniors to age in place.
6. Recognize the importance of subsidized housing, assisted housing and special needs housing in meeting the needs of the residents of the municipality.

Provide housing options that prevent homelessness and ensure acceptable, safe and affordable housing that meets the needs of the citizens.

1. The municipality shall maintain the ability to accommodate future residential growth for a minimum of 10 years through intensification, redevelopment, and land designated and available for all forms of residential development.
2. Maintain available servicing capacity to provide a minimum three-year supply

of residential units in draft approved and registered plans, or in cases of residential intensification and redevelopment, land appropriately zoned and available for development, as required by the Provincial Policy Statement

3. Affordable housing may be achieved within the municipality by the following strategies:

Planning Strategies

Actions	Timelines	Housing Continuum
Promote higher density housing forms, where housing is more affordable due to reduced per unit land costs. Increased residential densities shall be supported in appropriate locations	5 years	Social housing Subsidized rental Private rental Home ownership
Encouraging the development of smaller dwelling units, where housing is considered more affordable due to lower development costs	5 years	Social housing Subsidized rental Private rental Home ownership
Encouraging affordable housing to locate in proximity to local community facilities and existing or potential public transit routes and active transportation facilities	5 years	Social housing Subsidized rental Private rental Home ownership
Encouraging opportunities for affordable housing in older established neighbourhoods as a means of maintaining and improving older housing stock in the municipality	5 years	Social housing Subsidized rental Private rental Home ownership
Ensuring that the provisions of Zoning By-law's are sufficiently flexible to permit a range of innovative housing types, sizes, tenures, and affordability, including secondary suites, accessory dwelling units, garden suites, cohousing, communal housing and life-lease housing	5 years	Social housing Subsidized rental Private rental Home ownership

Actions	Timelines	Housing Continuum
Encouraging the development of low income housing geared towards seniors, including affordable rental and ownership housing and housing models that allow seniors to stay in their own home for longer	1-2 years	Social housing Subsidized rental Private rental Home ownership
Permitting the conversion of non-residential buildings to residential use, preferably to include affordable housing	1-2 years	Social housing Subsidized rental Private rental Home ownership
Ensuring the supply of rental housing stock is sufficient to meeting the need it was intended prior to approving the conversion of rental housing stock to condominium tender	5 years	Private rental

Cost/Contribution Strategies

Actions	Timelines	Housing Continuum
Considering affordable housing as a priority use for surplus municipal land in the municipality and work with other levels of government to make surplus land available to providers of affordable housing at little or no cost	5 years	Shelters Transitional housing Supportive/ supported housing Social housing Subsidized rental Private rental Home ownership
Providing, on a case-by-case basis, relief from development, planning, permit, and other fees normally charged for projects that provide affordable housing as defined by the Province	5 years	Shelters Transitional housing Supportive/ supported housing Social housing Subsidized rental Private rental Home ownership
Applying for government grants and/or subsidies, including land dedication, that will reduce overall development costs	1-2 years	Shelters Transitional housing Supportive/ supported housing Social housing Subsidized rental Private rental Home ownership

Actions	Timelines	Housing Continuum
Informing the community of government grants available to encourage the creation of second units, converted units, and accessory unit	1-2 years	Private Rental Home ownership
Equalizing the tax ratio for new multi-unit residential buildings in accordance with Federal and Provincial affordable housing guidelines	5 years	Subsidized rental Private rental
Streamlining the development approvals process for projects that provide affordable housing as defined by the Province	5 years	Shelters Transitional housing Supportive/ supported housing Social housing Subsidized rental Private rental Home ownership

Agreements/Partnerships Strategies

Actions	Timelines	Housing Continuum
Negotiating agreements with the public and private sector partners to provide affordable housing through the draft plan of subdivision, plan of condominium, rezoning, and consent processes	5 years	Private Rental Home ownership
Enacting a Municipal Housing Capital Facilities By-law under the Municipal Act to enable the municipality to enter into agreements with private and non-profit partners for the provision of affordable rental housing	5 years	Supportive/ supported housing Social housing Subsidized rental Private rental
Collaboration with other government agencies and the private sector to promote innovative housing forms and development techniques and incentives that will facilitate the provision of affordable housing	1-2 years	Shelters Transitional housing Supportive/ supported housing Social housing Subsidized rental Private rental Home ownership

Actions	Timelines	Housing Continuum
Collaboration with local groups and community service agencies to assess the need for special needs housing (including emergency shelters, transitional housing, supported/supportive housing and social/subsidized housing) in the community and support such groups and agencies interested in pursuing the provision of assisted/special needs housing	1-2 years	Shelters Transitional housing Supportive/supportive housing Social housing Subsidized rental Private rental Home ownership

Monitoring Strategies

Actions	Timelines	Housing Continuum
Monitoring the municipality’s ability to accommodate future residential growth and available servicing capacity for residential development to ensure that the housing targets of this Plan can be achieved	5 years	Shelters Transitional housing Supportive/supportive housing Social housing Subsidized rental Private rental Home ownership

Informing the Plan

Home Ownership



Senior's Housing



Social Housing



Private Market



Emergency Shelter



Supportive Housing



Research



Special Interests



Demographics



INFORMING THE PLAN A Demographic Backdrop



Nipissing District is located approximately 340 kilometres north of Toronto. It lies at the southern edge of Northern Ontario and is one of 10 districts located in Northern Ontario.

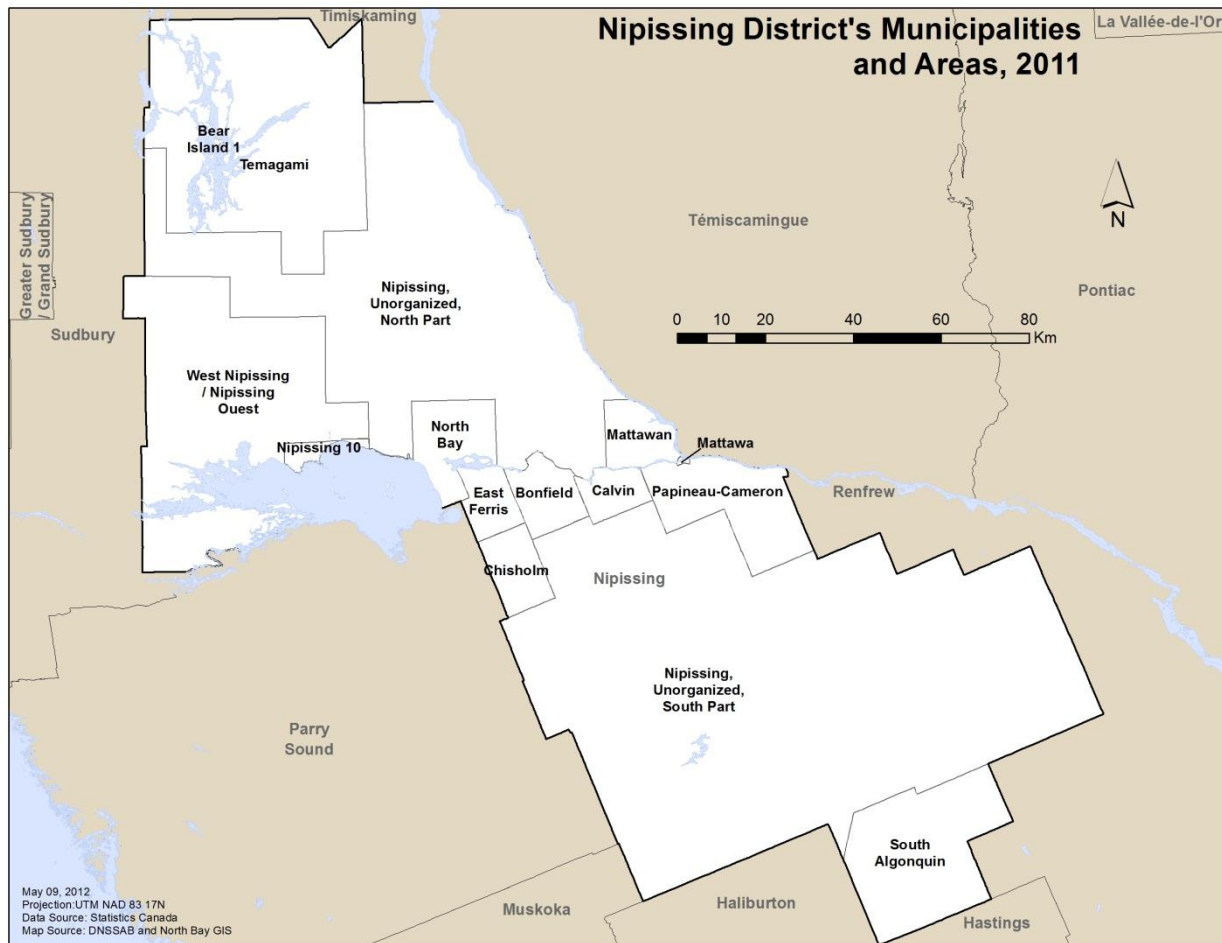
Population and Density

Nipissing District has a population of approximately 84,700 people which represents 11% of Northern Ontario’s population, but less than one percent of Ontario’s total population. With a land area of 17,000 square kilometres, the district has a population density of five people per square kilometre which is

approximately one-third the population density of Ontario. However, similar to the regional variation experienced at the provincial level of geography, the population density varies widely by municipality and area (see below). Unlike many of the other northern districts, Nipissing District is largely urban with nearly three-quarters of the population living in population centres, and the remainder living in rural municipalities and areas.

