



## COMMUNITY SERVICES COMMITTEE MEETING AGENDA

### Healthy Communities without Poverty

**Date:** Wednesday, November 24, 2021

**Time:** 12:00 PM

**Location:** By video conference while pandemic protocols are in place

<https://zoom.us/j/99767906610?pwd=aldJWWpKRzRZSlpINmd6eXhkT2lsUT09>

**Meeting ID:** 997 6790 6610

**Passcode:** 432535

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**Members:** Councillor Dan Roveda (Chair), Councillor Dave Mendicino (Vice Chair), Mayor Dean Backer, Councillor Mac Bain, Mayor Jane Dumas, Councillor Terry Kelly, Councillor Mark King Councillor Chris Mayne, , Mayor Dan O'Mara, Councillor Scott Robertson, Representative Amanda Smith, Councillor Bill Vrebosch.

Item	Topic
1.0	1.1 Call to Order - Roll Call  1.2 Declaration of Conflict of Interest
2.0	Opening remarks by the Chair
3.0	Approval of the Agenda for November 24, 2021  MOTION #CSC32-2021  THAT the Community Services Committee accepts the Agenda as presented.

Item	Topic
4.0	<p><b>4.1 DELEGATIONS – None at this time.</b></p>
5.0	<p><b>CONSENT AGENDA – CONSENT AGENDA – All items in the consent agenda are voted on collectively. The Chair will call out each item for consideration of discussion. Any item can be singled out for separate vote; then, only the remaining items will be voted on collectively.</b></p> <p><b>MOTION: #CSC33-2021</b>            THAT the Committee receives for information Consent Agenda items 5.1 to 5.3.</p> <p><b>5.1 SSE09-21 Auditor General Follow-Up Report on Social Assistance -</b>            information on the Auditor General’s Follow-Up report on the Ontario Works 2018 Value for Money audit.</p> <p><b>5.2 HS40-21 2021-2022 Reaching Home Funding and Request for Proposal (RFP) Process Results –</b> an update on 2021-2022 Reaching Home Funding Update and the results of the RFP process.</p> <p><b>5.3 HS39-21 2020 Annual Report Implementation Update: A Place to Call Home: Nipissing’s 10-Year Housing and Homelessness Plan -</b> an annual report on the 2020 implementation of “A Place to Call Home: Nipissing District 10-Year Housing and Homelessness Plan 2014-2024” and attached Appendix A “2020 Annual Report Implementation Update”.</p>
6.0	<p><b>MANAGERS REPORTS</b></p> <p><b>6.1 HS38-21 Canada-Ontario Community Housing Initiative (COCHI) &amp; Ontario Priorities Housing Initiative (OPHI) Capital Component Re-Allocations</b></p> <p><b>MOTION: #CSC34-2021</b>            THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives report HS38-21 approving the re-allocation of the Canada-Ontario Community Housing Initiative (COCHI) Capital Component as well as the re-allocation of the Ontario Priorities Housing Initiative (OPHI) Capital Component.</p>
7.0	<p><b>OTHER BUSINESS</b></p>
8.0	<p><b>NEXT MEETING DATE</b>            Wednesday, December 15, 2021</p>
9.0	<p><b>ADJOURNMENT</b></p> <p><b>MOTION: #CSC35-2021</b>  <i>Resolved</i> THAT the Community Services Committee meeting be adjourned at PM.</p>

## BRIEFING NOTE SSE09-21

For Information or  For Approval

**Date:** November 24, 2021

**Purpose:** Auditor General Follow-Up Report on Social Assistance

**Prepared by:** Michelle Glabb, Director of Employment and Social Services

**Reviewed by:** Catherine Matheson, Chief Administrative Officer

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Briefing Note SSE09-21 provides information on the Auditor General's Follow-Up report on the Ontario Works 2018 Value for Money audit.

### BACKGROUND:

In 2018, the Auditor General of Ontario released its annual report. In this report a value for money audit was completed on the Ontario Works program.<sup>1</sup> Following this report, in March of 2019, the Standing Committee on Public Accounts held a public hearing and tabled a new report on this hearing.<sup>2</sup> Through this report the Committee made recommendations asking the Ministry of Children, Community and Social Services (MCCSS) to report back in 2020. Since that time, in April 2021, the Auditor General released a Follow-Up report detailing the current status of their recommendations.

### REPORT

The purpose of this report is to provide the Board with an update on the status of the nineteen (19) recommendations coming out of the Auditor General's Follow-Up report along with observations on the potential policy and financial implications associated with it. **Please note that these recommendations represent the findings of the Auditor General looking at aggregate Ontario Works program data as well as information obtained from a small sampling of four service managers in the Province of Ontario. For this reason these observations may or may not be reflective of the work being completed by the Ontario Works program in the District of Nipissing.**

In this Follow-Up report, the Auditor General highlighted the following as some of their specific concerns with respect to the administration and delivery of Ontario Works<sup>3</sup>:

- The length of time on assistance had nearly doubled since the previous Audit;

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<sup>1</sup> Office of the Auditor General of Ontario, [https://www.auditor.on.ca/en/content/annualreports/arreports/en18/2018AR\\_v1\\_en\\_web.pdf](https://www.auditor.on.ca/en/content/annualreports/arreports/en18/2018AR_v1_en_web.pdf)

<sup>2</sup> Office of the Auditor General of Ontario, [https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU\\_303en20.pdf](https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU_303en20.pdf)

<sup>3</sup> Office of the Auditor General of Ontario, Retrieved on November 9<sup>th</sup>, 2021, [https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU\\_111en20.pdf](https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU_111en20.pdf)

- Significant differences in employment outcomes by service manager;
- Service managers did not consistently meet with recipients on a timely basis;
- The MCCSS Social Assistance Management System does not have the necessary functionality to support effective case management or help service managers better understand the profiles of recipients on the caseload;
- Ministry contracts with service managers lacked meaningful targets;
- Critical applicant information was being overlooked or was missing, increasing the risk for errors in determining eligibility;
- Not all service managers were reassessing recipients every two years as required increasing the risk for overpayments;
- The Social Assistance Management System does not track the underlying cause of overpayments impacting processes aimed to prevent or reduce overpayments in the future;
- Service Managers were approximately one year behind in investigating fraud tips.

The above noted concerns are directly linked to the Auditor General's nineteen (19) recommendations detailed in their Follow-Up report attached as Appendix A. The reason this information continues to be relevant is that many of the Auditor General's recommendations remain outstanding. As you can see in Figure 1 below, eleven percent (11%) of the nineteen (19) recommendations had been fully implemented, sixteen percent (16%) were in the process of being implemented, seventy one (71%) had made little or no progress and two percent (2%) were no longer applicable. Please note that this data is only applicable up to the date the information was collected on August 31<sup>st</sup>, 2020.

Figure 1

RECOMMENDATION STATUS OVERVIEW						
	# of Actions Recommended	Status of Actions Recommended				
		Fully Implemented	In the Process of Being Implemented	Little or No Progress	Will Not Be Implemented	No Longer Applicable
Recommendation 1	2			2		
Recommendation 2	4			4		
Recommendation 3	5			5		
Recommendation 4	1			1		
Recommendation 5	3			3		
Recommendation 6	2			2		
Recommendation 7	4		1	3		
Recommendation 8	2		1	1		
Recommendation 9	3	1		2		
Recommendation 10	2			2		
Recommendation 11	1			1		
Recommendation 12	3		1	2		
Recommendation 13	3	1	0.75	1.25		
Recommendation 14	1	0.50	0.50			
Recommendation 15	2	0.75	0.50	0.75		
Recommendation 16	1		1			
Recommendation 17	2		1.25	0.50		0.25
Recommendation 18	2	0.50	0.25	0.75		0.50
Recommendation 19	2	1		1		
<b>Total</b>	<b>45</b>	<b>4.75</b>	<b>7.25</b>	<b>32.25</b>	<b>0</b>	<b>0.75</b>
<b>%</b>	<b>100</b>	<b>11</b>	<b>16</b>	<b>71</b>	<b>0</b>	<b>2</b>

There are a few important variables to consider when reviewing the Auditor General’s recommendations. A few of these variables are listed below:

- As the findings in the report only capture progress up to August 31<sup>st</sup>, 2020, the overall status in implementing the recommendations has likely changed in some areas.
- As mentioned, the Auditor General reviewed aggregate Ministry data for all CMSM’s and DSSAB’s. However, as the sampling of the number of Service Managers visited was so small (4), the findings can be misleading as they do not necessarily reflect the work of all CMSM’s and DSSAB’s.
- Unlike DNSSAB’s Get Trained Workers Employment Database, as mentioned above the MCCSS Social Assistance Management System does not have the functionality to determine the job readiness of recipients nor does it capture information on barriers to employment. Therefore, the Auditor General’s findings related to the overall effectiveness of Ontario Works employment services was based on information related to the number of Ontario Works recipients on the caseload versus the number of “job ready” Ontario Works recipients on the caseload who connected to employment. This is significant as it is well known that the number of recipients falling into what the MCCSS is now calling the “life stabilization” population is substantial across the province. For this reason, it can be concluded that had the Auditor General had data specific to how many recipients were job ready, their findings on the percentage of recipients connected to employment by service manager would likely have revealed a different story.
- While many of the Auditor General’s recommendations do highlight existing administrative and operational gaps, many of their observations are also rooted in systemic gaps that cannot be solved through the Ontario Works program alone.

**FINANCIAL IMPLICATIONS**

Table 1 below illustrates some of the financial implications noted in the Auditor General’s Follow-Up report that stand out as being significant.

Table 1

<b>Auditor General Observation/Recommendation</b>	<b>Impact/Potential Impact</b>
It was noted that the Ministry does not know whether service managers are delivering OW cost effectively. This resulted in a recommendation that MCCSS collect, analyze and compare service managers’ staffing and recipient caseload ratios. The Auditors noted that at the time of their review there were significant differences between the four service managers they visited. They noted that Ministry guidelines are between ninety to one hundred and twenty (90-120) per	In Nipissing a significant portion of the caseload falls into the life stabilization category. Therefore, existing staffing levels may not be adequate to effectively meet the needs of this population based on the standards noted by the Auditors. Therefore, in order to meet the expectations of the Ministry in the future, additional staff may be required to support recipients with barriers. This risk would be mitigated by the time savings reaped from the MCCSS modernization initiatives if the roll out of

<p>caseworker and for clients with barriers a ratio of forty five to one (45:1) may be necessary.</p>	<p>these initiatives proves to be successful on the front line.</p>
<p>The Auditors highlighted that there are significant differences between administration costs and that MCCSS has not analyzed if the costs are reasonable. For example, they note that they “found costs for internal services such as legal, accounting, and human resources that averaged less than \$100 per OW case at 21 service managers, whereas at 12 others the cost per case was over \$200 and as high as \$700 at one service manager”.<sup>4</sup></p>	<p>This observation has resulted in MCCSS asking for more detailed financial information from service managers through the financial reporting process. To date, DNSSAB has not received any questions related to the breakdown of administration costs.</p>
<p>The document confirms that to date the MCCSS has never exercised their ability to recover funding for unmet targets. It further highlights that there are significant differences in employment outcomes by service manager. For example, “in 2017/2018 the percentage of recipients across all service managers who found employment was just 10 percent (10%) but this ranged from a low of 2 percent (2%) at one service manager to a high of twenty nine percent (29%) at another”.<sup>5</sup></p>	<p>While the DNSSAB has not previously been in a recovery position with respect to the achievement of outcomes, this may place pressure on the Ministry to exercise their ability to recover funding for unmet targets in the future. This is of particular concern during this period when outcomes have been poor due to the impact of the pandemic.</p>
<p>Auditors recommended performance indicators around clients attaching to sustainable employment and/or on their progress with addressing barriers to employment.</p>	<p>Creating performance indicators related to the outcomes associated with supporting clients with barriers appears reasonable. In fact, recognizing the work required to support these individuals is a step in the right direction. However, if the achievement of these outcomes is also tied to recoveries on funding this is a significant concern. As the journey for clients with barriers is not linear, and often results in setbacks, this could increase the risk of future recoveries thus placing additional pressure on municipalities to support program delivery and</p>

<sup>4</sup> Office of the Auditor General of Ontario, Page 164, Retrieved on November 9<sup>th</sup>, 2021, [https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU\\_111en20.pdf](https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU_111en20.pdf)

<sup>5</sup> Office of the Auditor General of Ontario, Page 160, Retrieved on November 9<sup>th</sup>, 2021, [https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU\\_111en20.pdf](https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU_111en20.pdf)

	administration costs due to the current cost sharing formula.
The Auditors noted in the report that the Ministry's systems and processes are ineffective in recording the cause of overpayments. From their perspective, if service managers had access to this information, more could be done to minimize their reoccurrence. The Auditors further stated that in addition, the MCCSS "has yet to review and compare service manager practices in recovering overpayments to determine if they are effective and to take corrective action if they are not". <sup>6</sup>	As the report does not define what this "corrective action" would be this could be an area of risk that should be flagged for review. It is possible that the MCCSS will set performance measures on overpayment recovery in the future.
Report highlights the differences in discretionary benefits across the province and the need to establish guidelines.	Discretionary benefits are capped by the MCCSS with expenditures above the cap becoming 100% municipal. Therefore, the standardization of what benefits are covered through discretionary benefits could result in increased risk if expenditures were to exceed the cap, thus impacting the municipal levy. To date, DNSSAB's Ontario Works program has managed to keep expenditures within the cap, mitigating risk for municipalities.
Length of time on assistance has been flagged by the Auditors as a concern as the time period has nearly doubled since their last audit. For this reason they are advocating for performance indicators and targets.	As the report does not clarify what these performance indicators or targets will be, this could be an area of risk for DSSAB's and CMSM's if the targets are somehow tied to funding and/or recoveries. As length of time on assistance is most often related to barriers to employment, service managers have less control over how long it takes a person to overcome these barriers.

**CONCLUSION**

It appears clear that the Auditor General's value for money audit and subsequent recommendations may in fact be a significant driver behind the current MCCSS Social Assistance Recovery and Renewal Plan. Increased attention to program compliance appears central to their findings, therefore it will be imperative for DNSSAB's OW program to work strategically when reviewing its current service delivery model to ensure it is aligned with both the new provincial direction and the Auditor General's recommendations. This will ensure that the DNSSAB continues to be well positioned to meet the Ministry's expectations moving forward.

<sup>6</sup> Office of the Auditor General of Ontario, Page 159, Retrieved on November 9<sup>th</sup>, 2021, [https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU\\_111en20.pdf](https://www.auditor.on.ca/en/content/annualreports/arreports/en20/FU_111en20.pdf)

**Chapter 1**  
**Section**  
**1.11**

Ministry of Children, Community and Social Services

# Ontario Works

Follow-Up on VFM Section 3.11, 2018 Annual Report

RECOMMENDATION STATUS OVERVIEW						
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## Overall Conclusion

According to the information the Ministry of Children, Community and Social Services (Ministry) and service managers provided to us, as of August 31, 2020, only 11% of actions we recommended in our *2018 Annual Report* have been fully implemented. The Ministry and service managers have made progress in implementing an additional 16% of the recommendations, and 2% of the recommendations are no longer applicable due to changes in government policy.

The Ministry and service managers have fully implemented or made progress in implementing recommendations such as referring to the College of Physicians and Surgeons of Ontario (College) physicians that service managers and the Ministry suspect of approving questionable applications for a special diet. The Ministry completed a review of special diet application forms and identified doctors completing an unusually high number of special diet allowance forms. As a result of this review, the Ministry referred to the College three doctors who had completed over 900 forms each in 2017/18, including one who had completed over 2,000 forms.

