Appendices

To help augment the information provided in the HHAP, other relevant housing and homelessness information has been included in the following appendices. Wherever possible, references and sources have been provided to assist in connecting with more detailed information.

Appendix A: Summary of Goals, Objectives and Actions

Goal 1: Housing people who do not have a home

Objectives:

i. Improving access to street outreach services across the entire service area, especially for people who need mental health supports and homeless youth populations

ii. Investing in transitional housing with supports to address chronic and episodic homelessness, helping people to transition through the housing system, particularly families and victims of violence against women

iii. Increasing access and funding for homelessness prevention/stabilization programs

1.1 Initially

a) Expanding the use of the Housing First and Supported Transitional pilot projects

b) Developing a permanent housing stability program to recommend for Council approval as part of the 2014 budget process, to be implemented when the current Housing Stability Plan expires at the end of 2013

1.2 Short term

a) Undertaking a homelessness services review to determine how best to coordinate Regional and community resources in meeting the needs of the homeless population

b) Sustaining Regional funding for current homelessness services and shelter initiatives

c) Exploring options for flexible housing models that can provide short-term emergency shelter and/or transitional accommodation, depending on shifting needs

d) Investigating the opportunity to add emergency/transitional housing accommodations using a flexible housing model approach and identify funding mechanisms for enabling such development; particularly in Niagara Falls

e) Securing a formal five-year Homelessness Partnership Strategy funding commitment for Niagara in response to the recent federal announcements

1.3 Mid and Longer term

a) Refining homelessness service system mapping based on the results of the homelessness services review

b) Providing tools/resources that help to support agencies that provide homelessness services, in accordance with homelessness services review results

c) Advocating for additional funding that is outcome-based in order to promote the Housing First principle of getting people housed more permanently
## Goal 2: Helping people find and retain their home

### Objective:

1. Expanding supports and financial assistance that get people housed

#### 2.1 Initially

- a) Researching applicants on the *Affordable Housing* waiting list to identify interim supports that could help households cope/alleviate housing issues
- b) Providing a report to Council in summer 2013 on the outcomes of the Housing Stability Plan and communicate these results to community service providers
- c) Advocating for the federal and provincial governments to allocate homelessness funding based on current needs

#### 2.2 Short term

- a) Increasing stakeholder awareness of supports and services by communicating on initiatives and activities as part of Housing Stability Plan implementation
- b) Determining how best to coordinate Regional and community resources to meet the needs of vulnerable and at-risk populations, as part of the homelessness services review

#### 2.3 Mid and Longer term

- a) Advocating for flexibility in the use of funding from other levels of government (e.g. being able to shift funds between programs, permitting rent allowances to be used in a range of housing types)

### Objective:

2. Enhancing services that help prevent homelessness and allow people to bridge short periods of financial instability, regardless of where they are in the housing market

#### 2.4 Initially

- a) Developing a plan to help address the needs identified from the Aging Well in Niagara consultation with respect to housing
- b) Promoting housing accessibility for people living with physical disabilities through home modification grants
- c) Strategically positioning *rent supplements* over the next 10 years where subsidies can best meet the needs of households on the *Affordable Housing* waiting list
- d) Using case management supports such as pay direct and trusteeship to stabilize tenancies when appropriate

#### 2.5 Short term

- a) Engaging landlords and tenants in identifying and developing approaches for improved landlord tenant relationships, to help reduce evictions, establish successful tenancies and increase access to affordable rental housing
- b) Reviewing the funding experience of the Niagara Emergency Energy Fund and revise the program as required to more adequately and appropriately address need
### 2.6 Mid and Longer term

a) Exploring opportunities that help address transportation concerns of vulnerable populations by promoting better access to services

**Objective:**

iii. Fostering longer term housing stability through financial and other supports that enable households to become more self-sufficient

### 2.7 Initially

a) Enhancing life skills training and mentoring as a way to encourage self-reliance and improved housing stability

b) Continuing to support employment programs that help households move on from social assistance

### Goal 3: Increasing opportunities and options across the housing continuum

**Objective:**

i. Retaining, protecting and increasing the supply of Affordable Housing

### 3.1 Initially

a) Conducting financial analysis of Affordable Housing providers to help plan for ongoing viability and prevent social housing loss as operating agreements expire

b) Supporting the retention of existing stock through renovation programs

c) Incorporate accessibility standards and energy efficiency standards into all capital renewal, renovation and housing supply initiatives/programs for Affordable Housing

d) Maintaining on-going and adequate contributions to the Affordable Housing reserve

e) Seeking extended funding from the province to sustain the Investments in Affordable Housing (IAH) programs, in recognition of the recent federal extension