As shown on the map on the following page, Nipissing District is comprised of 11 municipalities, two First Nations, and two unincorporated areas. The municipalities and areas vary widely in

population and area, for example, land area ranges from 3.6 square kilometres in Mattawa to 6,700 square kilometres in Nipissing South. And the district’s population is equally as varied, ranging



from just 80 people in Nipissing South to over 53,000 people in North Bay.

This variation in land area and population results in a wide measure of population density which ranges from less than one person per square kilometre in some of the district's rural municipalities and areas, to more than 1,000 people per square kilometre in some of the neighbourhoods of the population centres.

Approximately 73% of the district's population (62,200 people) live in the district's three population centres of

North Bay, Sturgeon Falls (West Nipissing) and Mattawa.

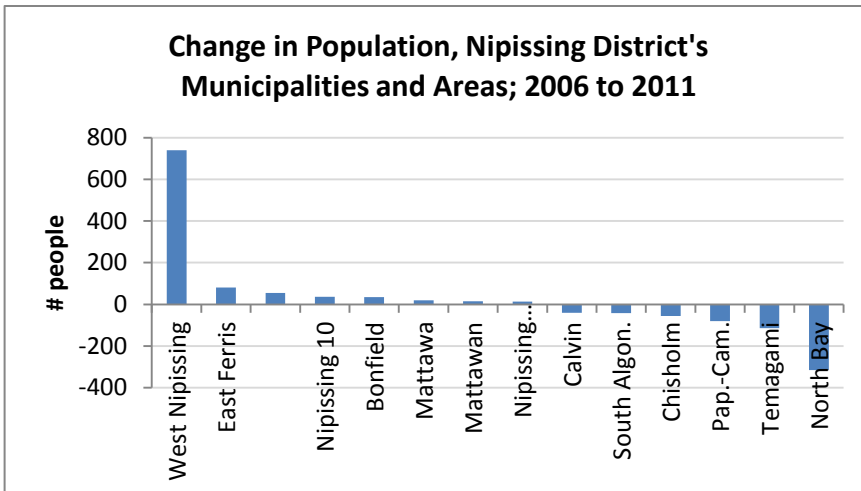
The above is highly relevant to the development of a local housing and homelessness plan, as it reflects back on the urban and rural housing needs that were heard during the consultations and focus groups, and emphasizes the importance of including strategies for both, in the local 10-year housing and homelessness plan.

Change in Population

In terms of population growth, Nipissing District grew by a minimal 0.4% (349

people) since the 2006 census. The growth

projected to increase at three times this rate (10.1%), over the same period.

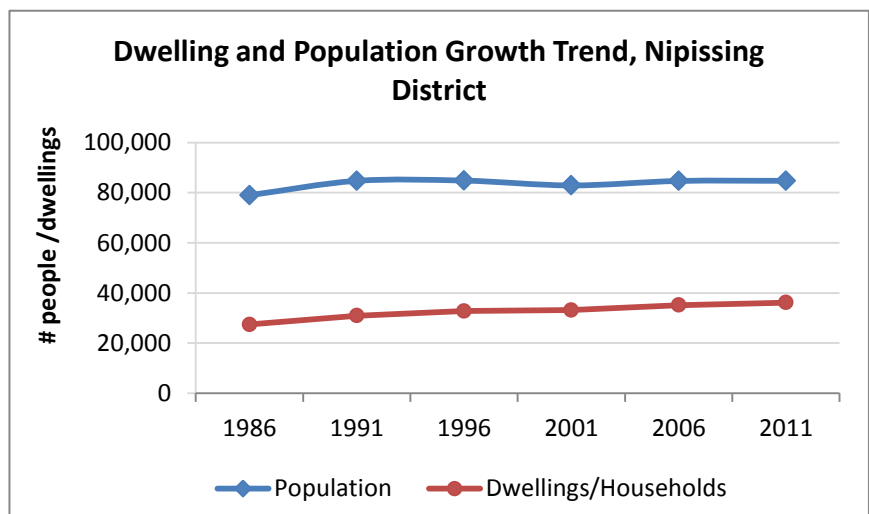


While the number of people living in Nipissing District is increasing slowly, the number of dwellings they are living in is increasing much faster. Since 2006 for example, the district's population grew by

rate varied across the district, with a little over half the municipalities and areas experiencing population growth, and the others, decline. West Nipissing accounted for the majority of the population growth, with an increase of 740 people.

0.5% but the number of dwellings occupied by this population increased sixfold, by 3.0%. And dwelling growth has been outpacing population growth for quite some time. Going back to 1986, the number of dwellings in Nipissing District has increased steadily by 32%, even during periods of population decline. In contrast, the population has grown by just 7.2% - less than a quarter of the dwelling growth rate - over the same 25-year period. This is an important trend to consider in developing the 10-year housing plan, and planning for future housing supply and demand.

Nipissing District's long- term population trend also points to fairly flat population growth. Since 1986, the district has grown by just 7.2% and most of this growth occurred between 1986 and 1991. Otherwise, the district's population today is the same as it was 20 years ago in 1991 (84,700 people). Contrast this to Ontario's population which has grown by 5.7% since 2006, and 41% over the same 25 year period. Over the next 10 years – and all things being equal– Nipissing District's population is projected to continue grow minimally by a little over 3.0% (2,900 people). In comparison, Ontario's population is



Age

Turning to the age of the population, Nipissing District's median age is 44.2 years. The district's population is close to the same age as Northeastern Ontario (45 years) but is older than the province (40.4 years).

The median age varies significantly across the district's municipalities and areas,

Median Age, 2011		with a 10-year age difference between the oldest population in Temagami and the youngest population in North Bay and Nipissing First
Temagami	53.3	
Mattawan	52.0	
Nipissing South	52.0	
South Algonquin	51.9	
Nipissing North	48.1	
Calvin	47.7	
Papineau-Cameron	47.4	
West Nipissing	47.1	
Mattawa	46.4	
East Ferris	46.4	
Bonfield	45.9	
Chisholm	44.0	
North Bay	42.1	
Nipissing First Nation	42.1	
Nipissing District	44.2	

Nation. On average, one out of every two people is over the age of 50 years in four of the district's municipalities and areas. Not surprisingly, the issues concerning housing for senior citizens, rang loud and clear during the public consultations and focus groups held in some of these areas.

General Age Groups

In terms of the general age groups, the children's population ages 0 to 14 years accounts for 15.0% of Nipissing District's population while youth ages 15 to 24 years comprise a slightly smaller share at

13.1%. The core working group is a relatively large cohort between the ages of 25 and 64 years, and they account for a little over half the district's population. Senior citizens 65 years of age and older, make up the remaining 17.7% of the population.

As a regional comparison, the share of the respective age groups above is similar to Northeastern Ontario (the local Economic Region). Both areas also have comparable youth and core-worker populations with the province. However, Nipissing District and the Northeast region have fewer children per capita and more senior citizens than Ontario.

General Age Groups, Population Share 2011	Nipissing District %	North-east ON %	Ontario %
Children, 0-14	15.0	15.2	17.0
Youth, 15-24	13.1	12.3	13.4
Core Workers, 25-64 years	54.3	54.5	55.1
Seniors 65+	17.7	18.0	14.6
Total	100.0	100.0	100.1

The share of the general age groups varies by municipality and area. The percentage of children ranges between approximately 10.0% in Temagami and South Algonquin to 17.0% in Chisholm and the Nipissing 10 Reserve. Meanwhile, North Bay has the largest (14.6%) youth population in Nipissing District, followed by Chisholm (13.0%). In most of the remaining municipalities and areas, youth represent between 10% and 12% of the population.

The core-working group ranges from 62.5% of the population in Nipissing South to 52% of the population in Mattawa. It can be noted that the district’s rural municipalities and areas all have a larger core-working population than the population centres (West Nipissing, North Bay and Mattawa). The exception is Temagami which also has a relatively small core-working age group.