The Ministry was also working with Immigration, Refugees and Citizenship Canada (IRCC) and the Canada Border Services Agency (CBSA) on a pilot test to determine whether the Ministry has recorded in its systems the correct immigration status of existing clients, which may impact their eligibility for Ontario Works. The Ministry expected to receive the results of this pilot test in January 2021, and to review the eligibility of cases where there is a change in immigration status relative to that recorded in its systems by June 2021.

All four service managers were also in the process of addressing our recommendation to ensure that they waive the requirement for recipients to participate in employment support activities in eligible circumstances only when supported by the necessary documentation. The four service

managers were all in the process of implementing audits of recipient case files that would assess their compliance in doing so.

However, the Ministry and service managers have made little progress on 71% of the recommendations, including re-instituting Ministry reviews of service managers' compliance with Ontario Works requirements to reinforce to service managers the need to comply with requirements designed to ensure financial assistance is provided in the correct amount and only to eligible individuals, and that recipients progress toward obtaining employment.

The Ministry has yet to enhance its systems and processes to determine and record the cause of overpayments to recipients to enable service managers to analyze and act to minimize their occurrence. In addition, it has yet to review and compare service manager practices in recovering overpayments to determine if they are effective, and to take corrective action where they are not.

The status of actions taken on each of our recommendations is described in this report.

## Background

About 241,000 (250,000 in 2017/18) unemployed or underemployed Ontarians and over 200,000 of their family members received financial aid in 2019/20 from the Ontario Works program of the Ministry of Children, Community and Social Services (Ministry) to help with basic living expenses.

Ontario Works provides temporary financial assistance and employment supports to help recipients find work and become self-reliant. To be eligible, applicants must prove that they live in Ontario and that their income and assets are below specified amounts. Applicants are also generally required to participate in activities to help them find work.

The Ministry contracts with 47 service managers (these are large municipalities or groups of smaller municipalities) and 102 First Nations

(101 in 2017/18) to deliver Ontario Works. In 2019/20 the Ministry provided over \$3 billion (almost \$3 billion in 2017/18) to service managers to deliver the program.

Our audit concluded that the Ministry and service managers do not have effective systems and procedures in place to ensure that only eligible recipients receive financial assistance, or that recipients receive the employment supports required to find jobs and become self-reliant. Our audit also concluded that the Ministry does not have effective systems and processes to measure, evaluate and publicly report on the effectiveness of the Ontario Works program.

The following were some of our specific concerns:

- Although Ontario Works is intended to be a temporary assistance program, the length of time people depend on the program had nearly doubled since our last audit of the program, from an average of 19 months in 2008/09 to almost three years in 2017/18. Service managers have identified that 36% of recipients have barriers affecting their employability, such as homelessness and mental health concerns, that they need help to address.
- We found significant differences in employment outcomes for recipients depending on their service managers. In 2017/18, for example, we noted that the percentage of recipients across all service managers who found employment was just 10%—but this ranged from a low of 2% at one service manager to a high of 29% at another. In addition, the Ministry's performance measures did not track whether individuals leaving the program retain employment over time or later return to Ontario Works.
- We found that service managers did not consistently meet with recipients on a timely basis to review their progress in activities designed to help them find employment. In addition, service manager decisions to temporarily exempt recipients from participating in such activities were not always supported with sufficient evidence to confirm that recipients were unable to participate.
- We found that the Ministry's IT system, called the Social Assistance Management System (SAMS), did not have the functionality to allow caseworkers to record recipient skills, barriers to employment or referrals to training or community services in a way that would enable service managers to analyze such factors for their entire caseload. This functionality would help service managers better understand the profiles and needs of recipients in their caseload.
- Ministry contracts with service managers lacked meaningful targets for recipient employment, and mechanisms to hold them accountable for program delivery.
- Service managers often overlooked or did not obtain and review critical applicant information, increasing the risk of errors in determining eligibility for Ontario Works. In addition, we found that not all service managers reassessed recipients every two years as required to confirm their eligibility for Ontario Works, increasing the risk of overpayments.
- The underlying cause of overpayments to recipients was not tracked in the Ministry's IT system. Without data to understand the most common causes of overpayments, service managers were unable to identify which of their processes they needed to improve to prevent or reduce overpayments in the future.
- Service managers across Ontario were approximately one year behind in investigating approximately 6,000 benefit-fraud tips. We noted that service managers investigated about 17,000 fraud tips in the last three years, and more than 25% of these identified overpayments and another 10% resulted in termination of benefits.

## Status of Actions Taken on Recommendations

We conducted assurance work between April 2020 and August 2020. We obtained written representation from the Ministry and service managers that effective October 6, 2020, they have provided us with a complete update of the status of the recommendations we made in the original audit two years ago.

### Cost of Ontario Works Increasing but Ministry Does Not Effectively Oversee or Hold Service Managers Accountable

#### Recommendation 1

*We recommend that the Ministry of Children, Community and Social Services (Ministry) re-institute its reviews of service managers' compliance with Ontario Works requirements, or implement a suitable process, to reinforce to service managers the need to comply with requirements designed to ensure:*

- financial assistance is provided in the correct amount and only to eligible individuals; and
- recipients progress toward obtaining employment to become self-sufficient.

**Status: Little or no progress.**

#### Details

In our 2018 audit, we found that the Ministry did not conduct inspections of service managers to confirm their compliance with legislation and Ministry policies designed to ensure that the Ontario Works program is effective. The Ministry stopped completing reviews that assess service managers' compliance with Ontario Works requirements in 2011 with the intent of replacing them with a new risk-based program. However, as of 2018, seven years after it stopped completing reviews, it had yet to implement a process to replace these reviews. Our audit found several areas where the Ministry needed to

take steps to improve service managers' compliance to ensure that only those who are eligible for the program receive assistance and that individuals progress toward obtaining employment.

In our follow-up, we found that the Ministry was in the early stages of addressing this recommendation. The Ministry identified that it is working to transform the accountability model for social assistance, and that the new model would include a series of new program-monitoring mechanisms that would be put into operation through revised agreements with service managers by January 2022. The Ministry indicated that in the meantime it planned to introduce new accountability measures, including an interim performance-monitoring strategy. The Ministry had also established a provincial-municipal working group to support the work toward a transformed outcomes-based approach to social assistance accountability.

#### Recommendation 2

*To hold service managers accountable for delivering the Ontario Works program in compliance with the program's requirements, and to improve program outcomes, we recommend that the Ministry of Children, Community and Social Services (Ministry) update its contracts with service managers to include:*

- requirements to comply with Ontario Works legislation, Ministry directives and policies;
- additional performance indicators and meaningful targets to measure service managers' progress in assisting Ontario Works recipients find employment and become self-sufficient;
- targets for service delivery, including reducing and preventing overpayments; and
- mechanisms to hold service managers accountable for meeting the terms of the agreements.

**Status: Little or no progress.**

#### Details

In our 2018 audit, we found that the Ministry's contracts with service managers for the delivery of Ontario Works did not include a requirement for

service managers to comply with Ontario Works legislation, Ministry program directives or key Ministry policies. In addition, the contracts did not include measures and targets for service delivery such as reducing overpayments, improved overpayment collection and timely investigation of fraud referrals.

We noted as well that contracts with service managers included a requirement to achieve performance targets for indicators relating to recipient employment earnings and the percentage of recipients who find employment. These contracts allowed the Ministry to recover funds when service managers did not achieve these targets. However, the Ministry advised us that it had never exercised its ability to recover funding from service managers for failing to achieve these targets. In addition, we noted that service managers were required to pick and set targets for only two of the Ministry's four indicators. We found that almost 30% of service managers did not have any targets in their contracts for the number of recipients expected to leave the program for employment.

In our follow-up, we found that the Ministry was in the early stages of addressing this recommendation. It informed us that the new outcomes-based approach to social assistance accountability it was working to develop, noted in **Recommendation 1**, would include a series of new program-monitoring mechanisms that would be put into operation through revised agreements with service managers by January 2022.

### Ministry Lacks Targets and Performance Indicators to Improve the Effectiveness of Ontario Works

#### Recommendation 3

*To improve the effectiveness of the Ontario Works program in helping people to obtain employment and become self-sufficient, and to assess the effectiveness of the service managers it funds, we recommend that the Ministry of Children, Community and Social Services (Ministry):*

- establish performance indicators and targets for recipients' length of time on assistance;
- establish performance indicators and targets to measure whether recipients obtain sustainable employment;
- establish performance indicators and targets that provide sufficient information to help the Ministry measure the progress of service managers in helping recipients resolve their barriers to employment;
- monitor the performance of the program and service managers to identify and take corrective action where targets and expectations are not being met; and
- publicly report on the effectiveness of the Ontario Works program in helping recipients to find and retain employment.

**Status: Little or no progress.**

#### Details

In our 2018 audit, we found that the Ministry had not set provincial targets for the number of Ontario Works recipients it expects to find employment. We determined that province-wide, only 10% of Ontario Works recipient cases left the program for employment in 2017/18. We also found significant differences between service managers' employment results. However, we found the Ministry did not compare the employment results it collected from service managers to identify best practices and instances that required corrective action. In addition, we found that the Ministry's performance indicators relating to whether an individual has found employment did not measure whether recipients find stable employment. This is because these indicators do not distinguish between those who leave Ontario Works temporarily—such as for seasonal work or a temporary contract—and those who have found long-term employment.

We noted in our 2018 audit that the intent of the Ontario Works program is to provide temporary financial assistance to those in need to help them find employment and become self-sufficient. However, we found that recipient time on Ontario Works

assistance had almost doubled, from an average of 19 consecutive months in 2008/09 to nearly three years in 2017/18. Despite this trend, we found that the Ministry had not established province-wide or service manager-specific targets and performance indicators for recipient time on assistance.

We also noted that the Ministry required service managers to assist recipients on Ontario Works to overcome barriers that hinder their ability to prepare for or search for employment. However, we found that the Ministry did not have performance indicators and related targets to measure the effectiveness of service managers' efforts in assisting recipients to overcome those barriers. According to our analysis of data from the Ministry, about 100,000 individuals, equivalent to 36% of adults receiving Ontario Works as of March 31, 2018, had been categorized as needing to stabilize their life and requiring assistance to overcome their employment barriers.

We noted as well in our 2018 audit that the Ministry reported various statistics on the Ontario Works program publicly on its website. However, we found that the Ministry did not publicly report on the number and proportion of Ontario Works recipients who find employment each year.

In our follow-up, the Ministry informed us, as noted in **Recommendation 1**, that it was working toward putting in place an outcomes-based approach to social assistance accountability. However, we found that the Ministry's progress toward implementing this recommendation was otherwise limited. The Ministry informed us that it was working to transform the accountability model for social assistance, which includes creating an outcomes framework with corresponding performance indicators and related targets that are intended to address our recommendation. However, the Ministry did not have a timeline for the framework's completion. The Ministry also indicated that it planned to incorporate the performance indicators and related targets it would develop into service manager contracts by January 2022, and that it would subsequently monitor service manager results and take

corrective actions where warranted. Finally, the Ministry indicated that it would explore mechanisms to report performance publicly and develop a plan for doing so.

#### Recommendation 4

*To improve the efficiency and effectiveness of the Ontario Works program, which is intended to provide temporary assistance, we recommend that the Ministry of Children, Community and Social Services (Ministry) assess the suitability of the program as it is currently designed and take steps to improve its effectiveness in meeting the needs of recipients who have significant employment barriers and require extensive assistance to become employed, or who received assistance for lengthy periods of time without successfully obtaining employment.*

**Status: Little or no progress.**

#### Details

We noted in our 2018 audit that the intent of the Ontario Works program is to provide temporary financial assistance to those in need to help them find employment and become self-sufficient. However, as we discuss in more detail in connection to **Recommendation 3**, we found that recipient time on Ontario Works assistance had almost doubled, and the Ministry had not established targets and performance indicators for recipient time on assistance. We also found that the Ministry did not measure the effectiveness of service managers' efforts in assisting recipients to overcome barriers that hinder their ability to prepare for or search for employment.

In our follow-up, we found that the Ministry had not taken specific steps to implement this recommendation, but it advised us it still intended to implement it.

## Ministry Does Not Know Whether Service Managers Are Delivering Ontario Works Cost-Effectively

### Recommendation 5

To ensure that service managers deliver the Ontario Works program efficiently, we recommend that the Ministry of Children, Community and Social Services (Ministry):

- collect, analyze and compare service manager staffing and recipient caseloads both among service managers and with Ministry guidelines, and then to follow up on significant differences to identify promising practices and instances that require corrective action to improve outcomes;

**Status:** Little or no progress.

### Details

In our 2018 audit, we found that the Ministry did not obtain data on service manager staffing levels, such as the number of caseworkers employed, to analyze and assess whether service managers were staffed according to Ministry guidelines, and allocate sufficient staff to deliver the Ontario Works program effectively. We obtained data on service manager staffing and determined that there were significant differences between service managers' caseworker-to-recipient caseloads, and that the caseload at one of the service managers we visited was significantly higher than the caseload at the other three service managers we visited. In addition, we noted that this service manager's caseload—which reached as high as 214 cases per caseworker in 2015—significantly exceeded the Ministry's guideline in each of the last five years. The Ministry's guideline indicates that a suitable caseload is between 90 and 120 recipients per caseworker, and also suggests that for recipients with significant barriers to employment, a ratio of 45:1 may be necessary. We found that, based on the percentage of adults at the service managers we visited who had significant employment barriers, it is possible that all four of the service managers we visited exceeded what the Ministry considers an optimal recipient-to-caseworker ratio.

In our follow-up, we found that the Ministry had not taken specific steps to address this recommendation, but it advised us it still intended to implement it.

- compare the costs of service managers to deliver the Ontario Works program to understand and identify the reasons for such differences and to take corrective action where necessary; and
- evaluate whether the proportion of service managers' program delivery costs that it funds is effective in improving outcomes for Ontario Works recipients.

**Status:** Little or no progress.

### Details

In our 2018 audit, we found that there were significant differences between administration costs to deliver the Ontario Works program at the service managers. The Ministry funded at least 50% of service managers' administration costs, but it did not analyze the costs to identify whether they were reasonable and if not, what corrective measures were needed. As well, the Ministry had not investigated the impact of these differences on the quality of services provided to Ontario Works recipients. We analyzed and compared service managers' administration costs and found differences between service managers, including significant differences that ought to be followed up by the Ministry. Specifically, we found costs for internal services, such as legal, accounting and human resources averaged less than \$100 per Ontario Works case at 21 service managers, whereas at 12 service managers the cost per case was over \$200, and as high as \$700 at one service manager.

In our follow-up, we found that the Ministry was in the early stages of addressing this recommendation. As noted in **Recommendation 1**, the Ministry was working to develop a new outcomes-based approach to social assistance accountability. The Ministry informed us that this would include a new program delivery funding model intended to ensure the efficient and effective delivery of the Ontario

Works program and the achievement of intended outcomes. It noted that when developed, the funding model would be supported by a new outcomes framework and levers to promote continuous performance improvement. The Ministry indicated that the new funding model, which it expected to develop by January 2022, would also reflect the most effective approach to cost sharing to maximize recipient outcomes.