### 3.2 Short term

a) Developing a strategic asset management plan for the Affordable Housing portfolio which includes an asset rationalization analysis to better align stock with community needs

b) Exploring opportunities to enhance/increase the supply of Affordable Housing by leveraging land, buildings and equity in the public portfolio

c) Ensuring redevelopment for Affordable Housing, especially those that benefit from municipal financial incentives, are consistent with intensification, inclusion, flexibility and sustainability objectives that support healthy community policies of the Regional Policy Plan (RPP) and local area municipality plans

d) Analyzing program options and viability for extending mortgage incentives for renters (i.e. rent-to-own, etc.)

### 3.3 Mid to Longer term

a) Exploring off-reserve Aboriginal housing opportunities that can help augment current market options in collaboration with the Aboriginal community

b) Broadening access to the Niagara Renovates program to expand support for low income households in partnership with local area municipalities
c) Undertaking financial sustainability analysis to help plan for and mitigate the future step down of federal funding for social housing and the impact of funding horizons under the Investment in Affordable Housing (IAH) programs

d) In concert with other Ontario municipalities, continue advocating for:
   - On-going, predictable funding for new housing initiatives (i.e. new development, rent supplements)
   - Sustained federal funding to maintain affordability in existing social housing post End of Operation Agreement (i.e. after mortgage/debt maturity)
   - Funding to repair, renovate and renew aging social housing stock

Objective:

ii. Retaining, protecting and increasing the supply of housing in the private market

3.4 Short term

a) Continuing to implement Regional Policy Plan policies in partnership with local area municipalities which promote rental housing options by limiting condo conversions, encouraging investment in existing stock, supporting second suites, single room occupancies and rooming, boarding and lodging homes, mixed use developments and encouraging adaptive reuse of non-residential buildings

b) Supporting Regional Policy Plan policies by strategically directing funding/incentives for housing programs (e.g. Niagara Renovates, Smarter Niagara)

c) Incorporating accessibility and energy efficiency standards into all private market housing supply initiatives/programs

d) Continuing to encourage the promotion and streamlined approval for secondary suites.

e) Identifying and evaluating options for funding housing initiatives through creative approaches such as linkage fees, property tax relief or reallocation of budget surpluses

f) Incorporating housing as a priority use for surplus property in Regional and local municipal bylaws

3.5 Mid term

a) Continuing to implement Regional Policy Plan policies at the local level which promote a range of ownership housing options by sustaining existing stock through renovation, pursuing alternative development standards, promoting small lot singles, piloting innovative seniors housing options and establishing affordability targets

b) Expanding and providing assistance to local municipalities on the use of development tools such as Community Improvement Plans, Brownfield incentives, targeted tax relief, and other forms of municipal capital facility bylaws

c) Promoting incentives that encourage private market investment in new affordable housing, and reinvesting and retention of existing affordable housing, including through Community Improvement Plans and the Smarter Niagara initiative

d) Advocating to senior governments for incentives to assist private and affordable housing landlords to make improvements to existing rental housing stock aimed at enhancing energy efficiency and reducing utility costs for tenants
### 3.6 Long term

| a) | Continuing to support achievement of longer term housing needs by promoting Regional Policy Plan policies for healthy and inclusive communities, compact development, intensification and sustainability |
| b) | Supporting and facilitating the consistent application and promotion of tools and incentives by local municipalities with particular emphasis on financed-based tools to support affordable housing |
| c) | Advocating to other levels of government for continued funding and incentives that encourage developers to build and retain housing (i.e. tax policies for rental housing) |
| d) | Aligning with actions specific to housing support under Niagara Sustainability Plan infrastructure goals (e.g. setting energy reduction targets consistent with those under the Niagara Sustainability Plan for affordable housing and establishing action plans to achieve them) |

### Goal 4: Building capacity and improving the effectiveness of the housing system

**Objective:**

**i.** Increasing housing awareness and enhancing capacity

#### 4.1 Initially

| a) | Increasing awareness of housing and homelessness issues in Niagara, and the HHAP by developing and implementing a communications strategy |
| b) | Enhancing access to housing and homelessness services by developing and implementing an education strategy for service providers, and a communications strategy for the general public |