The seniors population varies significantly across Nipissing District. In Temagami and South Algonquin, one-quarter of the population or more, is 65 years or older. In contrast, seniors represent less than 14.0% of the population on the Nipissing 10 Reserve, and in Bonfield and Chisholm. In most of the remaining municipalities and areas, the seniors population ranges from between 14.8% and 21.0%.

Change in General Age Groups

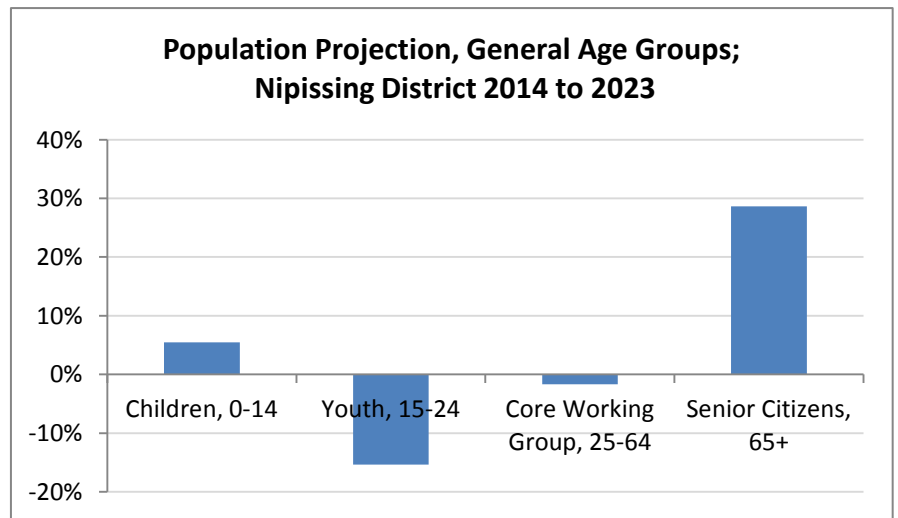
Since the last census in 2006, the district’s seniors population increased by 10.9% (1,475 seniors). The senior’s population will now increase at an accelerated rate as the first boomers are turning 65 years of age. Over the next 10 years - and the life of the housing and homelessness plan - the number of seniors in Nipissing District is projected to increase by 29.0% (4,670 seniors).

The core working-group had minimal growth of half a percent since 2006. Over the

next 10 years, this age group is expected to decrease by -2.0% (790 people) as more people move through their working years and into their senior years.

The children and youth populations in Nipissing District have declined since 2006. The steepest decline was in the children’s age group which decreased - 8.3% (1,145 children) over the five year period. During the next 10 years however, this negative growth will reverse itself as the district’s children population is projected to grow by 5.0%, or 710 children.

The number of youth in Nipissing District also declined during the five year period, but at half the rate (-4.7%) of the children population. This decline will continue – and accelerate - over the next 10 years as the number of youth in the district is projected to decrease further by -15.0% (-1,680 youth).



Language

Based on the census definition of ‘mother tongue’, nearly three quarters (71.2%) of the population in Nipissing District speaks English. Another 24.0% of the population speaks French, and a relatively small (1.3%) share of the population is bilingual (but 34% of the district’s population has knowledge of English and French, i.e., they can conduct a conversation in both English and French).

The remaining 3.5% of the district’s population speaks non-official languages which include immigrant and Aboriginal languages. In total, there are 71 non-official languages spoken in Nipissing District as recorded by the census, which includes 64 immigrant languages and seven Aboriginal languages. German and Italian are the most common non-official languages spoken. Together, they account for a little over one-third of the non-official languages spoken in Nipissing District.

In comparison with Ontario, Nipissing District has a slightly larger share of people who speak English. On the flip side, the district has significantly more people

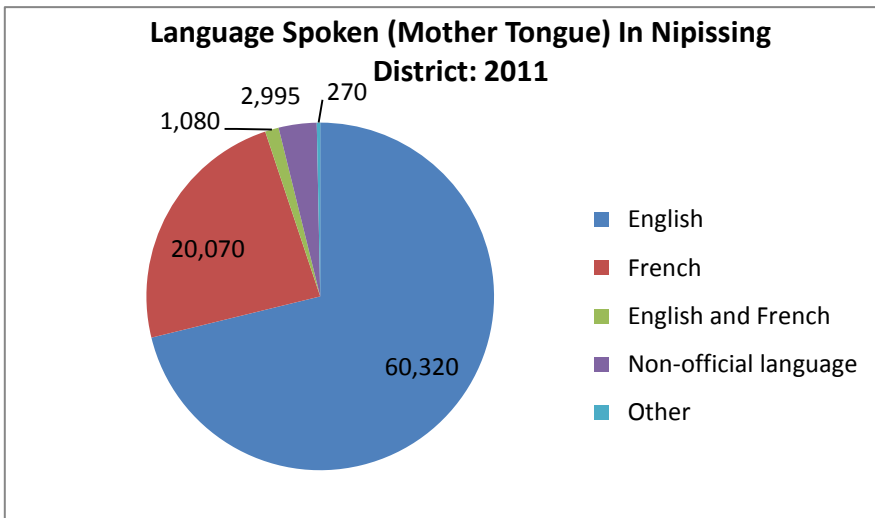
Language (Mother Tongue) 2011	Nipissing District %	Ontario %
English	71.2	68.2
French	23.7	3.9
Bilingual	1.3	0.4
Non-Official Language	3.5	25.7
Other	0.3	1.9
Total	100	100.0

who speak French, and significantly fewer people who speak non-official languages than Ontario. Stated another way, Nipissing District’s French-speaking population and Ontario’s non-official language speaking population, are close to the same size, per-capita.

It follows that the district has a larger share of bilingual people who speak English and French while Ontario has a larger share of people who speak English

and/or French, and a non-official language (“other”).

The percentage of people who speak English (by Mother Tongue) in the district’s municipalities and areas ranges between 32.7% in West Nipissing, to 96.3% in South Algonquin. With these two areas



removed, the number of English-speaking people in the remaining municipalities and areas, narrows to between 62.0% and 85.0% of the population.

The number of French-speaking people in the district's municipalities and areas ranges between 1.2% of the population in South Algonquin to 63.7% in West Nipissing. With these outliers removed, the range narrows to between 9.0% and 33.0% in the remaining municipalities and areas. The majority (82.2%) of the district's French-speaking population lives in West Nipissing and North Bay.

The number of people who speak non-official languages (i.e., immigrant and Aboriginal languages) in the district's municipalities and areas ranges from fewer than 2.0% of the population in West Nipissing, Bonfield and Mattawa, to 10.7% in Chisholm. In the remaining municipalities and areas, between 2.0% and 7.0% of the population speak non-official languages. Approximately three quarters of the people who speak non-official languages in Nipissing District, live in North Bay.

Marital Status

A little under half (46.7%) of the people 15 years and older in Nipissing District are married, while approximately one-third (32.7%) are single (i.e., never legally married). Of those who are single, 22.7% are living in a common law relationship.

Those who have divorced or separated (but are still legally married) make up a

further 13.1% of the population ages 15 years and older. Of this group, a little under one-third (31.0%) of those who are divorced are living common law, while one-fifth of those who are separated, are also living common law.

Widowed persons make up the remaining 7.4% of this population ages 15 years and over, and a relatively small percentage (5.1%) of this group lives common law.

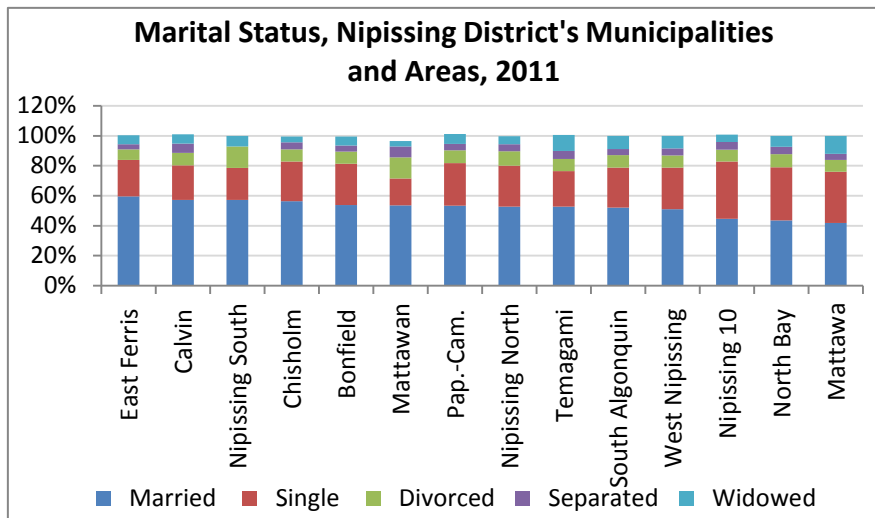
Compared with Ontario, Nipissing District has the same percentage of people who are single. However, a greater percentage (22.7%) of the district's singles live common law compared to Ontario (14.5%).