## Ministry Efforts to Prevent Overpayments and Improve Their Collection Is Limited

### Recommendation 6

*To reduce the number and size of overpayments to recipients, we recommend that the Ministry of Children, Community and Social Services (Ministry):*

- *revisit its decision that extended the timeframe for reassessing recipient eligibility from every 12 months to every 24 months with a view to selecting a risk-based time period that most effectively prevents overpayments;*

**Status:** Little or no progress.

### Details

In our 2018 audit, we noted that in January 2012, the Ministry revised its policy for how frequently service managers are required to reassess a recipient's eligibility to continue to receive Ontario Works benefits from every 12 months to every 24 months. However, we found that one of the four service managers we visited had its own policy to continue to perform eligibility reassessments every 12 months in order to better prevent large overpayments that could otherwise be made if changes in recipient circumstances went undetected. In addition, in response to our survey, 15% of service managers indicated that their policy for financial reassessments continued to be every 12 months.

In our follow-up, we found that the Ministry had not taken specific steps to implement this recommendation, but it advised us it still intended to

implement it. The Ministry indicated that as a result of COVID-19, it expected a surge in the Ontario Works caseload and was considering its response, including implementing a risk-based approach to address the recommendation.

- *enhance its systems and processes to determine and record the cause of overpayments to enable service managers to analyze and take action to minimize their occurrence.*

**Status:** Little or no progress.

### Details

We found in our 2018 audit that service managers did not have the ability to record in their information systems the reasons for overpayments. The Ministry's IT system determined the reasons, but these system-generated reasons have insufficient detail to understand why an overpayment occurred. Without data to understand the most common systemic causes of overpayments, along with data to analyze how caseworkers or the information system identified the overpayments, service managers were unable to identify how to prevent or reduce systemic overpayments in the future.

In our follow-up, we found that the Ministry had not taken specific steps to implement the recommendation; it advised us that it needed more time to enhance its systems and processes to determine and record the cause of overpayments. The Ministry also indicated that it was planning to review overpayments to determine their primary causes, and to take corrective action to address them by March 2021.

### Recommendation 7

*To increase the rate at which service managers recover overpayments, and to have the necessary information to assess service manager efforts to recover overpayments, we recommend that the Ministry of Children, Community and Social Services (Ministry):*

- *analyze and reconsider the default recovery rate from active Ontario Works recipients to the*

*extent that it does not cause undue financial hardship;*

**Status:** In the process of being implemented by August 2021.

#### Details

In our 2018 audit, we found that the Ministry decided not to go ahead with a planned change to increase the default recovery rate for the repayment of overpayments by active Ontario Works recipients from 5% to 10%. The Ministry estimated that if the 10% default recovery rate had been implemented, it would have recovered additional overpayments of at least \$35 million between April 2016 and March 2018 from active Ontario Works recipients.

In our follow-up, we found that in May 2019, the Ministry changed its guidelines to indicate that the standard overpayment recovery rate should be established at 10% when the cause of the overpayment is deemed to have been within the recipient's control to prevent. The Ministry noted that it has been monitoring the implementation of the policy and planned to evaluate the impact and effectiveness of the revised policy in achieving savings by August 2021.

- *expand the use of the Canada Revenue Agency's program to recover overpayments from former recipients through tax refunds;*

**Status:** Little or no progress.

#### Details

We found in our 2018 audit that the Ministry had not taken steps to implement the Canada Revenue Agency's Refund Set-Off program (Program) across all service managers to help recover overpayments from former recipients. We noted that the Ministry had previously reported to us in 2011 that a working group it had established to review overpayment policies had recommended that the Program be expanded to all service managers because the amounts that were being collected exceeded the costs of the collection efforts. However, during our audit in 2018, only one service manager was using the Program. Between 2013 and 2017, this service

manager had recovered overpayments totalling \$4.5 million from over 6,000 former Ontario Works recipients.

In our follow-up, we found that the Ministry had not taken specific steps to implement the recommendation, but it advised us it still intended to address it. The Ministry indicated that by November 2021 it would complete an assessment of expanding the use of the Program for former Ontario Works recipients and that it would develop recommendations and options based on the assessment by November 2021.

- *implement the necessary changes to its systems to separate overpayments to, and recoveries from recipients recorded in error;*

**Status:** Little or no progress.

#### Details

We found in our 2018 audit that in the previous five years, the Ministry's data from its Social Assistance Management System (SAMS) indicated that overpayments to Ontario Works recipients totalled almost \$900 million. However, the Ministry confirmed that there may be overpayments recorded in error and that it was unable to determine what proportion of the \$900 million relates to these erroneous overpayment records.

In our follow-up, we found that the Ministry had not taken specific steps to address the recommendation to implement changes to its systems to separate overpayments to, and recoveries from recipients recorded in error, but it advised us it still intended to do so.

- *review and compare service manager practices to recover overpayments to determine if they are effective, and to take corrective action where they are not.*

**Status:** Little or no progress.

#### Details

We found in our 2018 audit that the Ministry did not review the effectiveness of service managers' practices for recovering overpayments, despite the fact that service managers recovered overpayments



at rates that differed significantly. In 2017/18, recovered amounts ranged from \$160 per case at one service manager, to an average of \$2,700 at another service manager. This lack of oversight can have an impact on the amount of money recovered and paid back to the government. In addition, starting in January 2018, the Ministry has funded 100% of payments to Ontario Works recipients. As a result, any money owed by current and former recipients is due in full to the province.

In our follow-up, we found that the Ministry had not taken specific steps to address the recommendation, but it advised us it still intended to implement it.

### Ministry Efforts to Ensure Only Eligible Applicants Receive Funding for a Special Diet Are Insufficient

#### Recommendation 8

*So that all Ontario Works recipients are treated fairly and only receive allowances for a special diet if they have a medical condition that requires it, we recommend that the Ministry of Children, Community and Social Services (Ministry) review the proportion of recipients that the special diet allowance is provided at different service managers to:*

- *identify, investigate, and address improbably high trends in the proportion of recipients who receive the special diet allowance;*  
**Status: In the process of being implemented by December 2020.**

#### Details

In our 2018 audit, we analyzed data provided by the Ministry and identified that at one of the service managers we visited, which had the largest caseload in Ontario, 26% of Ontario Works cases in 2017/18 were receiving an allowance for a special diet. By comparison, our analysis identified that for the rest of the province's 46 service managers, an average of just 13% of Ontario Works cases received this allowance.

We analyzed the number of special diet applications completed between January 2015 and March 2018 at the service manager with the largest caseload in Ontario and found that 10 individuals (nine doctors and one dietician) approved 23% of all applications at this service manager—including one doctor who approved 6% of all applications.

We found that six of these doctors had been subject to disciplinary action from the College of Physicians and Surgeons of Ontario (College) for a variety of allegations and charges, including one for signing off on special diet applications that recipients did not require. We also identified that another doctor who had signed off on the most special diet applications in the province during this period had a disciplinary hearing notice issued against him dated June 2018, and that some of the charges against him related to special diet applications. We noted that the Ministry was not aware of the disciplinary hearing scheduled for this doctor and had not issued instructions to service managers to flag special diet applications from this doctor pending the outcome of the hearing. Service managers have the option to confirm the need for a special diet by requesting an additional application completed by a different health-care professional.

In our follow-up, we found that the Ministry had completed a review of special diet allowance forms signed off on by doctors from 2015 to 2018. The Ministry identified doctors completing an unusually high number of special diet allowance forms and isolated three doctors who completed over 900 forms each in 2017/18, including one who completed over 2,000 forms. The Ministry referred these three doctors to the College, which subsequently launched an investigation.

The Ministry advised us that by December 2020 it intended to begin repeating its review of special diet allowance forms completed by doctors for anomalies in their prescribing practices twice a year, and where necessary it would refer doctors to the College. The Ministry also advised us that these reviews would include reviewing regional disparities in approved special diet allowances.

- reinforce with service managers the need to be diligent in providing the special diet allowance, and in the case of unusual trends, request medical records or a second application completed by a different health-care professional.

**Status:** Little or no progress.

#### Details

In our follow-up, we found that the Ministry had not yet taken steps to implement the recommendation, but advised us that it still intended to address it.

#### Recommendation 9

We recommend that the Ministry of Children, Community and Social Services (Ministry) work with the College of Physicians and Surgeons of Ontario (College) and that the Ministry:

- refer physicians to the College suspected by service managers and the Ministry of approving questionable applications for a special diet allowance;

**Status:** Fully implemented.

#### Details

In our 2018 audit, we analyzed the number of special diet applications completed between January 2015 and March 2018 at the service manager with the largest caseload in Ontario. As we discuss in more detail in connection to **Recommendation 8**, we found a questionable pattern of approvals.

In our follow-up, we found that the Ministry had completed a review of special diet allowance forms signed off on by doctors from 2015 to 2018. As we discuss in **Recommendation 8**, the Ministry identified doctors completing an unusually high number of special diet allowance forms and isolated three doctors who completed over 900 forms each in 2017/18, including one who completed over 2,000 forms. The Ministry referred these three doctors to the College, which subsequently launched an investigation.

The Ministry also advised us that by December 2020 it intended to begin repeating its review of special diet allowance forms completed by doctors

for anomalies in their prescribing practices twice a year, and where necessary it would refer additional doctors to the College.

- work with the College to share information with the Ministry on physicians that the College is currently investigating or has previously sanctioned in regard to the special diet application;

**Status:** Little or no progress.

#### Details

In our follow-up, we found that the Ministry had not yet taken steps to implement the recommendation. The Ministry advised us that it still intended to do so but would require more time and had not yet set a timetable for its implementation.

- distribute to all service managers a list of doctors the Ministry suspects of approving questionable applications for a special diet allowance, including doctors the College is investigating or has previously sanctioned.

**Status:** Little or no progress.

#### Details

In our follow-up, the Ministry advised us that it was exploring the legal implications of sharing doctor information with service managers before determining its next steps toward implementing the recommendation.

## Service Managers Offer Different Benefits, Resulting in Inequities Across the Province

#### Recommendation 10

So that Ontarians in financial need are treated fairly and have access to benefits that support their progression towards employment regardless of where in Ontario they seek assistance from the Ontario Works program, we recommend that the Ministry of Children, Community and Social Services (Ministry):

- review and analyze the differences in discretionary benefits provided by service managers, and their impact on recipient outcomes; and
- based on this analysis, establish guidelines for issuing these benefits to support local decision-making.

**Status:** Little or no progress.

#### Details

We found in our 2018 audit that the Ministry allows service managers to determine which discretionary benefits they wish to provide and in what amount. However, we found that the Ministry is not aware of the extent of the differences between service managers or the impact of such differences on recipients. At the four service managers we visited, we found that discretionary benefits Ontario Works recipients were eligible to receive varied. For example, we found that two service managers offered orthotics and orthopaedic footwear, one service manager offered orthotics only, and the other service manager did not provide either orthotics or orthopaedic footwear.

In our follow-up, we found that the Ministry had not yet taken steps to implement the recommendation. The Ministry advised us that, to support local decision-making, it planned to analyze the provision of discretionary benefits across service managers to identify local strategies that have a positive impact on recipient outcomes. Based on this analysis, the Ministry would develop best practice guidelines. However, the Ministry had not set a timeline for completing these actions.

### Service Managers Not Satisfied with IT System for Recipient Case Management

#### Recommendation 11

*To ensure that service managers are able to monitor and track recipients' progress toward finding employment, we recommend that the Ministry of Children, Community and Social Services (Ministry) improve its systems to strengthen its case management capabilities*

*for service managers to better track recipients' skills, barriers to employment, referrals to employment and community programs, and recipient progress.*

**Status:** Little or no progress.

#### Details

We found in our 2018 audit that 45 service managers (96%) reported in our survey that they were not satisfied with the Social Assistance Management System (SAMS) for recipient case management. The service managers indicated that SAMS is not designed to record and track key information they need to effectively manage the progress of their Ontario Works recipients. For example, although service managers can record notes about individual recipients in SAMS, they cannot generate reports on these notes to analyze recipients' skills, barriers to employment, or referrals to training or community services for their entire caseload. This recipient information can only be reviewed in SAMS on a case-by-case basis. Without this data, service managers face challenges to understand the profile of recipients on their caseload, track recipients' progress or design suitable training and employment programs to help recipients work toward obtaining employment.

In our follow-up, we found that the Ministry had not yet made progress toward implementing this recommendation. The Ministry indicated that it plans to enhance functionality in SAMS by January 2021 to support improved tracking of recipients' skills, barriers to employment and referrals.

### Information Affecting Recipient Eligibility Is Not Consistently Verified with the Federal Government

#### Recommendation 12

*To confirm that only eligible individuals receive financial assistance from Ontario Works, we recommend that the Ministry of Children, Community and Social Services (Ministry):*

- *identify recipients with risk factors related to their eligibility and utilize its agreement with the federal government to validate the immigration status of these recipients. Where recipients are determined to be ineligible for Ontario Works, take appropriate action to terminate them and recover any overpayments;*

**Status: In the process of being implemented by June 2021.**

#### Details

We found in our 2018 audit that the Ministry had an agreement with the federal government's Immigration, Refugees and Citizenship Canada (IRCC) to obtain information on the immigration status of Ontario Works recipients. However, we found the Ministry did not use this agreement to check that all recipients of Ontario Works (who cannot demonstrate their legal status in Canada) are still eligible.

In our 2018 audit, we also reviewed Ontario Works recipient data in the Ministry's Social Assistance Management System (SAMS), and identified over 500 individuals where there is a risk that they may no longer be eligible for Ontario Works. We asked the Ministry to request that IRCC check the status of these 500 individuals; however, because the process had to be done manually the Ministry informed us IRCC would only be able to check 50 individuals. Although the Ministry received only summary results of these checks, the results identified eligibility concerns for one-quarter of these individuals.

In our follow-up, the Ministry indicated that in 2019 it put in place a new process by which it verifies the immigration status of all new foreign-born applicants with IRCC.

We also found in our follow-up that the Ministry was in the process of conducting a pilot test with IRCC and the Canada Border Services Agency (CBSA) to confirm the technical feasibility of an automated exchange of personal information between the Ministry, IRCC and the CBSA, and to determine whether the Ministry has a record of

the correct immigration status of existing clients, which may impact their eligibility for Ontario Works. A sample of cases was sent to IRCC as part of this pilot where the immigration status in SAMS had been recorded as refugee claimants, family class immigrants, and other/blank. The Ministry expected to receive results from the pilot in January 2021. The Ministry planned to review the eligibility of cases where there was a change in immigration status relative to that recorded in SAMS by June 2021. Based on these results, the Ministry planned to also determine by June 2021 the need for another data-matching exercise for other existing Ontario Works cases.

- *work with the federal government to increase the efficiency of their information sharing to allow for timely checks of the immigration status of all applicable Ontario Works recipients;*

**Status: Little or no progress.**

#### Details

In our 2018 audit, we found that while the Ministry had an information sharing agreement in place with IRCC to obtain information on the immigration status of Ontario Works recipients, the process in place to do so involved manually checking the immigration status of individuals on a case-by-case basis.

In our follow-up, we found that the Ministry had made some progress toward addressing this recommendation. As noted earlier, the Ministry was in the process of conducting a pilot test with IRCC and the Canada Border Services Agency (CBSA), one of whose aims is to confirm the technical feasibility of an automated exchange of personal information between the Ministry, IRCC and the CBSA relating to Ontario Works clients' immigration status for the purposes of verifying their eligibility. The intent is to use the results of this pilot to inform analysis on whether and how to move forward with an automated information sharing process to replace the manual information sharing process currently in place between IRCC and the Ministry.