#### 4.2 Short term

| a) | Continuing to define housing impacts and explore opportunities to address off-reserve housing needs within the housing system, in concert with local Aboriginal representatives |
| b) | Establishing a housing system map and support service framework that defines the local housing options and use this as a baseline with stakeholders as part of the local service inventory |
| c) | Providing information about housing services and supports in multiple media formats, including social media, to better address the range of communication needs throughout the community |
| d) | Enhancing linguistic, cultural and geographic access to housing services and supports |

#### 4.3 Mid term

| a) | Working with the community to create and build innovative *Affordable Housing* solutions in order to take advantage of future funding opportunities |
| b) | Strengthening relationships with the private development sector and economic development sector in order to continue to build support for the housing agenda |
### Objective:

#### ii. Coordinating resources and integrating decision-making

#### 4.4 Initially

<table>
<thead>
<tr>
<th>a) Establishing and defining a coordinated, community-based engagement model reflective of community-based principles for implementation of the HHAP and its recommended actions, and clarify the governance structure (decision-making) that will support implementation of the HHAP</th>
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<tbody>
<tr>
<td>b) Using the HHAP to establish the housing role within the broader community context, clarifying its distinct but linked relationship to poverty reduction initiatives, human services responsibilities and land use planning</td>
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<tr>
<td>c) Establishing community ownership of the HHAP with a defined Regional leadership role, ensuring internal coordination of departments/resources</td>
</tr>
<tr>
<td>d) Updating the accountability agreement between the Region and Niagara Regional Housing to clarify roles and better reflect the evolving local housing system</td>
</tr>
</tbody>
</table>

#### 4.5 Short term

<table>
<thead>
<tr>
<th>a) Promoting coordination and consistent practices among funded agencies and homelessness service providers who operate within the local housing system, based on the outcomes of the homelessness services review, recognizing that the system is made up of the Region and other funders</th>
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</thead>
<tbody>
<tr>
<td>b) Re-establishing the regional/local area planning working group to coordinate planning efforts in support of the HHAP and the broader housing system</td>
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#### 4.6 Mid term

<table>
<thead>
<tr>
<th>a) Using the HHAP as an aligning vehicle for future housing initiatives, both regionally and in local area municipalities</th>
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<tbody>
<tr>
<td>b) Continuing to work in conjunction with the Niagara Homelessness Advisory Committee and Community Advisory Board to align federally funded homelessness initiative with priorities as expressed in the Homelessness Service Community Plan and the HHAP</td>
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<tr>
<td>c) Continuing to collaborate and align support initiatives with the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) as an important service manager and funder, and with Community Health Centres as an important service provider.</td>
</tr>
<tr>
<td>d) Exploring opportunities for community-oriented funding incentives such as an endowment fund for donation matching, donor-matched government funding and no/low cost community group loans to support improvements in housing supply and related initiatives</td>
</tr>
<tr>
<td>e) Investigating approaches to reduce administrative burdens and enhance the capacity of non-profit agencies to deliver services in partnership with funders and non-profit organizations</td>
</tr>
</tbody>
</table>
### Objective:

iii. Developing systems to collect, maintain and monitor meaningful data

#### 4.7 Initially

- **a)** Creating streamlined tools and processes for agencies to report on housing and homelessness services delivered as well as client outcomes
- **b)** Coordinating Housing Stability Plan supports through Regional social assistance staff to help strengthen linkages between social assistance and homelessness prevention service areas

#### 4.8 Short term

- **a)** Establishing a single, common monitoring report to track key housing indicators
- **b)** Establishing common service statistics to create a clearer picture of service need to use and support improved service planning
- **c)** Maintaining sufficient regional resources to support on-going data collection and interpretation of housing and homelessness data for program and planning purposes

#### 4.9 Mid and Longer term

- **a)** Developing and publishing an annual community report card on HHAP priorities and progress
- **b)** Linking/expanding neighbourhood mapping (e.g. Prosperity Initiative) to further support housing reports, information and messaging
- **c)** Undertaking a formal review of the HHAP by the five year mark to determine Plan effectiveness and to adjust strategic directions for the next five years where necessary
- **d)** Partnering with the academic community to advance research and analyse data to support planning, attract funders and generate interest in ongoing housing and homelessness research