Marital Status 2011	Nipissing District %	Ontario %
Married	46.7	50.3
Single	32.7	32.8
Divorced	8.4	7.4
Widowed	7.4	6.0
Separated	4.7	3.5
Total Population	100.0	100.0
Living common law	11.3	7.4

The district also has fewer people that are married than Ontario, and more people that are divorced, separated, or widowed. The percentage of those who are divorced, separated, or widowed and living common law, is greater in Nipissing District than in Ontario.

There is significant variation in marital status across the municipalities and areas – particularly in the number of people that

are married and single. The percentage of the population 15 years and older that is married in the district's municipalities and areas, ranges from 41.9% in Mattawa to 59.7% in East Ferris. Meanwhile, the percentage of singles in the municipalities and areas ranges between 24.3% in East Ferris to 38.3% on the Nipissing 10 Reserve.



The range of people who are divorced in most of the district's municipalities and areas narrows to between 7.0% in East Ferris and 9.7% in Nipissing North. The exceptions are in Nipissing South and Mattawan where the divorced population is much higher (14.3%). In terms of separation, between 3.4% (East Ferris) and 7.1% (Mattawan) of the population is separated in the district's respective municipalities and areas. The exception is in Nipissing South where there are no people that are separated, as recorded by the 2011 census). The widowed population in Nipissing District is relatively small and ranges from 3.5% in Mattawan and Chisholm to 12.0% in Mattawa.

Change in Marital Status

Since 2006, the number of married people in Nipissing District has declined by -3.1% while the number of people who are divorced, has increased by 10.3%.

Additionally, the number of divorcees living in a common law relationship has increased 6.0%. There has been no change in the number of people in the district

who are separated (and are still legally married) since 2006, although fewer (-11.7%) people who are separated are now living common law.

The district's singles population has increased by 7.2% since 2006, and the number of singles living

common law has increased at nearly twice this rate (13.3%). There has also been an increase (2.6%) in the number of people who are widowed, but fewer widowed people are now living in a common law relationship.

Compared to Nipissing District, Ontario has had a greater increase in the number of people in all categories of marital status, since 2006.

Some of the more notable differences between the two are in the married population, which is on the increase in

Change in Marital Status 2006 to 2011	Nipissing District %	Ontario %
Married	-3.1	3.8
Single	7.2	11.2
Divorced	10.3	16.5
Widowed	2.6	4.2
Separated	0.0	9.1
Living common law	8.1	7.3
Population 15 yrs.>		

Ontario but on the decrease in Nipissing District. A significant difference can also be noted in marital separation, with Ontario experiencing a much higher rate than the district, over the five-year period.

Fewer divorces and separations may partly explain the district’s smaller increase (8.1%) in common law living over Ontario (14.4%) during the same period.

Family Households

Based on the 2011 census count, there are 36,145 households in Nipissing District. Couple families (married or common-law) make up a little over half (55%) of the district’s family households, with those without children accounting for the larger share (30.8% vs. 24.7% with children).

Singles account for the next largest (28.6%) household type in the district followed by lone-parents (10.5%). The less common family household types – multiple families and other households – account for a relatively small (5.5%)

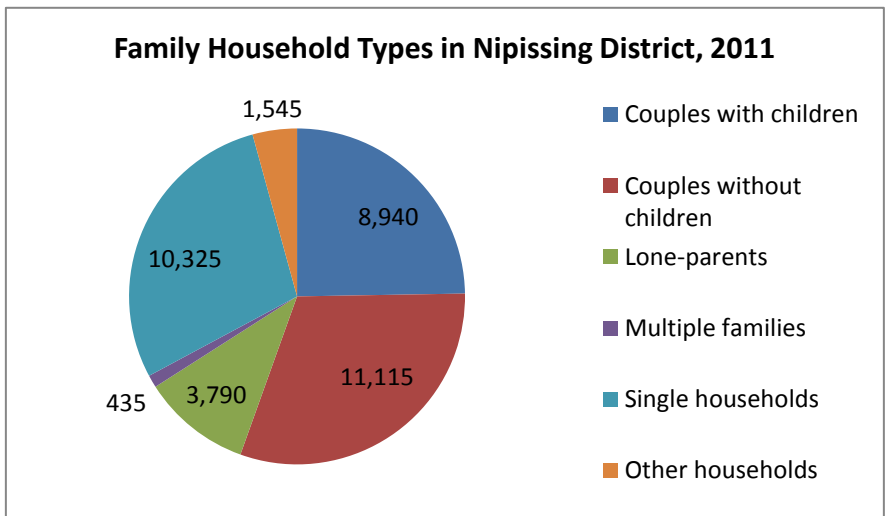
number of the district’s family households

In comparing the district’s family households with Ontario, the most notable difference between the two is in their couple-family households. Nipissing District has significantly more couples without children and fewer couples with children, than the province. The district also has a larger number of single households.

The two have close to the same number of lone-parent households and are close on their percentages of multiple family, and other households.

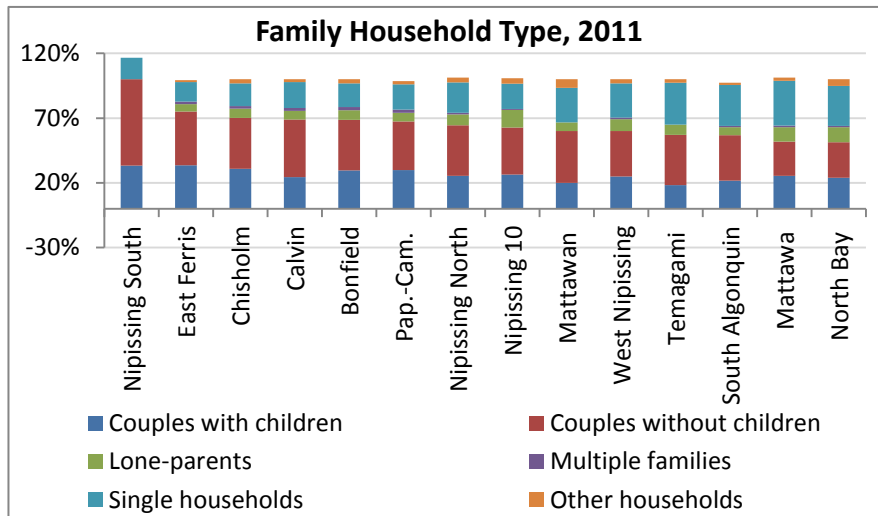
Similar to the demographic variables described earlier, the distribution of family households across the district varies significantly by municipality and area.

Couples with children range from less than one-fifth of the households in Temagami to one-third of the households in Nipissing South and East Ferris. In the district’s remaining municipalities and areas, couples with children account for between



20.0% and 31.0% of the household population.

2011 census (but again, the data has been distorted by random rounding and needs to be interpreted cautiously).



Single households range from between 15.3% of the households in East Ferris, to nearly 35.0% of the households in Mattawa. Other municipalities with a relatively large share of single households

Turning to couples without children, this family type ranges from 27.6% of the household population in North Bay, to 44.4% in Calvin. In the remaining municipalities and areas, the share of couples without children ranges between 35.0% and 40.0%. The exception –and outlier – is in Nipissing South, where two-thirds of the family households are couples without children. However, these represent small counts and the data has been distorted by random rounding and needs to be interpreted cautiously).

include Temagami, South Algonquin and North Bay, where singles represent over 30% of the household population. In the district’s remaining municipalities and areas, single households account for between 16.7% and 26.7% of the household population.

The number of lone-parent families across the district, ranges between 6.0% of the family households in East Ferris to 13.6% on the Nipissing 10 Reserve. These two areas aside, lone-parents account for between 6.3% and 11.5% of the family households in the remaining municipalities and areas. The exception is in Nipissing South where there are no lone-parent families, as recorded by the

It can be noted that the need for more affordable – and accessible – housing for singles, was a dominant issue during many of the public consultations and focus groups. This is where a lot of the affordable housing pressure is in Nipissing District.

Additionally, it should be noted that the main driver behind household growth (relative to population growth) mentioned earlier, is the increasing number of single households as families and households become smaller, and more people live alone. For example, the number of single households in Nipissing District has nearly

doubled over the past 25 years, from approximately 5,400 single households in 1986 to 10,300 in 2011. And yet the net population growth over this same period was minimal. So while the district's population may not be changing much in terms of the number of people, household composition is changing significantly.