The Ministry expected to receive results from the pilot in January 2021, and to subsequently use the results to determine the cost/benefit of automating the information sharing process. However, it had not set a timeline for when it expects to decide on the automation of this process, or on when it plans to fully implement the recommendation.

- *work with the Canada Border Services Agency to establish an information sharing agreement to obtain information about the travel history of Ontario Works recipients and to identify recipients who are no longer eligible for Ontario Works.*

**Status:** Little or no progress.

#### Details

We found in our 2018 audit that the Ministry did not have an information sharing agreement with the federal government's Canada Border Services Agency (CBSA) to be able to find out details about the travel history of other Ontario Works recipients and therefore could not check whether Ontario Works recipients were in the country.

In our follow-up, we found that the Ministry had made some progress toward addressing this recommendation. The Ministry was in the process of conducting a pilot test with IRCC and the Canada Border Services Agency (CBSA). Through this pilot, the Ministry expected to receive aggregate information from the CBSA relating to Ministry clients who have departed from Canada. The Ministry advised us that by June 2021 it intended to use results of this pilot to determine whether establishing an information sharing agreement with the CBSA would be beneficial in helping to identify Ontario Works recipients who are no longer eligible for Ontario Works. However, at the time of our follow-up, the Ministry did not have a timeline of when it expected to fully implement this recommendation.

## Service Managers Do Not Consistently Assess Recipients' Relevant Information to Ensure They Are Eligible

### Recommendation 13

*So that only people who are eligible for Ontario Works receive financial assistance and in the correct amount, we recommend that service managers:*

- *work with the Ministry of Children, Community and Social Services (Ministry) to confirm and formalize the requirement to use the third-party verification checks that will be most effective in verifying an individual's financial circumstances;*

**Status:** Little or no progress.

#### Details

In our 2018 audit, we noted that service managers were required to check whether information provided by applicants regarding their assets and income is accurate by using outside sources, such as the Canada Revenue Agency and Equifax Canada Inc. They were also required to do a similar verification when they reassessed financial information provided by current recipients to ensure that they were still eligible for the program and were receiving the appropriate financial assistance. However, we found that the Ministry did not prescribe which specific third-party verification checks service managers must complete, though it identified the Canada Revenue Agency and Equifax Canada as the most important resources during the application process.

In our follow-up, we found that service managers had not worked with the Ministry to confirm and formalize the requirement to use the third-party verification checks that would be most effective in verifying an individual's financial circumstances.

- *take steps to reinforce the requirement that caseworkers review and document their review of all relevant information required by the Ministry when determining applicant eligibility and financial assistance;*

**Status:** One service manager has made little or no progress and three service managers are in the process of implementing the recommendation by January 2021.

#### Details

In our 2018 audit, we found that Ontario Works caseworkers did not always obtain documents that established an applicant's eligibility for the program—such as documents that prove the applicant was legally entitled to reside in Canada. We also found that caseworkers did not always investigate red flags in applications, leading to potential mistakes in determining an applicant's eligibility for the program and the correct amount of financial assistance. At the four service managers we visited, we found that in 20% to 60% of the files we reviewed, caseworkers either did not obtain or did not review relevant application information.

In our follow-up, we found that three service managers were in the process of implementing the recommendation. One service manager advised us that in 2019 it started to complete audits of its files every other month to assess program compliance and facilitate improvement; these audits include eligibility and financial assistance. The service manager advised that it had paused its reviews but was in the process of developing an accountability framework that would include audits to ensure Ministry directives and policies are complied with. The service manager expected to implement its ongoing audits by November 2020 and to achieve 75–80% compliance in this area at that time.

Another service manager had conducted a pilot project in December 2019 to assess its compliance in key program areas including assessing eligibility. This service manager advised us that it began to conduct regular audits on an ongoing basis in July 2020 to assess its compliance—including with respect to ensuring that all relevant information required to assess eligibility and financial assistance is reviewed and documented—and was targeting 100% compliance by December 2020. A third service manager indicated that its supervisors

conducted audits of files to assess compliance until April 2019, and intended to begin conducting audits again on an ongoing basis by January 2021.

The remaining service manager had implemented a checklist that newer caseworkers are required to complete and supervisors are required to review, to show that they have considered all key areas in determining eligibility. Although this service manager's progress was otherwise limited, it indicated that it planned to put in place a file review process to assess compliance by the end of 2020.

- *reassess the ongoing eligibility of Ontario Works recipients in the time period required by Ministry policy.*

**Status:** Two service managers have fully implemented the recommendation, and two service managers are in the process of implementing the recommendation by December 2020.

#### Details

In our 2018 audit, we found that at two of the four service managers we visited, in 20% to 35% of the files we reviewed, caseworkers did not meet with recipients at least once every two years to obtain updated information and assess whether the recipients continued to be eligible for Ontario Works, and the amount of financial assistance they were receiving. The remaining two service managers we visited reviewed the continued eligibility of recipients at least once every two years as required.

In our follow-up, we found that the two service managers we identified concerns at in our 2018 audit were in the process of addressing the recommendation. One service manager indicated it had identified almost 3,000 cases in the spring of 2020 that were overdue for a reassessment, and had completed a review of almost all of them by August 2020. The service manager also indicated it expected to implement ongoing audits by November 2020 that would assess its compliance in completing reassessments on a timely basis.

The other service manager indicated that it had focused on reducing the number of overdue

client reassessments, reducing the number from almost 56,000 in May 2019 to under 24,000 in February 2020. This service manager also conducted a pilot project in December 2019 to assess its compliance in key program areas, including whether it was completing recipient reassessments on a timely basis, and found that based on the pilot it was doing so only 45% of the time. This service manager advised us that it subsequently began to conduct regular audits on an ongoing basis in July 2020 to assess its compliance—including with respect to ensuring that reassessments are done on a timely basis—and was targeting 100% compliance by December 2020.

#### Recommendation 14

*So that only eligible recipients are provided with Ontario Works financial assistance and in the correct amount, and to prevent overpayments to recipients from increasing, we recommend that service managers complete the eligibility verification reviews assigned to them by the Ministry of Children, Community and Social Services (Ministry) on a timely basis.*

**Status: Two service managers are in the process of implementing the recommendation by March 2021, and two service managers have fully implemented the recommendation.**

#### Details

In our 2018 audit, we noted that through its Eligibility Verification Process, the Ministry assigns service managers recipient files to review that the Ministry identifies as being most at risk of being ineligible. We found that between April 2017 and March 2018, service managers across Ontario completed only 57% of the 43,650 eligibility verification cases assigned to them within the 2017/18 fiscal year as required. The four service managers we visited completed between 24% and 88% of the cases assigned to them.

In our follow-up, we found that two service managers had completed 100% of the cases assigned to them in the 2019 calendar year, and they met the Ministry's target to complete 90%

of the reviews assigned to them within 60 days in January 2020. Another service manager also completed 100% of the reviews it was assigned in the 2019 calendar year, and it completed 73% of the reviews it was assigned by the Ministry in January 2020 within 60 days. This service manager indicated that it planned to meet the Ministry's target to complete reviews within 60 days by December 2020.

The remaining service manager had made some progress toward implementing the recommendation. The service manager identified that following our 2018 audit, it added an additional 14 staff in December 2018 and managed to complete 48% of the cases assigned to it in 2019. This service manager subsequently added an additional 16 staff in June 2020 to complete eligibility verification reviews, and completed 68% of the cases assigned to it in July 2020 within the Ministry's target of 60 days. The service manager indicated that it plans to meet the Ministry's target to complete 90% of the cases it is assigned within 60 days by March 2021.

#### Recommendation 15

*To ensure that only eligible individuals receive Ontario Works financial assistance and that overpayments to recipients are identified and minimized, we recommend that service managers take steps to:*

- *review and investigate allegations of fraud within the Ministry of Children, Community and Social Services' required timeframe;*
- Status: Three service managers have made little or no progress and one is in the process of implementing the recommendation by December 2021.**

#### Details

In our 2018 audit, we found that Ontario's 47 service managers had a backlog of more than 6,000 fraud tips that they had not reviewed, including approximately 2,000 fraud tips at the four service managers we visited. Approximately 90% of these tips had not been reviewed within the required

30 days to determine whether further investigation was warranted. (If fraud tips are not reviewed within the 30-day requirement, there is a risk that ineligible people could be receiving payments for a long period of time, leading to the need to recover even larger overpayments when the service manager completes the investigation.) Ministry data indicates that between January 2015 and March 2018, service managers across Ontario completed 17,000 reviews and fraud investigations, and that more than 25% of them resulted in the service manager identifying an overpayment, and 10% resulted in the service manager terminating the recipient.

In our follow-up, we found that, based on Ministry reports of fraud reviews completed between January 2019 and April 2020, three of the service managers reviewed between just 19% and 43% of fraud tips within 30 days as required. We found that the remaining service manager reviewed approximately 80% of fraud tips within 30 days and expected to review 100% of fraud tips within 30 days by the end of 2021.

- *refer cases of suspected fraud to authorities for investigation and prosecution.*

**Status:** Three service managers have fully implemented the recommendation and one is in the process of implementing the recommendation by March 2021.

#### Details

In our 2018 audit, we noted that Ministry policies state that if there is sufficient evidence to suspect intent to commit fraud, service managers must refer these cases to the police for investigation and possible prosecution under the Criminal Code. In addition, Ministry policy requires every service manager to develop protocols and procedures with local police services and the Crown Attorney's Office for the effective investigation and prosecution of cases of suspected social assistance fraud. We found that one of the four service managers we visited did not have such a protocol in place, and had not referred any cases of suspected Ontario Works fraud to the police.

In our follow-up, we found that this service manager had developed guidelines for referral of suspected fraud cases to the police in November 2019, and had referred its first case of suspected fraud to police in February 2020. The service manager indicated that it intended to fully implement this recommendation and begin referring all pertinent cases of suspected fraud to authorities for investigation by March 2021.

## Decisions to Waive Recipient Participation Requirements Are Questionable When Not Supported with Evidence

### Recommendation 16

*To help Ontario Works recipients progress toward obtaining sustainable employment, we recommend that service managers take steps to ensure that they only waive the requirement to participate in employment support activities in eligible circumstances when supported by the necessary documentation.*

**Status:** In the process of being implemented by January 2021.

#### Details

In our 2018 audit, at the four service managers we visited, our review of recipient files found examples where the requirement for individuals to participate in activities to work toward obtaining employment had been deferred without appropriate documentation to support the deferral. This varied from about 5% of the recipient files we reviewed at one service manager to 40% of the files at another.

In our follow-up, we found that three service managers were in the process of implementing the recommendation. One service manager advised us that in 2019 it started to complete audits of its files every other month to assess program compliance and facilitate improvement; these audits included reviewing whether individuals who were waived from participating in employment support activities had supported their eligibility with appropriate documentation. The service manager advised us



that it had paused its reviews but was in the process of developing an accountability framework that would include audits to ensure compliance with Ministry directives and policies. The service manager expected to implement its ongoing audits by November 2020 and to achieve 75–80% compliance in this area at that time.

Another service manager had conducted a pilot project in December 2019 to assess its compliance in key program areas including assessing the appropriateness of deferrals from participating in employment support activities. The pilot project identified that deferrals were appropriate in length and supported by documentation in 74% of the cases reviewed. This service manager advised us that it also began to conduct regular audits on an ongoing basis in July 2020 to assess its compliance—including with respect to ensuring that individuals are only waived from participating in employment support activities in eligible circumstances with appropriate documentation. The service manager is targeting 100% compliance by December 2020.

The other two service managers had provided training to their caseworkers on participation agreements, including on requirements relating to waiving a recipient's participation in employment support activities. These service managers indicated that between 82% and 100% of their caseworkers attended this training. In addition, both service managers indicated they planned to begin conducting audits of recipient case files by January 2021 that would include assessing whether the requirement to participate in employment support activities is waived only in eligible circumstances and supported by the necessary documentation.

## Service Managers Do Not Always Work with Recipients to Help Them Progress Toward Obtaining Employment as Required

### Recommendation 17

*To help Ontario Works recipients to progress toward becoming self-sufficient and find employment, we recommend that service managers take steps to:*

- *meet with recipients regularly in accordance with the Ministry of Children, Community and Social Services (Ministry) requirements to review and update their participation agreements;*

**Status: Two service managers have made little or no progress and two are in the process of implementing the recommendation by December 2021.**

### Details

In our 2018 audit, based on our review of a sample of recipient files at the four service managers we visited, we found that in 20% to 50% of the files we reviewed, caseworkers did not meet with recipients on a timely basis to review and update their participation agreements as recipients progressed toward their goals or their circumstances changed. The participation agreement is a plan that sets out the activities that the recipient will undertake. Ministry policy requires that caseworkers meet with recipients to review their participation agreement at least once every three, four or six months. Periods of four to six months require a documented explanation for extending the review period.

In our follow-up, we found that one service manager had conducted a pilot project in December 2019 to assess its compliance in key program areas including assessing whether participation agreements were updated on a timely basis. The pilot project identified that 72% participation agreements reviewed were current. This service manager advised us that it also began to conduct regular audits on an ongoing basis in July 2020 to assess its compliance, including with respect to

ensuring that caseworkers meet with recipients in the Ministry's prescribed timelines and that participation agreements are reviewed and updated. The service manager was targeting 100% compliance by December 2020.

Another service manager identified that it had reduced the percentage of outdated participation agreements from 83% of all cases in January 2018 to 20% in January 2020. This service manager indicated it was targeting 100% compliance by December 2021.

The third service manager identified that although it had made some progress in this area, as of July 2020 over 40% of participation agreements were still outdated. The service manager indicated that it would implement ongoing audits of recipient case files by November 2020 that would include assessing whether participation agreements are reviewed and updated on a timely basis. However, the service manager noted that it had not yet set a target for compliance in this area.

The remaining service manager indicated that it had assigned a supervisor to address outdated participation agreements and was targeting updating all outdated participation agreements by the end of 2020. However, the service manager could not identify the progress it had made in this area in reducing the proportion of outdated participation agreements since the time of our 2018 audit.

- *assign appropriate employment support activities to all participants.*

**Status:** Three service managers are in the process of implementing this recommendation by December 2021. The recommendation is no longer applicable for one service manager.

#### Details

In our 2018 audit, we analyzed data from the Ministry's Social Assistance Management System to identify recipients who were required to participate in employment support activities but did not have such activities assigned to them. As of March 2018, we found that between 5% and 19% of recipients at

the four service managers we visited did not have employment support activities assigned to them as required. As a result, there was also no evidence that these individuals were working toward obtaining employment as required.

In our follow-up, we found that one service manager had conducted a pilot project in December 2019 to assess its compliance in key program areas, including assessing whether recipients were referred to reasonable activities. The pilot project identified that 75% of referrals were reasonable. This service manager advised us that it also began to conduct regular audits on an ongoing basis in July 2020 to assess its compliance—including with respect to ensuring that recipients are assigned appropriate employment support activities. The service manager was targeting 100% compliance by December 2020, depending on the impact economic conditions may have on its ability to make appropriate referrals to employment support activities.

Another service manager indicated that it had increased the proportion of recipients assigned employment support activities from 92% in January 2018 to 95% in January 2020 and indicated that it was targeting assigning 100% of recipients' employment support activities by December 2021. The third service manager indicated that as of February 2020, it had assigned 94% of recipients' employment support activities. This service manager indicated that it expected to improve in this area with a planned implementation of a stand-alone case management system by the end of 2020 that is intended to improve its ability to match recipients with employment support activities.

Starting in January 2021, the remaining service manager will no longer be responsible for assigning employment support activities to recipients. Instead, this service manager will be responsible for referring those who are ready to participate in employment support activities to the Employment Ontario service system manager in its catchment area who will be responsible for delivering employment services.

## Employment Supports and Recipient Employment Results Differ Between Service Managers

### Recommendation 18

To increase the proportion of Ontario Works recipients who obtain employment, we recommend that service managers:

- take steps to identify opportunities to increase the proportion of recipients referred to employment supports that have successfully assisted recipients to obtain employment;  
**Status: One service manager has fully implemented the recommendation, two service managers have made little or no progress, and the recommendation is no longer applicable for the remaining service manager.**

### Details

In our 2018 audit, we found that the four service managers we visited offered between three and 50 employment support programs (employment placement and job-specific skills training). We also found that the percentage of Ontario Works recipients participating in these programs at all four service managers ranged from just 2% to 5%. Across all four service managers we visited, the number of those finishing such programs who found employment ranged from approximately 50% to more than 75%. This was significantly higher than the provincial average for recipients leaving Ontario Works for employment, which in 2017/18 was just 10%.

In our follow-up, we found that one service manager had increased the number of referrals to programs that led to successful employment outcomes between 2017 and 2019 by 15%. Another service manager informed us anecdotally that it had increased referrals to programs with successful employment outcomes, but it had not yet obtained the information to be able to quantify the additional referrals it had made to such programs subsequent to our 2018 audit.

The third service manager had not yet identified the employment supports that have been

most successful in assisting its recipients to obtain employment in order to pursue opportunities to increase referrals to those programs. However, this service manager noted that it planned to implement a stand-alone case management tool by the end of 2020 that is intended to better match recipients with employment support activities and employment opportunities.

Starting in January 2021, the remaining service manager will no longer be responsible for referring recipients to employment support activities. Instead, this service manager will be responsible for referring those who are ready to participate in employment support activities to the Employment Ontario service system manager in its catchment area who will be responsible for delivering employment services.

- investigate the possibility and assess the merits of becoming a delivery agent for Employment Ontario.

**Status: One service manager has made little or no progress, one service manager is in the process of implementing the recommendation, one service manager has fully implemented the recommendation, and the recommendation is no longer applicable to the remaining service manager.**

### Details

In our 2018 audit, we found that one of the four service managers we visited was an Employment Ontario delivery agent. This service manager noted several benefits to being a delivery agent, including increased communication between the staff of the two programs, shared cost in training for staff, and a larger network of employer relationships. While this service manager's local area had a similar unemployment rate to the other three service managers we visited, it had the highest percentage of recipients exiting to employment in 2017/18, at 15%.

We also noted in our 2018 audit that the 2012 report from the Commission for the Review of Social Assistance in Ontario,

*Brighter Prospects: Transforming Social Assistance in Ontario*, recommended that the province expand the number of municipalities designated as Employment Ontario deliverers, where there is interest and capacity.

In our follow-up, we found that one of the service managers had applied to become an Employment Ontario service system manager for its catchment area but was not successful. Another service manager requested to become an Employment Ontario delivery agent but was informed by the Ministry of Labour, Training and Skills Development (MLTSD) that applications were not being accepted at this time. MLTSD indicated that service system managers selected in catchment areas across the province would be responsible for establishing networks with other service providers in their areas. This service manager advised us that once the service system manager was selected in its catchment area, it would apply again to become an Employment Ontario delivery agent.

The third service manager indicated it has not yet determined whether it would seek to become an Employment Ontario delivery agent or a service system manager. As at the time of our 2018 audit, the remaining service manager continued to be an Employment Ontario delivery agent.

#### Recommendation 19

*To help increase the proportion of Ontario Works recipients who obtain employment, we recommend that the Ministry of Children, Community and Social Services (Ministry) work with the Ministry of Training, Colleges and Universities to:*

- *share information between Employment Ontario and Ontario Works that would help service managers to monitor the progress of Ontario Works recipients they refer to Employment Ontario services in obtaining employment;*  
**Status: Little or no progress.**

#### Details

We found in our 2018 audit that, in addition to offering employment support programs funded through Ontario Works, the service managers we visited told us that they referred Ontario Works recipients to Employment Ontario. Employment Ontario delivery agents, funded by the Ministry of Training, Colleges and Universities (now the Ministry of Labour, Training and Skills Development), provide employment and training services and related information for job seekers. However, we found that while three service managers could tell us the percentage of recipients they referred to Employment Ontario, only one was able to provide information on the success of the recipients they referred. Service managers told us that once a client is referred to Employment Ontario, the Employment Ontario delivery agent has no requirement to report to Ontario Works service managers on the client's outcome.

The Ministry advised us that it was developing an interface between SAMS and MLTSD's case management system that is intended to share client-level information between the two systems so that service managers can monitor and track client activities and their outcomes. The Ministry expects this interface to be operational by January 2021. However, the Ministry advised that only nine of the 47 service managers will be able to use the interface at that time. A timeline for the rest of the service managers has not yet been established.

- *investigate opportunities to integrate the employment services offered by Ontario Works and Employment Ontario.*

**Status: Fully implemented.**

#### Details

In our 2018 audit, we noted that the 2012 report by Don Drummond and the Commission on the Reform of Ontario's Public Services recommended streamlining and integrating employment services, such as those offered by Ontario Works, with Employment Ontario.

In February 2019, Ontario announced a plan to transform employment services. The plan includes a new service delivery model to integrate social assistance employment services into Employment Ontario. In our follow-up, the Ministry advised us that through these changes, the responsibility for the provision of employment supports and services would gradually transition from Ontario Works service managers to Employment Ontario service system managers. Service system managers would be selected by the Ministry of Labour, Training and Skills Development (MLTSD). MLTSD selected three service system managers in 2020 for three different catchment areas where the prototype for the new employment services model will begin. According to the Ministry, these three service system managers were scheduled to begin providing services in January 2021, at which point Ontario Works service managers in these catchment areas would no longer be delivering employment services.

## BRIEFING NOTE HS40-21

For Information or  For Approval

**DATE:** November 24, 2021

**PURPOSE:** **2021-2022 Reaching Home Funding and Request for Proposal (RFP) Process Results**

**PREPARED BY:** Stacey Cyopeck, Director, Housing Programs

**REVIEWED BY:** Catherine Matheson, CAO

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Report HS40-21 provides an update on 2021-2022 Reaching Home Funding Update and the results of the RFP process.

### BACKGROUND:

In 2020-2021, the Government of Canada announced an investment of \$400 million through Reaching Home to address the impacts of the pandemic on the homelessness sector. This funding was in addition to the Reaching Home Designated Community Base Funding received within the fiscal year.

This community received \$292,252 of COVID-19 Economic Relief Funding in April of 2020. This funding was used to stabilize the operations of the low barrier shelter that had opened in February in response to the pandemic. In October of 2020, the community received another \$377,557 in COVID-19 Economic Relief Funding. This funding was distributed to three community agencies after an application and evaluation process.

In February 2021, the Government of Canada announced additional incremental funding of \$299.4 million to be added to the base Reaching Home funding of designated communities. In March 2021, the DNSSAB received confirmation that the incremental funding for the district would be \$603,000 but the funding would not be officially confirmed until after the passing of the Federal Budget. As well, the funding would not be flowed until the end of June 2021, and would be expected to be expensed by March 31, 2022.

### Reaching Home Funding Allocations 2019-2022

Funding Stream	2019-2020	2020-2021	2021-2022
Reaching Home Base Funding	\$229,153.00	\$219,153.00	\$250,486.00
RH – COVID 1		\$292,252.00	
RH-COVID 2		\$377,557.00	
RH Base Incremental			\$603,702.00
<b>Total Reaching Home</b>	\$229,153.00	\$888,962.00	\$854,188.00

## REPORT:

The RFP process for the new Reaching Home funding was initiated by the Community Advisory Board (CAB) and the DNSSAB in June of 2021. Priorities set by the CAB were used as mandatory requirements within the RFPs. The total amount of funding available for the proposal call was \$506,734.

The priorities identified from the CAB survey were:

- Outreach Services
  - Those services that support individuals who are unsheltered to access services and obtain housing
  - Those services that support individuals in emergency housing to obtain their own housing
- Youth Homelessness Prevention
- Mental Health and Addictions Supports
- Food Security and Basic Needs Initiatives (e.g. food, clothing, furniture)
- Evictions Prevention and Housing Stability (including financial supports)
- Access to affordable housing across the continuum
  - Housing First, rights-based, wraparound, harm reduction approach
  - emergency housing (in low barrier housing)
  - transitional housing
  - supportive housing

An RFP task group met to score and evaluate proposals received, and make recommendations to the DNSSAB Chief Administrative Officer (CAO). In September 2021, two proponent project proposals were evaluated and recommended by the Evaluation Committee. The CAO received the recommendations and, upon investigation and confirmation of the projects' eligibility and qualifications, approved the funding for the two projects.

The two successful projects were:

Organization	Project Name	Funding Allocation
Crisis Centre North Bay	Shelter Diversion for At-Risk Youth	\$145,833
Salvation Army	Emergency Rehousing Program	\$61,259
	Total funding allocated:	\$207,092

The results of the RFP process left \$299,642 of the original \$506,734 still to be allocated before the end of the fiscal year. At the NDHHP CAB meeting on September 8, 2021, the CAB recommended that the DNSSAB, as the Community Entity (CE) for the Reaching Home funding, consider funding a collaborative pilot project being undertaken by several community agencies in response to gaps identified by the CAB membership when responding to encampments and stabilizing housing for individuals who were unsheltered. The DNSSAB accepted the unsolicited proposal for this project and implemented the unsolicited proposal procurement process. After evaluation, the proposal was recommended for funding and the CAO approved the recommendation on October 20, 2021.

An Expression of Interest (EOI) process was initiated for the remaining funding on October 18, 2021 and closed on November 2, 2021. An Evaluation Committee was struck to evaluate the EOIs

and recommendations were made on November 12, 2021. The Projects that were recommended are:

Organization	Project Name	Funding Requested
Crisis Centre North Bay	Emergency Overflow Worker	\$17,865
Canadian Mental Health Association- North Bay and District	Bridges Trusteeship Program	\$75,200
	Total funding allocated:	\$93,065

**RISK IDENTIFICATION AND MITIGATION:**

The new incremental Reaching Home funding was not flowed until the end of June 2021, and must be expended by March 31, 2022.

The Federal Government has agreed to mitigate some of the risks associated with the short time frame of this funding by changing the process for funding that is currently in the designated community Reaching Home Agreement from a Progress Payment process to an Advance Payment process. This will allow the CE to submit a funding forecast for all projects and administration costs at the beginning of each quarter and receive that funding immediately so that it can then be advanced to the project agencies, and reconciled at the end of each quarter.

**Conclusion:**

The incremental funding that has been added to the District of Nipissing’s base Reaching Home allocation in 2021-22 is offering opportunities for agencies to bring forward new and innovative solutions to the identified gaps within homelessness services in the community. The changes to the way the funding will be processed has also made the funding more accessible for smaller agencies that have hesitated in the past to apply for Reaching Home funding, while also mitigating the risk that the funding will not be fully expended by the end of the fiscal year.



## BRIEFING NOTE HS39-21

For Information or  For Approval

**DATE:** November 24<sup>th</sup>, 2020

**PURPOSE:** **2020 Annual Report Implementation Update: A Place to Call Home: Nipissing's 10-Year Housing and Homelessness Plan**

**PREPARED BY:** Stacey Cyopeck, Director, Housing Programs

**REVIEWED BY:** Catherine Matheson, CAO

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Report HS39-21 provides an annual report on the 2020 implementation of “A Place to Call Home: Nipissing District 10-Year Housing and Homelessness Plan 2014-2024” and attached Appendix A “2020 Annual Report Implementation Update”.

### **BACKGROUND:**

The Nipissing 10-Year Housing and Homelessness Plan was developed in accordance with provincial housing legislation under the Housing Services Act of 2011. The plan was endorsed by eight of the District's eleven municipalities and approved by the Board in 2013 (Resolution No. 2013-210) and finalized in 2014. As per the obligations under the Housing Services Act, the Board is required to report to the Ministry of Municipal Affairs and Housing (MMAH) and the public annually on the progress made on the Housing and Homelessness Plan. This is the progress update for the year of 2020, marking the sixth year of the plan implementation.

In 2019, the 5-Year Review of the 10-Year Housing and Homelessness Plan was prepared and approved by the Board of Directors of the DNSSAB and the MMAH. The 5-Year Review included an updated demographic and housing needs background report and an amended list of strategic objectives based on the consultation with community stakeholders and a review of current and future operations.

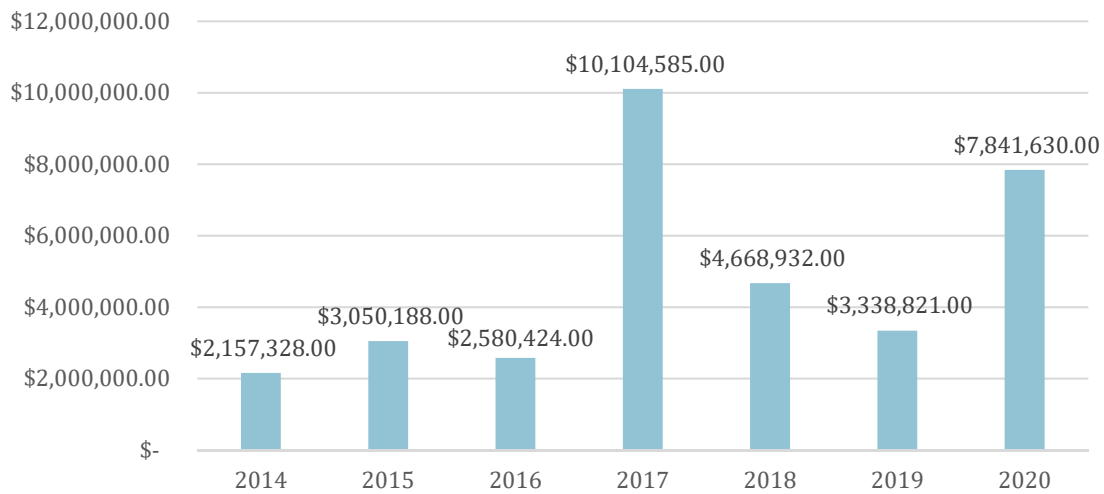
### **REPORT:**

The 2020 Annual Report attached, provides details on the implementation plan and the measures taken to meet the objectives in the Housing and Homelessness Plan during the 2020 calendar year. The COVID-19 pandemic required responsive, flexible adjustments to the plan to counter the additional pressures that were reflective of the protocols, lockdowns and restrictions to housing and homelessness services. Strategic objectives pertaining to Low Barrier shelter beds and transitional housing units for individuals experiencing homelessness were prioritized but still contributed to progress within the plan.