Multiple families include households in which two or more families (with or without additional persons)

occupy the same private dwelling, while 'other households' refer to two or more people who share a private dwelling but who do not constitute a family. These family household types are less common and account for a small share of the family household population across the district's municipalities and areas. Multiple families account for 2.6% or fewer of the family household population in the respective municipalities and areas, while other households account for 4.2% or less. The exceptions are North Bay and Mattawan where these family households are between 5.0% and 7.0% of the household population.

Change in Family Household Type

The number of single households in Nipissing District has increased by 9.1% since 2006, which is the largest increase amongst the various family and household

types in the district. Couples without children have had the next largest increase (2.9%) followed by lone-parent families (1.2%). The number of couples with children in Nipissing District, has decreased -6.3% since 2006.

The above change in the district's families and households is consistent with the national trend where according to Statistics Canada, "the only household type that decreased in number during the five years prior to the 2011

Census was couple households with children (-0.5%)" (Statistics Canada, 2012).

Income

From a housing perspective, income is a key economic marker that provides insight into an area's housing affordability. Income is also useful as a cross measure with other data sets to determine or confirm housing need.

Based on the 2010 taxfiler administrative data (the latest period for which data is available), the median incomes of the population ages 15 years and over, vary across some of the main communities in Nipissing District (note: income data for communities in some of the district's municipalities and areas is not available in this data set). The highest incomes are found in East Ferris, with median incomes

We are small, isolated communities. Limited job and housing opportunities, [...] there is no public transportation.

Community Consultation Survey

of over \$33,000 in the two main communities – Corbeil and Astorville.

Median Income, Taxfiler 2010. Community	Municipality/ Area	Median Income \$
Corbeil	East Ferris	36,920
Astorville	East Ferris	33,080
Tilden Lake	Nipissing North	32,060
Whitney	S. Algonquin	29,140
Verner	West Nipissing	28,850
North Bay	North Bay	28,160
Bonfield	Bonfield	27,230
Thorne	Nipissing North	26,490
Cache Bay	West Nipissing	25,300
Sturgeon Falls	West Nipissing	24,380
Temagami	Temagami	22,740
Mattawa	Mattawa	21,800
Marten River	Temagami	20,860
Madawaska	S. Algonquin	19,010
Ontario		28,760

At the other end of the scale, the lowest income in this dataset is found in South Algonquin, with Madawaska’s median income that is below \$20,000. It’s interesting to note however, the income disparity in South Algonquin, with Whitney having a significantly higher income.

Also of interest is the median income of the district’s largest population centre – North Bay – which is on par with Ontario’s income. This is a positive shift from the last few census periods where North Bay’s income has typically been well below that of Ontario’s.

There are some affordable home ownership options but people can’t afford it or don’t qualify for a mortgage.

Community consultation, West Nipissing



INFORMING THE PLAN B

The Housing Continuum

The above housing continuum was a central model in the development of the 10-year housing and homelessness plan for Nipissing District (note: the continuum has been changed and updated from the original model used in the Nipissing District Housing Needs, Supply & Affordability Study, 2008). The housing continuum provides a framework for looking at housing as a system, and was useful for organizing the housing research and findings around. The model will also be used during the plan’s implementation, as the strategic objectives, action items, and targets, are measured by which area of the continuum they address.

Generally, the model describes housing transitions which start from homelessness, and move through to emergency and women’s shelters. From this temporary housing, progression is through transitional housing and into supportive housing, where the tenant receives the necessary supports to remain housed. Social housing and housing that is subsidized through rent supplements or housing allowances, and other forms of public and non-profit housing, is next along the continuum and serves as an entry point into the private sector rental market. Up to this point on the

continuum, the housing is mainly supplied by the public and non-profit sectors.

From this point, housing progression is into the private rental market and then homeownership, which ideally concludes with the owner having a mortgage-free asset. Finally, as homeowners continue to age, their housing needs may change once again and some will choose to move back along the continuum to the left (for example to downsize), while others will stay put, or move further to the right into senior’s housing such as retirement or nursing homes.

Everyone can be located at some point along the continuum and as such, it represents all the housing options available within the community. As people progress through their life cycle, circumstances change which can affect what type of housing they are in. Prior to the point of homeownership, these circumstantial changes may be positive or desirable ones, in which case movement is along the continuum to the right. Alternatively, the changes may be negative or undesirable ones, and movement is along the continuum to the left. After the point of housing as a mortgage-free asset however, the opposite holds true and it may be more

desirable to move back towards the left rather than to the right.

It should be noted that movement along the continuum is not necessarily linear or progressive. For example, it may be desirable for a person to remain at a given point on the continuum, regardless of where that point is. Examples could include a person with special needs who is

content to stay in supportive housing, or a family that prefers rental housing over home ownership. Alternatively, one may jump along the continuum; say from an emergency shelter into social housing. And finally, the continuum is meant to show the various housing states and options available in the community, rather than the need to progress along the continuum.

We have a good example here of a shelter that has had [the housing first] focus for the last 20 years of bringing people in and having them stay until there is a roof over their head. You can't do that on \$48 a day.

Focus group participant, North Bay

Whether or not you lost that job can make or break you, people are living from pay cheque to pay cheque.

Focus group participant, East Ferris

Development costs (both hard and regulatory) make it difficult in this market to keep houses in that [affordable] price range.

Developer

INFORMING THE PLAN C

The Research

The research conducted in the development of the 10 year Housing and Homelessness Plan took the form of nine sub reports, which inform the final plan and the annual work plans that will follow. All the reports can be found at <http://www.dnssab.on.ca/partners-and-research/Pages/10-year-Housing-and-Homelessness-Plan.aspx>

Sub Report 1: Review of Housing and Homelessness Literature in Nipissing District

This report involved a systematic, qualitative review of housing and homelessness literature in Nipissing

District and its municipalities and areas.

The report was part of the research objective *assessing the housing and homelessness landscape in Nipissing District*. A

total of 100 documents (ranging from 1984 to 2013) were reviewed as part of the literature review, with 70 of these documents being included in the sub report as they pertained to housing and homelessness. From these documents, 15 major themes

and 43 sub themes were identified and formed the basis of future research.

The literature review helped the research team avoid ‘recreating the wheel’ by uncovering the existing body of local knowledge and evidence around housing and homelessness in Nipissing District. This set the stage for further research and the development of the 10-year housing and homelessness plan. Additionally, through a roll-up of the data, many of the priorities and recommendations from the numerous reports reviewed, were brought forward into the plan’s action framework.



Sub Report 2: Nipissing District Municipal Survey

This report discussed findings from a survey distributed to Nipissing District’s municipalities,

which established the housing progress made during the previous 10 years. The report was part of the research objective *assessing the housing and homelessness landscape in Nipissing District*. The survey asked questions related to the acceptable/affordable housing progress made within

each municipality, and to the weaknesses/ barriers encountered and the lessons learned.

The municipal survey findings were summarized and placed into a SWOT (strengths, weaknesses, opportunities, threats)

profile for further analysis. The analysis revealed that most of the municipal SWOT themes aligned with the literature review

themes, thereby strengthening the overall evidence. The 10-year housing and homelessness plan's action framework addresses some of the municipal weaknesses and threats, while capitalizing on the strengths and opportunities. During the plans implementation, it will also be important to build upon the housing progress that has been made in the municipalities, to date.

Sub Report 3: Community Consultations

This report revealed findings from public consultations and an online survey. This report was part of the research objective *identify current strengths and gaps in the local housing and homelessness service system and develop strategies to eliminate*

or reduce the gaps. More than 100 citizens attended one of six public consultations held in; East Ferris, Mattawa, North Bay, South Algonquin, Temagami and West Nipissing, or completed an online survey.



The community consultations and surveys largely informed the development of the 10-year housing and homelessness plan for Nipissing District. This data was also cross-referenced with other data sets to

strengthen the research and confirm the housing and/or homelessness needs and gaps along the district's housing continuum. Many of the priorities and recommendations that emerged from the surveys and consultations are reflected in the plan's strategic objectives, or have been included in the action framework, specifically the strategies, actions and targets.

Sub Report 4: Focus Groups and Private Interviews

This report revealed findings from focus groups and private interviews conducted throughout the district. This report was part of the research objective *identify current strengths and gaps in the local housing and homelessness service system*

and develop strategies to eliminate or reduce the gaps. Researchers gathered data from more than 30 focus groups held throughout the district. A number of private interviews were also conducted. More than 200 people participated in a focus group or private interview. . Participants included consumers, agencies and providers from all sections of the housing continuum.