In 2020, the DNSSAB invested \$7,841,630.00 in the plan's strategies to prevent homelessness, improve housing stability, increase housing affordability and options along the housing continuum in

the Nipissing District, to sustain and expand the housing portfolio as well as bring awareness, provide education, information and best practices to those involved (Figure 1.0)

Table 1.0 - 10-Year HHP Funding 2014-2020



The year 2020 saw an increase in funding from 2019, and was the second-highest funded year since the Housing and Homelessness Plan’s implementation in 2014. The sources of funding in 2020 included:

- Community Homelessness Prevention Initiative (CHPI)
- Ontario Priorities Housing initiative (OPHI)
- Reaching Home, Social Services Relief Fund (SSRF)
- Community Capacity and Innovation (CCI)
- Strong Communities Rent Supplement (SCRS)
- Commercial Rent Supplement (CRS)
- Portable Housing Program (PHB)
- Healthy Communities Fund (HCF)
- Local Health Integrated Network (LHIN)
- Investment in Affordable Housing (IAH)
- Affordable Housing Program (AHP)
- Social Infrastructure Fund (SIF), and;
- Canada-Ontario Community Housing Initiative (COCHI).

Most of the plan’s activity and project work in 2020 was carried out in the areas of homelessness prevention, shelters and shelter diversions (70.78% of allotted funds), as well as increasing housing affordability and options along the housing continuum (15.88% of allotted funds). Efforts were also directed towards improving housing stability (11.99% of allotted funds). The remaining funds were split between awareness, education, information and best practices (0.98%) and sustaining and expanding the housing portfolio (0.34%).

Projects undertaken by the Nipissing District Housing and Homelessness Partnership (NDHHP) were funded through the federal Reaching Home Program, which complements and enhances provincial funding initiatives. In addition, there were also 12 programs funded through the Healthy Communities Fund (HCF), which supported the actions and targets set out in the 10-Year Plan.

The annual plan update indicates that 78% of the 109 action items were achieved or experienced progress towards their intended target over the course of 2020. Four of five (80%) of the action item objectives showed substantial increase in progress from 2019. Geographically speaking, 94.0% of the

actions items worked on in 2020 had a District-wide scope. Therefore, only 6.0% of the action items were specific to certain municipalities/regions of the District.

**RESOURCES REQUIRED:**

The 10 Year Housing and Homelessness Plan’s action items will be used as part of the planning process within the Housing programs and also when engaging and strengthening community partnerships to collaboratively work towards achieving the objectives, targets and timelines of the plan.

**RISK IDENTIFICATION AND MITIGATION:**

The 10-Year Housing and Homelessness Plan was developed through community consultations therefore, by aligning investment decisions and ensuring resources are allocated to programs and services targeted to the strategic objectives identified in the Plan, the needs of the most vulnerable residents in the District of Nipissing are effectively addressed.

**CONCLUSION:**

In conclusion, progress towards the 10-Year Housing Homelessness Objectives continued in 2020, despite the challenges presented by the COVID-19 pandemic. The DNSSAB invested over \$7.8 million in the 10-Year Plan’s strategies and project work in 2020, which led to an increase in capacity within the Emergency Shelter system, more diverse options for homelessness interventions, increased affordable housing options, and improved housing stability in the District of Nipissing. In 2021, action items and strategies will be further evaluated in order to ensure that the plan is truly meeting the housing and homelessness needs of the District.

# A Place to Call Home

Nipissing District

10 Year Housing and Homelessness Plan  
2014-2024



## 2020 Annual Report Implementation Update

## 1.0 Background

The Nipissing District 10 Year Housing and Homelessness Plan was developed in accordance with the provincial *Housing Services Act* (2011), which required Ontario's 47 Service Managers to develop housing and homelessness plans for their service areas. In the Nipissing District, the plan was endorsed by eight of eleven municipalities and was approved by the District of Nipissing Social Services Administration Board (DNSSAB) in December 2013 (Resolution No. 2013-210). To ensure plan implementation, annual progress updates are prepared as required by the Ministry of Municipal Affairs Housing (MMAH), and approved by the DNSSAB. This is the progress update for 2020, which marks the fifth year of the plan's implementation.

In 2021, the 5-Year Review of the 10-Year Housing and Homelessness Plan was prepared and approved by the Board of Directors of the DNSSAB and the Ministry of Municipal Affairs and Housing. The 5-Year Review included an updated demographic and housing needs background report and an amended list of strategic objectives based on consultation with community stakeholders and a review of current and future operations.

### 3.0 Recap: Plan Format

The local 10 year Housing and Homelessness Plan provides a strong framework for guiding DNSSAB’s housing policy, planning, and investment decisions over the next 10 years. The plan facilitates this by establishing clear objectives and a number of housing and homelessness strategies, actions and targets to consider for achieving the objectives. As a living document however, the plan is also subject to change in concert with the current operating environment, resources, housing and homelessness outcomes, and unforeseen/random events.

It should also be noted, the implementation of many of the strategies in the 10 year housing and homelessness plan require partnerships and the involvement of other agencies, service providers, etc. Additionally, the plan’s strategies range in complexity and resource requirements, from relatively simple strategies that can be carried out in the first couple of years with few resources, to complex ones that will take much longer and require extensive resources.

As per the 10 year plan, the DNSSAB’s housing and homelessness objectives for the next 10 years – or until otherwise changed – are to improve housing stability and prevent homelessness in Nipissing District. Continuing to provide more affordable housing options along the housing continuum, and sustaining and expanding the current housing portfolio, are also areas of focus for the Board. Furthermore, to fulfill the plan’s objectives, the Board will also need to raise awareness and public education, while taking a leadership role and working closely with community partners.

Specifically, the above can be broken down into the following six, overarching housing and homelessness strategic objectives:

- 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**

For each of the above strategic objectives there are four to seven strategies that require implementation in order to fulfill that objective. In total, the local 10 year plan is defined by 34 housing and homelessness strategies.

To continue, each strategy is associated with specific action items. The 10 year Housing and Homelessness Plan includes 109 action items and respective targets for implementing the strategies.

From a geographical perspective, most of the plan's action items and targets are spread out across the various housing and homelessness strategies and are applicable to all the municipalities and areas in Nipissing District. The exceptions are those associated with the strategies for sustaining and expanding the housing portfolio as these are limited to the areas with social housing (North Bay, West Nipissing, Mattawa, and Temagami). Additionally, some of the housing and homelessness activities and targets are specific to the District's urban centers while others are specific to the rural municipalities and areas.

## **4.0 Implementation and Progress in 2020**

### **4.1 Implementation and Progress Summary**

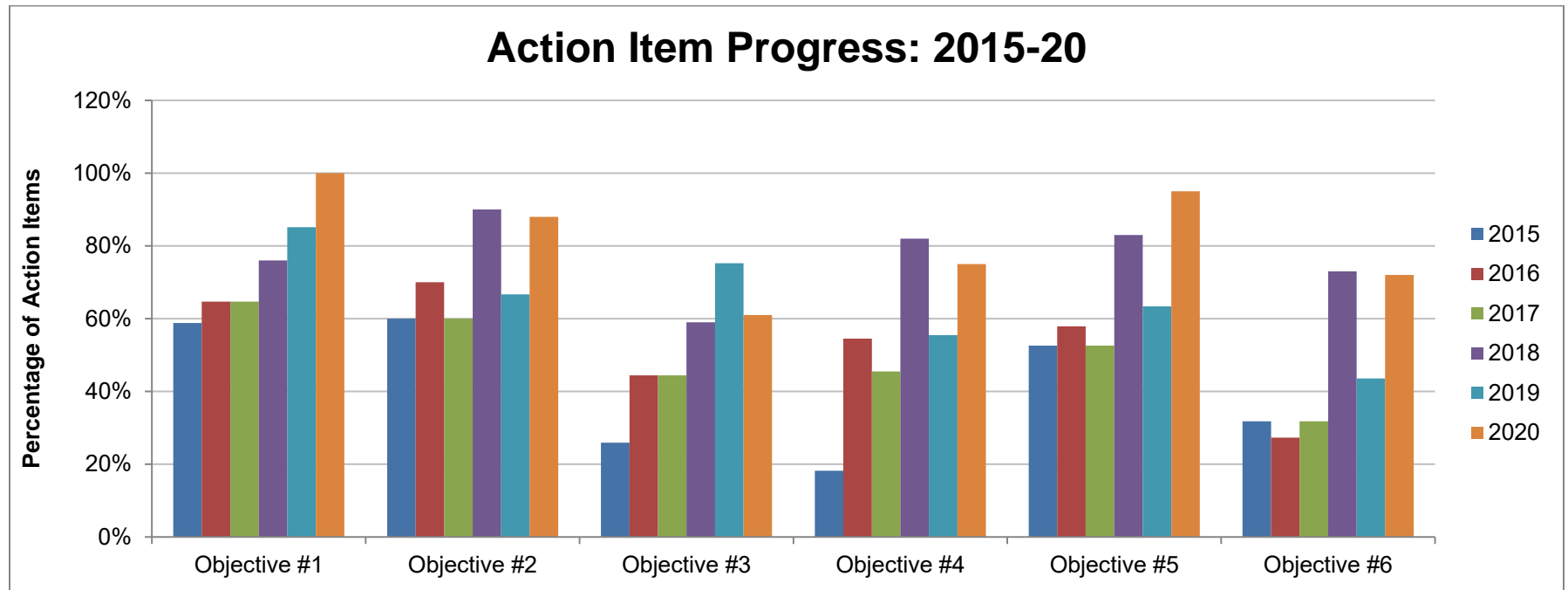
Implementing the plan during its seventh year (2020) continued to require aligning provincial funding with a continued focus on strengthening and expanding relationships with community partners and stakeholders. Funding that was instrumental to achieving the targets of the plan in 2020 included: Social Housing Transfers, Affordable Housing Program (AHP), Investment in Affordable Housing Program (IAH), Social Infrastructure Funding (SIF), Community Homelessness Prevention Initiative (CHPI), Ontario Priorities

Housing Initiative (OHPI), and the Canada-Ontario Community Housing Initiative (COCHI). Both the federal and provincial government have provided funding including Social Service Relief Fund (SSRF) and COVID 19 funding (Reaching Home) to support existing program and new initiatives during the pandemic. Additionally, projects undertaken by the Nipissing District Housing and Homelessness Partnership (NDHHP) – and funded through the federal Reaching Home Program – addressed many of the plan’s actions that pertained to addressing and preventing homelessness. There were also twelve programs funded through the Health Communities Fund (HCF) which supported the actions and targets set out in the 10 Year Housing and Homelessness Plan.

In 2020, 78% of the 109 action items were achieved or experienced progress towards their intended target. As the second year of reporting on the updated 10-Year Housing and Homelessness Plan, progress increased significantly compared to the first year. Figure 1 below displays the percentage of action items worked on in 2015, 2016, 2017, 2018, 2019 and 2020.



Figure 1- Action item progress from 2015 to 2020 by objective.



Geographically speaking, 94% of the action items worked on in 2020 had a District-wide scope. Therefore, only 6% of the action items were specific to certain municipalities/regions of the District. Any changes to any of the plan’s components will be communicated in future progress updates and through a report on the 5 Year Review process.

Finally, in terms of funding, the summary table below shows that in 2020, the Board invested \$7,841,630 in the plan’s strategies to prevent homelessness, improve housing stability, and increase housing affordability and options along the housing continuum in Nipissing District. The funding to achieve this progress came from a variety of municipal, provincial and federal sources. Table 1 below illustrates the Board’s investment in the plan by objective, amount and funding source.

Table 1- 2020 plan funding by objective, amount and funding source.

Objective	Funding Amount (if applicable)	Source (if applicable)
Homelessness Prevention, Shelters and Diversion	\$5,550,985	CHPI (Provincial) OPHI (Provincial) RH(Federal) CCI (Federal) SCRS CRS PHB HCF
Improving Housing Stability	\$940,653	HCF (Municipal) LHIN (Provincial) AHP/IAH/SIF OPHI
Increasing Housing Affordability and Options along the Housing Continuum	\$1,245,287	OPHI (Provincial) AHP/IAH/SIF Social Housing Transfer Payments
Sustaining and Expanding the Housing Portfolio	\$27,195	COCHI (Federal & Provincial)
Leadership, Integration, Coordination and Advocacy	\$0	N/A
Awareness, Education, Information & Best Practices	\$77,537	CCI
<b>TOTAL</b>	<b>\$7,841,630</b>	

NOTES:

HCF- Healthy Communities Fund (Municipal)

RH- Reaching Home (Federal)

CHPI- Community Homelessness Prevention Initiative (Provincial)

CHPI SSRF P1 – Social Services Relief Fund Phase 1 (Provincial)

CHPI SSRF P2 – Social Services Relief Fund Phase 2 (Provincial)

CHPI SSRF P 2 MH&A – Social Services Relief Fund Phase 2 Mental Health and Addiction (Provincial)

CRSP- Commercial Rent Supplement Program (Municipal & Federal)

ESDC- Employment and Social Development Canada (Federal)

LHIN- Local Health Intergraded Network (Provincial)

OPHI- Ontario Priorities Housing Initiative

COCHI-Canada-Ontario Community Housing Initiative

PHB – Portable Housing Program

CRS – Commercial Rent Supplement

IAH – Investment in Affordable Housing

## Appendix A: Amended 10 Year Plan Based on 5 Year Review Process

### Strategic Objective 1:

### Homelessness Prevention, Shelters and Diversion

**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.**

Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.1.1.	<b>Ensure sustainable funding for core homelessness services using funds from existing sources where available, and where necessary, identify new sources.</b>	Annualized funding for core services.	Amount of funding for core homelessness services.	Yearly funding increases to core homelessness services.	<p>Continued to provide stabilized funding.</p> <p>Advocated for funding for additional support for core homelessness services during COVID-19.</p> <p>Entered into longer term service agreements.</p>	<p>\$1,771,340 in CHPI funding allocated in 2020</p> <p>\$6,241,869 additional Social Services Relief Funding allocated in 2020 related to the pandemic.</p> <p>\$219,153 in Reaching Home Funding allocated in the 2020/21 fiscal year</p> <p><b>Progress has been made</b></p>	<p>\$1,771,340 (CHPI)</p> <p>\$589,200 (SSRF P1) \$5,132,615 (SSRF P2) \$520,054 (SSRF P2 MH&amp;A)</p> <p>See Reaching Home funding in Sections 1.1.5, 1.2.1, and 1.4.1.</p>

Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.1.2.	<b>Establish a mobile housing help service for individuals/families who are homeless or at risk of losing their housing.</b>	People at risk are housed.	Staff available to assist individuals/families who are homeless or at-risk of homelessness.	Full time staff available to assist individuals/families who are homeless or at-risk of homelessness.	<p>Continued to fund the Community Mobile Housing Support Program through the Crisis Centre North Bay (CCNB).</p> <p>Developed a new pilot project, Mobile Outreach Nurse Practitioner in partnership with the North Bay Nurse Practitioner-Led Clinic to provide access to primary care to people living in emergency shelters.</p>	<p>CCNB Community Mobile Housing Support Program assisted committees to assist households.</p> <p>The Mobile Outreach Nurse Practitioner Program is providing primary care to homeless individuals at shelter.</p> <p><b>Target has been met.</b></p>	<p>See section 1.1.1 (CHPI)</p> <p>See section 1.1.1 (SSRF P2 MH&amp;A)</p>

Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.1.3.	<b>Provide resources to shelters and service providers to enable the provision of comprehensive services and to work with clients in order to coordinate services.</b>	Individuals in shelters/ service providers are aware of, and can access, the services they need.	Number of resources for shelters and service providers to provide clients with comprehensive and coordinated services.	An increase in the number of resources for shelters and service providers offering with comprehensive and coordinated services.	<p>Provided funding to partner agencies for personal protection equipment, food, additional staff, and security for additional costs related to COVID-19</p> <p>Continued funding for Emergency Shelter and Overflow Services through CCNB.</p> <p>Continued funding for the Four Elms Shelter through CCNB.</p>	<p>19 agencies received funding for pandemic expenses and for services and supports. 297 households were assisted with food security and personal protective equipment.</p> <p>Provided overflow services with 24/7 support.</p> <p>Funding allowed for 24 hour emergency, intake and assessment, 24 hour staffing, safe/secure accommodations</p>	<p>See section 1.1.1 (SSRF)</p> <p>See section 1.1.1 (CHPI)</p> <p>See section 1.1.1 (CHPI)</p>

Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
					<p>The DNSSAB's Homeless Prevention Navigator (HPN) began working from Low Income People Involvement (LIPI) and the CCNB one day a week.</p> <p>Provided Funding to The Gathering Place to support the Nipissing District Souper Supper program which consists of the healthy</p>	<p>and shelter diversion and rapid re-housing options.</p> <p>HPN was able to meet with CHPI clients/applicants in a timely manner.</p> <p>Funding provided 35,000 meals to go for community members.</p> <p><b>Target has been met.</b></p>	<p>N/A</p> <p>\$30,000 (HCF)</p>

Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
					evening meals.		
1.1.3 Continued					Provided the Salvation Army with funding to support their Reducing Household Poverty and Providing Household Stabilization. program.	Supported 15 households with emergency/ re-housing set up or stabilization.  <b>Target has been met.</b>	\$10,000 (HCF)



Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.1.4.	<b>Ensure there is a wide range of supports and services to meet the needs of women and children fleeing violence.</b>	Individuals fleeing violence receive appropriate supports.	Types of supports and services available to meet the needs of women and children fleeing violence.	Numerous supports and services are available to meet the needs of women and children fleeing violence.	<p>Provide women and children who are fleeing violence, with priority status on the centralized waiting list.</p> <p>Assist households fleeing violence with an application for Portable Housing Benefit.</p> <p>Continued to fund Empowering Paths through True Self DEB.</p>	<p>40 households, fleeing violence were given priority access to housing on the centralized waiting lists.</p> <p>PHB ended in April 2020 however 9 PHB applications submitted prior to transfer to COHB (2 submitted through that program)</p> <p>40 Women's Evening workshops were held.</p> <p><b>Target has been met.</b></p>	<p><del>N/A</del></p> <p><del>N/A</del></p> <p>\$ 30,000 (HCF)</p>

Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.1.5.	<b>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.</b>	Individuals who work can access support services and programs.	Hours of operation for housing and homelessness services and programs to assist at-risk households who work during the day.	Housing and homelessness services and programs are available after hours to assist at-risk households who work during the day.	<p>Funded the LIPI DNSSAB Household Benefit.</p> <p>Funded the Homelessness Prevention Services through the LIPI</p> <p>Funded the Shelter Supports-Rehousing program through the Crisis Centre Bay</p>	<p>Provided financial assistance to stabilize 38 unique households experiencing homelessness or at risk of homelessness.</p> <p>Assisted 2031 unique households with housing services that prevent households at risk of homelessness to maintain housing.</p> <p>Assisted with supports for on average 30 individuals in overflow each month in 2020.</p>	<p>See section 1.1.1 (CHPI)</p> <p>See section 1.1.1 (CHPI)</p> <p>\$ 47,880.51 (Reaching Home)</p>

Section	Actions	Overall Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.1.5. Continued					North Bay.  Provided funding for the Community Volunteer Income Tax Program through LIPI	1699 individuals were assisted with filing income tax returns to ensure current assessments for OW, CTC, OTB, OAS etc.  <b>Target has been met.</b>	\$ 10,000 (HCF)
1.1.6.	<p><b>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.</b></p> <p><i>Wide range of 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>	Francophone women fleeing violence receive appropriate supports.	Number of services offered in French and English available to women who are victims of domestic violence.	Numerous bilingual services and supports are available for women who are victims of domestic violence.	All services funded through Provincial and/or Federal initiatives are required to be offered in French and English	<p>DNSSAB services are available in both French and English.</p> <p>Housing Access Services are provided in both official languages.</p> <p><b>Target has been met.</b></p>	N/A

**Strategy 2: Develop a ‘Coordinated Access’ approach to addressing homelessness in Nipissing District**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.2.1.	<b>Develop a sub-committee from the Nipissing District Homelessness and Housing Partnership (NDHHP).</b>	Community agencies are working together to achieve a Coordinated Access System.	Terms of reference to guide the Coordinated Access sub-committee of the NDHHP.	Regular meetings of the Coordinated Access sub-committee.	HIFIS 4 Implementation Committee has been formed as a sub-committee of the NDHHP.	The HIFIS 4.0 Implementation Committee is working together to launch HIFIS 4.0 as a tool to achieve Coordinated Access.  <b>Progress has been made.</b>	\$ 77,537 (CCI)
1.2.2.	<b>Work within a Coordinated Access System to provide housing and homelessness supports and services to the repetitive homeless, youth, VDV, Indigenous and other priority populations.</b>	Coordinated support services are available for the repetitive homeless, youth, VDV, Indigenous and other priority populations.	Coordinated services available to support the repetitive homeless, youth, VDV, Indigenous and other priority populations.	A coordinated inter-service case management processes is in place to support the repetitive homeless, youth, VDV, Indigenous and other priority populations.	Homelessness support agencies including: LIPI), CCNB, the North Bay Indigenous Friendship Centre (NBIFC) and DNSSAB Housing Programs have come together to form the HIFIS 4.0 Implementation committee.	The HIFIS 4.0 Implementation Committee will work towards launching HIFIS 4.0 as a tool to achieve Coordinated Access. Information will be collected and shared amongst homeless and at-risk of homelessness households for	See CCI funding above.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
						the purpose of assisting clients either their housing stabilization.  <b>Progress has been made.</b>	
1.2.3.	<b>Work with community partners to ensure that a Coordinated Access approach includes the involvement of service providers who support homeless and at-risk of homeless individuals with securing and maintaining housing.</b>	Clients are supported in a coordinated environment with the services they require to secure and maintain housing.	Number of community partners operating within the District's Coordinated Access System.	Wide range of service providers are working within a Coordinated Access approach to support homeless and at-risk of homeless individuals.	Homelessness support agencies including: LIPI, CCNB, the NBIFC and DNSSAB Housing Programs have come together to form the HIFIS 4.0 Implementation committee.	The HIFIS 4.0 Implementation Committee will work towards launching HIFIS 4.0 as a tool to achieve Coordinated Access. Information will be collected and shared amongst homeless and at-risk of homelessness households for the purpose of assisting clients either their housing stabilization. <b>Progress has been made.</b>	See CCI funding above.

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.3.1.	<b>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.</b>	People are housed immediately upon losing their housing.	The response to emergency housing loss situations.	A group of housing organizations works together to assist individuals and families in emergency housing loss situations.	The Crisis Management Response Team, a sub-committee of the NDHHP, continues to collaborate with community partners to assist community members in crisis.	The Crisis Management Response Team of the NDHHP responded to several crisis situations including: flooding, fire and condemned buildings.  <b>Target has been met.</b>	N/A
1.3.2.	<b>Advocate for funding to provide program dollars to organizations who respond to crisis housing situations so those organizations can continue to offer services during operating hours.</b>	Organizations who respond to crisis housing loss situations are able to respond quickly and effectively, while still maintaining their core services.	Funding for organizations who respond to crisis housing loss situations.	An increase in funding is allocated to organizations who respond to crisis housing loss situations.	Continued to fund LIPI Global Emergency Fund for people in crisis housing loss situations.	Households continued to be supported through the LIPI Global Emergency fund  <b>Progress has been made.</b>	See section 1.1.1 (SSRF)

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.4.1.	<b>Investigate the development of a new shelter that would provide 24/7 programs to help youth stay off the streets and address the cause of their homelessness.</b>	Youth are offered programs and supports they need.	Number of shelter beds that provide 24/7 programs to help youth stay off the streets and address the cause of their homelessness.	An increase in shelter beds to provide 24/7 programs to help youth staff off the streets and address the cause of their homelessness.	<p>Provided funding to the Future’s Program at the CCNB to assist youth staying at Future’s with additional emotional/ social supports to assist youth with reaching their goals.</p> <p>Provided funding to LIPI for the Recreation and Community Engagement Fund</p> <p>Provided funding to the CCNB for the Future’s Residence-Food</p>	<p>Each month in 2020, the 10 residents of the Future’s Program were assisted and supported to reach their goals.</p> <p>568 low income families were supported with school supplies, youth games, bikes, etc.</p> <p>Youths were provided with food security training including:</p>	<p>\$57,329.80 (Reaching Home)</p> <p>\$30,000 (HCF)</p> <p>\$21,923 (HCF)</p>

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
					Security Program	lessons on creating a food budget, meal planning, meal preparation, and the safe food handling certificate.  <b>Target has been met.</b>	
1.4.2.	<b>Create additional shelter beds for males.</b>	Shelter beds are available for males.	Number of shelter beds for males.	An increase in the number of shelter beds for males.	Opened Gateway House Low Barrier Shelter to provide additional emergency shelter beds for all demographics in response to COVID 19 pandemic.	Added an additional 21 low barrier shelter beds.  <b>Target had been met.</b>	\$ 30,000 (HCF)  See section (SSRF P1)
1.4.3.	<b>Create additional shelter spaces for citizens who are not experiencing abuse.</b>	Shelter spaces are available for citizens who are homeless and not	Number of shelter beds for citizens who are not experiencing abuse.	An increase in the number of shelter beds for citizens who are not experiencing abuse.	Opened a new low barrier shelter, the Gate Way House in April 2020 to meet the demand for	Increased the number of shelter beds by 21.	See section 1.1.1. (SSRF)



Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
		experiencing abuse.			emergency shelter during the pandemic.	<b>Target has been met.</b>	
1.4.4.	<b>Investigate options to increase funding to meet housing, transportation and daily living needs.</b>	People have funding to access appropriate housing.	Funding for programs and services for housing, transportation and daily living needs.	An increase in funding to meet housing, transportation and daily living needs.	Provided funding to housing service provider to cover the cost of food, personal protective equipment, transportation, etc.	19 agencies received funding for pandemic expenses and for services and supports. 297 households were assisted with food security and personal protective equipment.  <b>Target has been met.</b>	See section 1.1.1. (SSRF)

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.5.1.	<b>Community agencies advocate for homeless/at-risk of homelessness individuals and/or families in the District, including the need for accessible and supportive/supported housing.</b>	The needs of homeless and at-risk of homelessness individuals and families are known in the District.	Service agreements state that community agencies must agree to be advocates for homeless and at-risk of homelessness individuals and families.	All new homelessness related service agreements signed with the DNSSAB ensure that community agencies are advocates for individuals/families who are homeless or at-risk of homelessness.	Provided funding for the ID Clinic through the CCNB.	89 individuals accessed services and were assisted with applying for essential identification.  <b>Target has been met.</b>	\$ 29,995 (HCF)
1.5.1 Continued					CHPI contracted service providers such as LIPI and CCNB to work as advocates in the community to support households who are homeless or at-risk of homelessness.	Community agencies work closely with landlords and other community agencies to make referrals and support clients with housing stabilization.  <b>Target has been met.</b>	See section: 1.1.2, 1.1.3, & 1.1.5.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.5.2.	<b>Homelessness support providers and housing support agencies develop linkages with mental health agencies.</b>	Improved partnerships between homelessness support providers, mental health agencies and housing support agencies.	Linkages between housing/homelessness support providers and mental health agencies.	Partnerships are developed between housing/homelessness support providers and mental health agencies.	<p>Provided rent subsidy through the Strong Communities Rent Supplement Program (SCRSP) in partnership with the Canadian Mental Health Association of Nipissing.</p> <p>Collaboration occurs amongst agencies who sit at the NDHHP table.</p>	<p>Subsidized 49 household units with CMHA in 2019.</p> <p>NDHHP agencies are working closely together to support client needs.</p>	<p>See Section 3.3.1</p> <p>N/A</p>

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.5.2. Continued					The DNSSAB's Homelessness Prevention Navigator (HPN) attends HUB meetings where agencies work together to stabilize crisis situations.	By attending HUB meetings on a regular basis, the HPN is able to liaison with a variety of service providers and provide urgent responses to CHPI applications for client cases, which are brought to the HUB.  <b>Target has been met.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.5.3.	<b>Homelessness support providers develop linkages with landlords.</b>	Improved partnerships between homelessness support providers and landlords.	Linkages between homelessness support providers and landlords.	Partnerships are developed between homelessness support providers and landlords.	<p>Representative from the Near North Landlord Association continued to attend regular NDHHP meetings to speak to and hear from social services agencies.</p> <p>Reaching Home and CHPI funded – program administrators continue to work closely with landlords to maintain and secure housing for clients.</p>	<p>An increase in open communication and understanding between the Landlord Association and social services agencies.</p> <p>CHPI and Reaching Home funded agencies are reporting increased dialogue and communication with landlords in the community.</p> <p><b>Target has been met.</b></p>	<p>N/A</p> <p>N/A</p>

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
1.5.4.	<b>Homelessness support providers develop linkages with housing support agencies.</b>	Improved partnerships between homelessness support providers and housing support agencies.	Linkages between homelessness support providers and housing support agencies.	Partnerships are developed between homelessness support providers and housing support agencies.	<p>The DNSSAB-Housing Operations department (formerly Nipissing District Housing Corporation) regularly attends NDHHP meetings and works closely with housing and homelessness support services.</p> <p>The Homeless Prevention Navigators attend HUB meetings on a weekly basis.</p>	<p>Partnerships are developed between homelessness support providers and housing support agencies.</p> <p><b>Target has been met.</b></p>	N/A

## Strategic Objective 2: Improving Housing Stability

### Strategy 1: Develop a Housing Eviction Prevention Program.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.1.1.	<b>Create a Housing Eviction Prevention Program.</b>	Tenants remain housed.	Number of households evicted.	Decrease in the number of households evicted.	DNSSAB's Homeless Prevention Navigators and LIPI-Nipissing staff administered CHPI household benefits to prevent eligible applicants from eviction.  Funded the Homeless Prevention Services through LIPI.	In 2020, \$401,497 in CHPI household benefits were administered to assist residents with rental arrears.  Assisted 38 households with housing services to prevent homelessness.  <b>Target has been met.</b>	See Section 1.1.5. for homelessness prevention services.  See Section 1.1.5. for homelessness prevention services.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.1.2.	<b>Create linkages to housing support services and programs, and crisis management for landlords.</b>	Fewer tenants are evicted because they receive appropriate supports.	Number of households diverted from eviction.	Increase the number of households diverted from eviction.	Continued to fund the Community Mobile Housing Support Services through CCNB.	Assisted households with housing services that assist clients with securing housing.  <b>Target has been met.</b>	See section 1.1.2.
2.1.3.	<b>Support housing eviction programs and services that provide education and awareness to individuals and households on the importance of being good tenants.</b>	Tenants are educated on their roles and responsibilities as tenants.	Funding for eviction prevention programs and services.	An increase in funding for eviction prevention programs and services.	Provided funding to the CCNB to provide clients with the Rent Smart Program	29 individuals were provided with Rent Smart training on the importance of being responsible tenants.  <b>Progress has been made.</b>	\$12,736 (HCF)