Similar to sub report 3, the focus groups and interviews provided direct input into the plan from housing service providers and consumers alike, including four groups of particular interest: people with lived homelessness experience, persons with disabilities, urban Aboriginals, and victims of domestic violence. The input from these qualitative sessions has been incorporated into the 10-year housing and homelessness plan and will largely influence the strategies and actions undertaken during the plan's implementation.

Sub Reports 4A and 4B – Victims of Domestic Violence and Urban Aboriginal Peoples

Two research partnerships were created with researchers who were concurrently researching the local housing needs of these client populations.

The research expertise of these partners and their in-depth understanding of the client populations under study was an invaluable asset to the development of the 10-year housing and homelessness plan. Recommendations from the

researcher's respective studies have been incorporated into the plan, and will largely influence the action taken to improve the housing experiences of victims of domestic violence and indigenous community members.

Sub Report 5: Current Housing Supply in Nipissing District

The report looks at current housing supply of the entire district, breaks it down by municipality and area, and then again by the various sections of the housing continuum. The report was part of the research objective *assessing the housing and homelessness landscape in Nipissing District*.

The data shows that each of the district's municipalities and areas has something unique about their housing supply, whether it's the make-up of their housing stock, the way in which their housing stock is changing, or their long-term trend in population and household growth. Conversely, there are also similarities in the housing supply, for example, amongst the district's population centres and rural areas. This uniqueness, variation, and similarity in the housing supply were taken into account when developing the plan's strategies, action items and targets. As a housing supply inventory, Sub Report #5 will also serve as a reference work during the plans implementation.

Sub Report 6: Municipal Official Plans

This report involved the review of Nipissing District's municipal official plans.

The report was part of the research objective *assessing the housing and homelessness landscape in Nipissing District*. The review broadened the knowledge of how each municipality views, treats, and/ or supports affordable housing and homelessness.

Effective housing and homelessness planning and implementation will require alignment between the Service Manager's 10-year housing and homelessness plans and the municipal Official Plans.

The review shows that all of the municipalities in Nipissing District refer to affordable housing in their Official Plans. This is a significant change from the last review and summary of the Official Plans in 2008, when some of the plans made no mention of affordable housing. Additionally, in updating their Official Plans since the last review, some of the district's municipalities have expanded upon the provision of affordable housing in their plans and also now include other types of housing, such as social housing and housing that will meet special needs. This provides solid footing for going forward, and implementing the 10-year housing and homelessness plan across the district in the upcoming years.

Sub Report 7: Housing and Homelessness Programs and Services

This report involved the inventorying and mapping of the various housing and homelessness related programs and services in Nipissing District. The report

was part of the research objective *assessing the housing and homelessness landscape in Nipissing District*.

The report identifies 130 housing and homelessness programs and services in Nipissing District, and describes these in terms of the type of program or service, and their geographical location and area. The report's maps reflect what was heard during the public consultations and focus groups – mainly that citizens in rural areas, do not have services and programs available in their communities. The maps in this report can also be cross-referenced with the maps in the *Current Housing Supply Sub Report 5* (described above). Taken together, these maps provide a valuable spatial perspective of the supply and demand of housing, programs, and services, which will also be useful for reference during the plans implementation.

Sub Report 8: Demographic Profile

This report provides the demographic backdrop for the 10-year housing and homelessness plan for Nipissing District. Specifically, the report provides a summary description of the 2011 census variables which include: land area, population, density; sex; age; language; marital status; and family households. The distribution of these variables is summarized for Nipissing District, and also the municipalities and areas. Trends, five-year change (since the 2006 census), and comparisons with Ontario are also looked at for some of the variables and areas.

Amongst other findings, the data shows shifting demographic patterns which invariably are causing a change in demand for various kinds of housing, including housing for single households and senior citizens. The 10-year housing and homelessness plan has anticipated and provided for, some of these evolving demographic shifts by factoring them in to the plan’s various housing strategies and action items.

Sub Report 9: Priority Analysis Report

This report involved the identification, analysis and filtering of all the priorities and recommendations identified throughout the research phase; including priorities from the literature review, public consultations, focus groups, surveys and private interviews.

The priority analysis report also highlights the steps used to select the 89 priorities and six guiding principles, from more than 500 that were brought forward through the research process. The priorities found in this report largely inform the plan’s action framework and will be the focus of the 10-year housing and homelessness plan’s implementation.

We can’t afford just a normal decent place on OW’s budget...we have no choice.

Person with lived experience of homelessness, North Bay

I’m going to have to take substandard housing because I have no choice – I need somewhere to live.

Person with lived experience of homelessness, North Bay

During a crisis, many people become frustrated and find they need support in finding and retaining housing. They described the need for assistance in navigating the web of rental properties and agreements, including understanding applications forms, assistance with phone calls and support when viewing a property.

Individuals in the District recognize ‘Northern’ homelessness is different than ‘Southern’ homelessness. Absolute homelessness in the District’s communities is uncommon, the reality of cold winters mean individuals are not disposed to sleep on the street. Instead, homelessness in the District is hidden. Individuals ‘couch surf’ with family and friends. Citizens in the District ‘take care of their own’ and identified there are many individuals living in our communities who are one pay cheque away from being unable to support their household.

Transitional and Supportive Housing

There is a need for more transitional housing in the District, in particular for youth, and women and children fleeing violence. There is a particular need for transitional (or second stage) housing outside of North Bay. This type of housing provides a supportive environment to individuals as they transition from homelessness into other types of housing.

Throughout the process of engaging the community, it was heard that there is a need for more supported and supportive housing and that there is a particular need of supported and supportive housing outside of North Bay. There is a lack of suitable housing for individuals, in particular those who require supports. Creating suitable housing ensures that individuals flow through the housing continuum to the most appropriate housing that meets their needs. Creating a successful housing support system decreases the reliance of shelter beds as individuals have the supports to remain in their own homes.

Hidden Homelessness

People who couch surf or living in insecure, temporary arrangements such as with family or friends.

Housing Allowance

A rent subsidy that is paid either directly to tenant or to the landlord. Sometimes used interchangeably with rent supplement.

Long Term Care Housing

Provides care and services for people who no longer are able to live independently or who require onsite nursing care, 24-hour supervision or personal support.

Rent-Geared-to-Income

Subsidized housing for low income households, whereby rent is charged at 30% of the household’s income.

Rent Supplement

Rent subsidies for low income households in private sector rental housing.

Shelters

Shelters or “emergency housing” refers to temporary accommodations for homeless people. The intent of a shelter is to provide safe, healthy, overnight shelter for people who have no place else to go – they are not intended to be a regular residence.

Social and Subsidized Rental

Social housing and subsidized housing offer increased affordability for individuals and families. This is achieved by having either rent-geared-to-income, low-end market rents or a housing allowance to be used in the community. However, there is a long waiting list to access social housing, in particular for single individuals.

Social Housing

This is subsidized housing that is provided in the form of *rent-geared-to-income* or *rent supplements* for individuals, families or households with low income. In Nipissing District, this housing is administered by DNSSAB and is funded through the federal, provincial and municipal Governments.

Suitable Housing

Housing that has enough bedrooms for the size and make-up of residents.

Supported Housing:

Supported housing is often required by senior citizens and people with mental illness and /or physical disabilities. This type of housing provides the support services necessary for people to live independently within the community.

Supportive Housing:

Supportive housing is often required by senior citizens and people with mental illness and /or physical disabilities. This type of housing provides the support services necessary for people who cannot live independently in the community.

Transitional Housing

This type of housing provides a safe, secure living environment where people can receive assistance, counselling and/or treatment in preparation for independent living.

Increasing housing affordability is a key need in the community. There is an identified need to increase the supply of affordable housing units throughout the District. There is also a need for additional units for single individuals and accessible units for non-seniors.

There is a recognition that the age of social and non-profit (affordable) housing is increasing. As such, there is a need to maintain the condition of the current affordable housing stock to a high standard. This includes ensuring the resources are available for repairs.

Private Market Rental

There is a lack of affordable private market rentals throughout the District. This is due in part to low income levels in the district and a significant number of individuals who rely on social assistance (Ontario Works -OW and the Ontario Disability Support Program -ODSP). The shelter portion of social assistance programs does not cover the actual costs of housing. Many individuals are forced to make up the difference between housing costs and shelter rates by using the personal allowance portion of social assistance.

Individuals who find affordable housing solutions can find themselves in unsafe housing or in housing that is in poor condition. These individuals are often afraid to complain to the appropriate authorities in the event the housing they are in is condemned and they become homeless.

Home Ownership

Low-income families have difficulty finding affordable home ownership opportunities. Many low-income families are burdened with high debt loads, including student loans, making it difficult to get a mortgage. For low-income families home ownership may be possible, however, the high cost of utilities and heating, such as hydro, natural gas, wood and propane, lessen the affordability of home ownership.

Housing condition and maintenance is also a concern of home owners. It was identified that some home owners, in particular low-income families and senior citizens, have difficulty maintaining their homes.



Senior's Housing

Senior citizens are a bulging demographic and are expected to increase by 29% by 2024. This increase is expected to put pressure on all aspects of seniors housing, including nursing homes, retirement homes and supportive and supported housing. The current housing supply is not enough to meet the current and future demand of the senior citizen population.

Senior citizens want to remain in their home communities for as long as possible, they wish to age in place. As such, they require support services in the community. Support services can include light housekeeping, home maintenance, snow removal and grass cutting. Some seniors also require assistance to return to their homes after being in hospital, such as meals and medical care and related supports. In some of the rural and smaller municipalities in the District, senior citizens have to leave their friends and families to receive adequate supports.

If it wasn't for neighbours, people wouldn't be able to live on their own.

Senior focus group participant,
East Ferris

Advocacy

The research illustrates the unique needs for Northern Ontario communities with respect to housing and homelessness. There is a lack of transportation in the rural communities. This creates a barrier to employment, housing success and accessing housing support services. Housing and support agencies encounter obstacles providing services to communities that are distant. Nipissing District has a high social assistance rate and a high percentage of individuals with a serious mental illness compared to the rest of the province. In general, individual median incomes are lower than the province. Development of (affordable) housing is difficult due to scale and the nature of the landscape.

Individuals, community organizations and housing and homelessness support services want to ensure the needs of the citizens of Nipissing District, with respect to housing and homelessness, are recognized by governments and government leaders.

Awareness/Education

There is a lack of awareness of homelessness across the District. Absolute homelessness is rare, there are individuals who are absolutely homeless in the community, but because of the climate, it is more likely to occur in the summer. There is a hidden homeless population, individuals who couch surf or stay with family or friends. As this is *hidden* homelessness, the community is not aware of the problem.

Some individuals, especially Aboriginal people, individuals on social assistance, people with disabilities, youth and victims of domestic violence, feel discrimination. This is particularly felt when attempting to access or acquire housing or when trying to access appropriate supports. These individuals also feel stigmatized in the community, if they live in social or non-profit housing or access social assistance benefits.

NIMBY-ism, or not-in-my-backyard, is a barrier for affordable housing development. There is a stigma around

There's so many things that are different from on reserve and off reserve. It's too wide of a gap and there's nothing in there and so people just fall through all the time. They go back to the reserves, or they're here and they're disenfranchised and they turn to addictions. There's too big of a gap...nobody's meeting those needs. There's a great big hole there and people fall through there all the time.

Finding Home in North Bay

affordable housing, which leads to individuals objecting to affordable housing developments.

Collaboration

Service providers throughout the District recognize a strong collaboration between service providers. However, there is always room for continued and improved collaboration, between all levels of government and between community agencies.

Communication

There is a need to increase the knowledge of services available for housing and homelessness and increase the awareness of the problems – and successes.

Government

In order to create appropriate investment decision, there is need for consistent, annualized funding for the programs and services that assist individuals with their housing and homelessness needs.

Organizations that have built, or attempted to build affordable housing, described government ‘red tape’ as a barrier to development. For smaller, non-profit, organizations that wish to increase the housing supply, the ‘red tape’ has caused delays or stunted development opportunities.

I say if we get all the communities from Moosonee to there to here, and we get all together as a group, somebody might hear our voice if we are yelling loud enough. As a group here in North Bay or a group over in Sudbury or Timmins, nobody is going to hear, because it's just a voice yelling in the wind. We need all to yell at the same time, then that voice might be loud enough; where they don't hear the wind, they hear us. That's what it's going to take, for all of us as a group to say 'listen we've had enough'. We need housing, we need help, we're citizens too, we pay taxes but it doesn't seem to get us very far.

Housing Stability: A Descriptive Study of Domestic Violence and Homelessness in Nipissing District

INFORMING THE PLAN D

Making Progress 2008-2013

As much as there is still to do for ensuring that Nipissing citizens can live in acceptable housing complete with support services where necessary, much has been done since 2008 – the time of the previous Nipissing housing study. This progress includes the creation of new affordable housing in Nipissing District, an increase in affordable housing options, improvements in housing condition, homeownership opportunities for low-income families, and new service delivery models and improvements to existing ones.

This section summarizes some of that progress. The list of successes is by no means exhaustive and there are many other examples of community progress being made in addressing the homelessness and housing issues, not mentioned here. As we go forward with implementing the new 10-year housing and homelessness plan, it is important not to forget the past successes, and build upon these where possible.



67 Strong Communities Rent Supplements annually

- Administered by Nipissing District Housing Corporation on behalf of DNSSAB



241 new affordable housing units (11 dwellings)

- Federal-provincial-municipal investment of \$24.3 million



Castle Arms IV (55 units)

- North Bay



West Nipissing Non Profit Housing Corp (45 units)

- Sturgeon Falls



Westwinds Heights (35 units - PHARA)

- North Bay



West Nipissing Centre (20 units)
• Sturgeon Falls



416 Lakeshore (20 units - CMHA)
• North Bay



Girard Complex (18 units)
• North Bay



Castle Arms (12 units)
• Mattawa



The Pines (12 units)
• North Bay



Seniors Villa of East Ferris (10 units)
• Astorville



Seniors Villa of East Ferris (10 units)
• Corbeil



Cams Place (4 units)
• North Bay



Percy Place (10 units)
• Transitional and supportive housing
• North Bay



Social Housing Capital Repairs Initiative and the Social Housing Renovation and Retrofit Program

- Federal/Provincial economic stimulus program
- Over \$6.5 million over three years committed to repair and improve existing social housing units



Between 2008-2012 : AHP Housing Allowance - average 63 units/year

- \$158 monthly average allowance per household



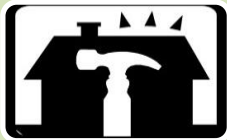
AHP Northern Repair: 99 homes

- \$1.7 million: South Algonquin, Mattawa, West Nipissing, North Bay, Bonfield, Chisholm, Nipissing North and Temagami



2012 to present: IAH Housing Allowance

- 83 households to date



IAH Ontario Renovates: 40 homes

- \$0.33 million: South Algonquin, Mattawa, West Nipissing, Bonfield, Temagami and North Bay



Nipissing District Homelessness and Housing Partnership

- Hoarding Coalition, Homeless Individuals and Families Information System (HIFIS), Mobile Support Worker, Youth Outreach Worker, No Wrong Door



Affordable Home Ownership

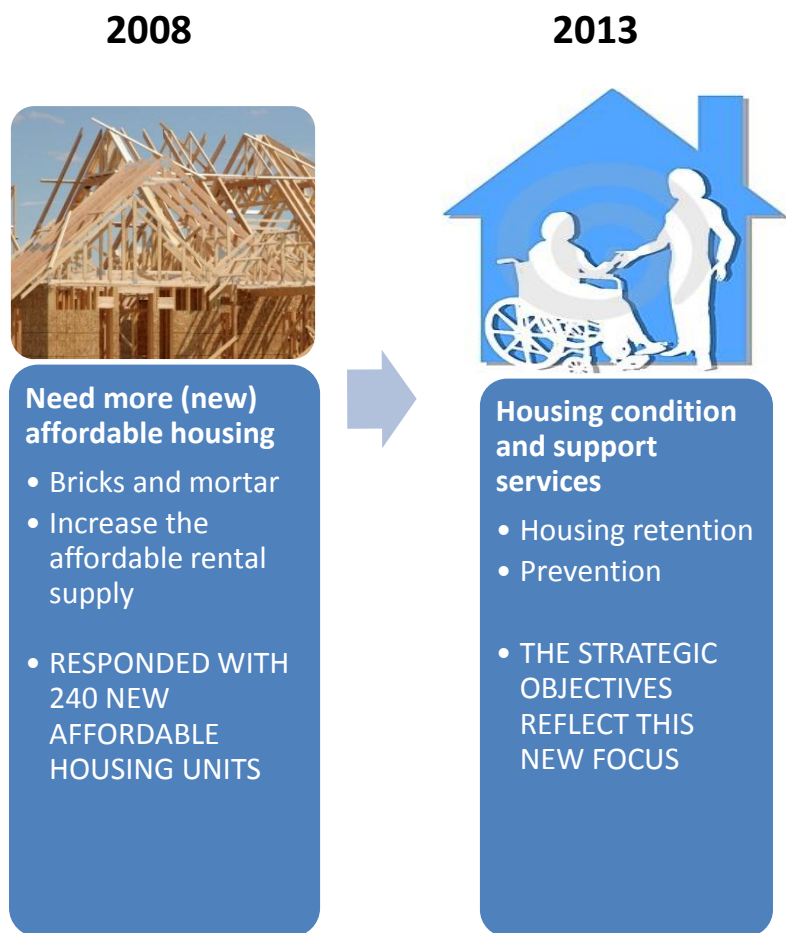
- Community Homeownership Action Group; CHAG/HOAP - 6 houses
- Habitat for Humanity - 3 houses

Fundamental Difference in Housing Objectives between 2008 and 2013

In 2008, the dominant housing need coming out of the research for the Nipissing housing study was the need for more affordable housing. This was from a bricks and mortar perspective, i.e., the need to increase the affordable rental supply with new housing stock. While there were a multitude of other housing-related issues as well (many of which are still prevalent today), the main thrust was for more affordable rental housing.

Over the next four years, DNSSAB responded to this need – along with the federal and provincial governments, local municipalities, and the private and non-profit sectors – and created 241 new affordable housing units in Nipissing District.

In 2013 however, the dominant need coming out of the research for the 10-year housing and homelessness plan, is for more housing support services and programs to help people remain housed. Additionally, the poor condition of housing has surfaced as a major theme. While there is still a need for more (new) housing stock at various points along the housing continuum, maintaining and maximizing the existing stock, and preventing people from losing their homes, is front and centre.



This fundamental difference is reflected in the 10-year housing and homelessness plan's objectives and strategies.

INFORMING THE PLAN E

Summary of Actions for Groups of Particular Interest

There were four sub-populations that were of particular interest in developing the 10-year housing and homelessness plan for Nipissing District: persons with lived experience of homelessness, persons with disabilities, the urban Aboriginal population, and victims of domestic violence. A large body of evidence shows that these groups are further marginalized – or face additional barriers and challenges – when trying to access affordable, acceptable housing. It is important then, that the 10-year housing and homelessness plan for Nipissing District include strategies and actions that will ensure that these groups enjoy the same access to safe, affordable, and acceptable housing as other citizens, and can truly find a place to call home.

The project research team engaged persons with lived experience of homelessness through a series of private interviews. Participation from people with disabilities was achieved through focus groups and personal interviews. Research partnerships facilitated the involvement of the Urban Aboriginal community and victims of domestic violence. The research was conducted by Urban Aboriginal Communities Thrive (UACT) and Nipissing University.

The actions below are a summary of needs identified within these groups. All the actions are contained within the action

framework. The actions are identified by which group the action affects. Of note, many of the actions listed below affect more than one prescribed group and actions not listed below (but are contained within the action framework) will influence many different groups.

Taken collectively, the following actions for each group represent a strategy for accessing affordable, acceptable housing with the necessary support services, and retaining that housing.

People with Lived Homelessness Experience

- Establish a mobile housing help service for individuals who are homeless or at risk of losing their housing
- Ensure service providers hours of operation, allow individuals, who are at risk of homelessness and work during the day to access services and programs
- Investigate options to increase funding to meet housing, transportation and daily living needs
- Create a group that will respond to emergency housing-loss situations. For example housing ordered closed, or other non-natural events that cause people to lose their homes
- Create additional shelter spaces for males

- Create additional shelter spaces for citizens who are not experiencing abuse
- Investigate a new shelter that would provide 24/7 programs to help youth stay off the streets and address the cause of their homelessness
- Develop a coordinated inter-service Case Management Model for the repetitive homeless populations
- Create additional rent subsidies/housing allowances to address the shortage of rental housing in municipalities without social housing
- Create additional rent subsidies/housing allowances to address individuals in transition
- Advocate on behalf of the citizens of Nipissing District, for acceptable housing and related support programs and services, to meet their housing needs.
- Facilitate communication between citizens and government leaders, related to their housing needs
- Ensure the service and program inventory (No Wrong Door) is bilingual and accessible to the public through the DNSSAB web page
- Communication campaign highlighting programs in the community
- Offer information to youth and individuals in shelters/ transitional housing sessions on the services offered by DNSSAB/, the Nipissing District Housing Registry Inc. and NDHC
- Create an annual report on homelessness and disseminate to DNSSAB stakeholders and the public
- Disseminate educational materials that target the stigma and beliefs about homelessness especially as it pertains to certain groups e.g. youth, singles. etc.
- Increase awareness of the needs and challenges homeless individuals (and organizations that assist them) encounter
- Develop ongoing education and training materials for housing and homelessness service providers that document effective strategies for working with the most marginalized groups of people (e.g. people with addictions, youth physical disabilities, Aboriginals) and ensure these groups can access services

Persons with Disabilities

- Create linkages to housing support service and programs, and crisis management for landlords
- Advocate for increased funding, supports and services for individuals to remain housed
- Develop a coordinated inter-service Case Management Model
- Provide ongoing management and support to maintain the older adults living with mental illness in the community
- Increase the supply of transitional/ second stage housing

- Investigate increasing the supply of independent housing living arrangements
- Explore opportunities to increase the supply of group homes
- Advocate on behalf of the citizens of Nipissing District, for acceptable housing and related support programs and services, to meet their housing needs
- Facilitate communication between citizens and government leaders, related to their housing needs
- Disseminate educational materials that target the stigma and beliefs about homelessness especially as it pertains to certain groups.
- Develop ongoing education and training materials for housing and homelessness service providers that document effective strategies for working with the most marginalized groups of people (e.g. people with addictions, physical disabilities) and ensure these groups can access services

Urban Aboriginal Population

- Develop a coordinated inter-service Case Management Model for the Aboriginal populations
- Advocate on behalf of the citizens of Nipissing District, for acceptable housing and related support programs and services, to meet Aboriginal housing needs

- Facilitate communication between citizens and government leaders, related to Aboriginal housing needs
- Develop partnerships between non-Indigenous service providers and Indigenous service providers, elders, community members
- Research and develop options with Urban Native housing providers for the maintenance of service level standards and assist with financial plans after operating agreements expire
- Disseminate educational materials that target the stigma and beliefs about homelessness especially as it pertains to certain groups e.g. Aboriginals
- Develop ongoing education and training materials for housing and homelessness service providers that document effective strategies for working with the most marginalized groups of people (e.g. Aboriginals) and ensure these groups can access services
- Develop cultural protocols, policies, and standards for landlords and housing service providers.

Victims of Domestic Violence

- Establish a mobile housing help service for individuals who are homeless or at risk of losing their housing
- Ensure service providers hours of operation, allow individuals, who are at risk of homelessness and work during the day to access services and programs

- Ensure there is a wide range of supports and services to meet the needs of women and children fleeing violence
- Accroître les services bilingues pour les femmes qui sont victimes de violence familiale et qui doivent accéder à des services autres que les abris de transition, par exemple le système juridique (*Increase bilingual services for women who are victims of domestic violence and who are accessing services outside of transition shelters; for example, the legal system*)
- Investigate options to increase funding to meet housing, transportation and daily living needs
- Create additional shelter spaces for citizens who are not experiencing abuse
- Establish a community development worker position to support individuals in social housing
- Develop a coordinated inter-service Case Management Model for the victim of domestic violence populations
- Create additional rent subsidies/housing allowances to address tenants who are over housed, individuals in transition, victims of domestic violence
- Increase the supply of transitional/ second stage housing
- Increase the resources for VDV transitional housing outside North Bay
- Advocate on behalf of the citizens of Nipissing District, for acceptable housing and related support programs and services, to meet their housing needs
- Facilitate communication between citizens and government leaders, related to their housing needs
- Disseminate educational materials that target the stigma and beliefs about homelessness especially as it pertains to certain groups e.g. VDV
- Increase awareness of the needs and challenges homeless individuals (and organizations that assist them) encounter
- Develop ongoing education and training materials for housing and homelessness service providers that

J'ai vu des logements, et c'est terrible que des personnes vivent comme ça. Ces vieux vieux logements... j'ai visité au moins 25 places et elles étaient affreuses ou trop chères. Les femmes dans ma situation, nous ne cherchons pas des places luxueuses, nous cherchons des places où nous pouvons survivre; il a plus propriétaires de taudis que de propriétaires d'appartements. J'en avais visité un, et les gens n'avaient même pas mis leur matelas dans leur chambre à coucher parce qu'elle n'était pas assez grande

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document effective strategies for working with the most marginalized groups of people and ensure these groups can access services

In closing, it should be noted that there are other target populations –beyond the scope of this plan - that are in need of acceptable housing and/or are negatively affected by housing instability.

These groups require additional inquiry and supports, and include individuals with mental health concerns (including addictions and substance abuse), individuals with a criminal history of convictions and incarceration, and children.