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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.2.1.	<b>Advocate for increased funding, supports and services for people to remain housed.</b>	Tenants and homeowners have appropriate supports services to stay in their home.	Funding for services to prevent homelessness.	An increase in funding to prevent homelessness.	Continued to fund the Community Mobile Housing Support Services through CCNB.  Continued to fund the Homeless Prevention Services through LIPI.  Continued to fund the Essential Health Fund through LIPI.	Assisted 526 unique households with housing services that assist clients with securing housing.  Provided 58 unique households with services to maintain housing.  Provided financial support for health related items for 339 low-income citizens.  <b>Target has been met.</b>	See Section 1.1.2. (CHPI)  See section 1.1.5. (CHPI)  \$ 30,000 (HCF)

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.2.2.	<b>Establish a community development worker position to support tenants in social/affordable housing.</b>	Tenants in social/affordable housing receive the necessary supports.	Supports for tenants in social/affordable housing.	A variety of supports for tenants in social/affordable housing.	A full time Tennant Retention Officer at the DNSSAB Housing Operations department (NDHC) continues to support tenants.	Tenants residing in DNSSAB-NDHC units are supported to retain their housing.  <b>Progress has been made.</b>	N/A

**Strategy 3: Consistent and coordinated discharge planning from hospital, detox, addiction, mental health, and youth and adult correctional facilities.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.3.1.	<b>Work with community partners to create discharge plans that include services and programs available in the District.</b>	Successful housing placement for individuals discharged from correctional facilities or hospitals.	Number of individuals discharged to homelessness.	A decrease in the number of individuals discharged to homelessness.	The North Bay Jail is actively involved in the NDHHP.	Increased dialogue between the North Bay Jail and housing, and homelessness service providers. <b>Progress has been made.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.3.2.	<b>Ensure that individuals discharged from institutions receive housing supports and services once they are housed in the District.</b>	Individuals discharged from institutions are able to remain housed with appropriate services and supports.	Number of individuals discharged from institutions experiencing homelessness.	A decrease in chronic and episodic homelessness for individuals discharged from institutions.	The North Bay Jail is actively involved in the NDHHP.	Increased dialogue between the North Bay Jail and housing, and homelessness service providers.  <b>Progress has been made.</b>	N/A

**Strategy 4: Develop Rural Outreach and Transportation Services to support housing retention in rural communities**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.4.1.	<b>Advocate for the need of reliable transportation as a measure of housing stability and retention.</b>	Government understands the transportation needs of rural/Northern communities.	Funding for rural/Northern communities to meet the transportation needs of residents.	Reliable transportation for rural citizens of Nipissing District.	N/A	N/A	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.4.2.	<b>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.</b>	Individuals and/or families can remain in their own homes with supports.	Services to assist rural individuals/families to remain housed.	A wide variety of services to assist rural individuals and families to remain housed.	N/A	N/A	N/A

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.5.1.	<b>Community services funding for seniors to purchase medical equipment and complete accessibility renovations.</b>	Seniors remain in their own homes with appropriate adaptive equipment.	Funding for medical equipment and home renovations.	An increase in funding for medical equipment and home renovations.	<p>Continue to assist eligible citizens through the Ontario Renovates Program.</p> <p>Continue to fund the Essential Health Fund through LIPI.</p> <p>Funded the Emergency Dental Assistance Fund through LIPI</p>	<p>One project was funded in 2020 through Ontario Renovates.</p> <p>Provided financial support for health related items for 339 low-income citizens.</p> <p>13 individuals received financial assistance to address a dental emergency.</p>	<p>\$62,400 (IAH)</p> <p>See Section 2.2.1.</p> <p>\$30,256 (HCF)</p>

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.5.1. Continued					Funded the Denture Assistance Fund through LIPI.	13 individuals received financial support to assist with purchasing dentures.  <b>Progress has been made.</b>	\$30,000 (HCF)
2.5.2.	<b>Advocate for grants to maintain/ retrofit homes for seniors.</b>	Seniors can access grants to retrofit or maintain housing.	Funding for seniors to maintain and retrofits their homes.	An increase in funding for seniors to maintain and retrofit their homes.	Two households were added to Ontario Renovates in 2020 however, they had to discontinue (death and sale of house).	Two projects were initiated in 2020 through Ontario Renovates however, they were discontinued.  <b>Target requires progress.</b>	See section 2.5.1.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.5.3.	<b>Increase supported housing to assist seniors to be able to remain in their own homes.</b>	Senior citizens can remain in their own home.	Number of supported housing services for seniors.	An increase in supported housing services to assist seniors with aging in place.	No new Ontario Renovates applicants in 2020.	No new Ontario Renovates projects in 2020.  <b>Target requires progress.</b>	See section 2.5.1.
2.5.4.	<b>Increase supported/supportive housing options for seniors in South Algonquin.</b>	Seniors receive the supports they need to remain in their home community.	Number of supported/supportive housing services for seniors in South Algonquin.	An increase in supported housing services to assist seniors in South Algonquin.	No new Ontario Renovates applicants in 2020.	No new Ontario Renovates projects in 2020.  <b>Target requires progress.</b>	See section 2.5.1.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.5.5.	<b>Advocate for ongoing management and support to maintain the housing of older adults living with mental illness in the District.</b>	Older adults with a mental illness can remain in the community.	Services and support to assist older adults with mental illness.	An increase in services to support the housing retention of older adults living in the community with mental illness.	Continued the Community Paramedicine Program	Improved access to primary healthcare reduced non-urgent 911 calls, and preventative healthcare and education to patients.  <b>Progress has been made.</b>	See section 2.5.7.



Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.5.6.	<b>Advocate and expand funding for health support services to support seniors in their home setting.</b>	Adult patients receive health supports to remain in their own homes.	Types of health services to support seniors in their home setting.	An increase in the amount of health services to support seniors in their home setting.	Continued the Community Paramedicine Program  Developed a new pilot project, Mobile Outreach Nurse Practitioner in partnership with the North Bay Nurse Practitioner-Led Clinic to provide access to primary care to vulnerable population including seniors.	Adults are supported through home visits, wellness clinics, and referrals.  Seniors in social and supportive housing and other locations across the Nipissing District receive better access to primary care including medical assessments, referrals, and follow up care.  <b>Progress has been made.</b>	See section 2.5.7.  \$193,167 (SSRF P2 MH&A)

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.5.7.	<b>Investigate the use of para-medicine as an aid for referrals.</b>	Seniors receive information for health supports to remain in their own homes or be appropriately housed.	Referrals from para-medicine interactions.	An increase in the amount of referrals from seniors who interact with para-medicine services.	Continued the Community Paramedicine Program	Seniors continued to receive support through the Paramedicine Program  <b>Target has been met.</b>	\$137,000 (LHIN)

**Strategy 6: Ensure that citizens have adequate, affordable and suitable housing**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
2.6.1.	<b>Advocate for increased funding for home renovation/retrofit programs.</b>	Homes in Nipissing District are in an adequate state of repair.	Number of Ontario Renovates funding recipients.	An increase in the number of Ontario Renovates funding recipients.	Continue to advocate for increased funding for the Ontario Renovates Program and a reduced wait list.	The DNSSAB continues to advocate for funding to address housing needs across the housing continuum.  <b>Progress has been made.</b>	N/A

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

**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.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.1.1.	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.	Number of households that have accessed secondary suite incentives.	An increase in the number of households that access incentives that support the creation of legal secondary suites.	N/A	N/A  <b>Target requires progress.</b>	N/A
3.1.2.	Advocate for municipalities to create policies/documents to develop, monitor, measure and evaluate secondary suites.	The supply of suitable and adequate rental housing is increased.	Number of municipal policies/documents relating to secondary suites.	An increase in municipal policies/documents relating to secondary suites.	N/A	N/A  <b>Target requires progress.</b>	N/A

**Strategy 2: Explore opportunities to expand rental subsidy programs**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.2.1.	<b>Advocate for increased funding for rent subsidy programs.</b>	An increase in affordable rental housing.	Number of rental subsidies recipients.	An increase in the number of rental subsidy recipients.	Utilize available OPHI funding to secure rental subsidies for clients who have a financial /housing need. This program assists with affordability while households wait for an RGI unit.	An average of 12 clients per month received housing allowance.  <b>Target has been met.</b>	\$30,000 (OPHI)
3.2.2.	<b>Create additional rent subsidies to address the shortage of rental housing in municipalities without social housing.</b>	An increase in affordable housing options in the district’s rural municipalities and areas.	Number of rent subsidies in municipalities without social housing.	An increase in the number of rent subsidies in municipalities that don’t have social housing.		<b>Progress has been made.</b>	\$ 22,006.05 (Municipal)

**Strategy 3: Aligning various funding sources with the Strategic Objectives of the 10-Year Housing and Homelessness Plan.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.3.1.	<b>Maximize funding opportunities that align with the strategic objectives of this plan.</b>	Funding is aligned with the strategic objectives.	Progress made on strategic objectives of the plan.	An increase in the amount of progress made to address the strategic objectives of the plan.	The 10-Year Housing and Homelessness Plan as well as the 5-Year Review of the 10-Year Housing and Homelessness Plan are driving most of investment decisions that the DNSSAB makes.	The DNSSAB's overall investment in strategies related to the 10-Year Housing and Homelessness Plan was approximately \$7,841,630 in 2020  <b>Target has been met.</b>	See Table 1-2020 Funding
3.3.2.	<b>Advocate for increasing the investment of the Affordable Housing Reserve Fund.</b>	The Affordable Housing Reserve fund will increase.	Amount of money in the Affordable Housing Reserve Fund.	An increase in the amount of money in the Affordable Housing Reserve Fund.	N/A	N/A  <b>Target requires progress.</b>	N/A

**Strategy 4: Leverage resources in order to maximize affordable housing options along the continuum**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.4.1.	<b>Increase opportunities for affordable homeownership.</b>	Maximize homeownership opportunities for low income families.	Number of households assisted with homeownership.	An increase in the number of households assisted with homeownership.	Advocated for more OPHI funding to increase number of applicants assisted.	Assisted 8 families with purchasing a home through the Homeownership Program  <b>Target has been met.</b>	(OPHI)
3.4.2.	<b>Advocate for funding and legislation that addresses health hazards in the private market housing stock, and ensures that households have access to housing that is acceptable, safe, and affordable.</b>	Citizens are able to remain housed because their accommodations are acceptable, safe, and affordable.	Number of households homeless or at-risk of homelessness due to health hazards.	A decrease in the number of households homeless or at-risk of homelessness due to health hazards.	N/A	N/A  <b>Target requires progress.</b>	N/A

**Strategy 5: Increase the supply of affordable rental housing.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.5.1.	<b>Advocate for increased funding for the creation of additional affordable housing units.</b>	Funding to create affordable housing.	Amount of funding for affordable housing developments.	An increase in the amount of funding for affordable housing units.	Advocated for funding and launched the construction of a new transitional housing project in North Bay for all households.	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	\$1,751,704
3.5.2.	<b>Increase the supply of housing for singles.</b>	Singles can find affordable housing units.	Number of affordable housing units for singles.	An increase in the number of affordable housing units for singles.	Advocated for funding and launched the construction of a new transitional housing project in North Bay for all households including singles.	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	See section 3.5.1.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.5.3.	<b>Increase the supply of accessible housing, for singles other than senior citizens.</b>	Non-seniors can find accessible housing.	Number of accessible housing units for non-seniors.	An increase in the number of accessible housing units for non-seniors.	Advocated for funding and launched the construction of a new transitional housing project in North Bay for all households including non-senior singles.	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	See section 3.5.1.
3.5.4.	<b>Address the need for more two-bedroom units for low-income individuals/families and seniors.</b>	Two-bedroom rental supply is sufficient to meet demand.	Number of affordable two-bedroom units.	An increase in the number of affordable two-bedroom units.	N/A	N/A	N/A
3.5.5.	<b>Increase the supply of housing for senior citizens.</b>	Seniors can find affordable housing.	Number of affordable housing units for seniors.	An increase in the number of affordable housing units for seniors.	N/A	N/A	N/A



Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.5.6.	<b>Advocate for a first right of refusal to DNSSAB on all surplus government buildings and land, provided it is used for affordable housing purposes.</b>	Surplus land and buildings can be repurposed for affordable housing.	Number of citizens housed in surplus government buildings and land.	An increase in the number of people housed in surplus government buildings and land.	N/A	N/A	N/A
3.5.7.	<b>Investigate the impact that building and zoning regulations have on the creation of affordable housing supply in Nipissing District.</b>	Municipal building and zoning regulations support the development of affordable housing options along the Continuum.	Number of collaboration opportunities with municipalities in Nipissing District to support the development of affordable housing.	An increase in the number of collaborations with municipalities in Nipissing District, to support the development of affordable housing.	N/A	N/A	N/A

**Strategy 6: Increase the supply of transitional/ second stage housing.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.6.1.	<b>Advocate for funding to increase the transitional housing supply.</b>	Funding to create transitional housing.	Number of transitional housing beds.	An increase in the number of transitional housing beds.	Advocated for additional funding for the development of a transitional housing project in North Bay	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	See section 3.5.1.
3.6.2.	<b>Increase transitional housing for victims of domestic violence outside North Bay.</b>	Transitional housing is available for victims of domestic violence, outside North Bay.	Number of transitional housing beds outside of North Bay, for victims of domestic violence.	An increase in the number of transitional housing beds outside of North Bay, for victims of domestic violence.	N/A	N/A	N/A
3.6.3.	<b>Investigate the creation of youth transitional housing in Sturgeon Falls.</b>	Transitional housing for youth is available in Sturgeon Falls.	Number of transitional housing beds for youth in Sturgeon Falls.	An increase in the number of transitional housing beds for youth in Sturgeon Falls.	N/A	N/A	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.6.4.	<b>Advocate for funding to create transitional housing for individuals with addiction.</b>	Individuals with addiction are supported with transitional housing.	Number of transitional housing beds for individuals with addictions.	An increase in the number of transitional housing beds for individuals with addictions.	Advocated for additional funding for the development of a transitional housing project in North Bay.	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	See section 3.5.1.

**Strategy 7: Increase the supply of supported/supportive housing.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.7.1.	<b>Advocate for funding for new and existing units to include support services.</b>	Tenants receive appropriate supports.	Number of supported/supportive housing units.	An increase in the number of supported/supportive housing units.	Advocated for additional funding for the development of a transitional housing project in North Bay, which include support services.	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	See section 3.5.1.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
3.7.2.	<b>Advocate for funding to support the delivery of supports for seniors and persons with disabilities in new and existing units.</b>	Adequate supports are available for the housing supply.	Number of supported social/affordable housing units for seniors.	An increase in the number of supported social/affordable housing units for seniors.	N/A	N/A	N/A
3.7.3.	<b>Advocate for increased funding for housing with support services for individuals experiencing mental health and addictions.</b>	Individuals with mental health and addictions have housing with supports in place.	Number of housing with support units for individuals experiencing mental health and addictions.	An increase in the number of housing with support units for individuals experiencing mental health and addictions.	<p>Advocated for additional funding for the development of a transitional housing project in North Bay.</p> <p>Advocated for support for vulnerable population at shelters, social and supportive housing, and other locations for better</p>	<p>Continued to advocate for transitional housing for singles with on-site support services to all levels of government.</p> <p>Launched the Mobile Outreach Nurse Practitioner service that will give vulnerable population primary care including mental health</p>	<p>N/A</p> <p>See section 2.5.6</p>

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
					access to primary care.	and addiction support, medical assessment, referrals and follow-up care.  <b>Target has been met.</b>	
3.7.4.	<b>Explore opportunities to increase the supply of congregate living and group homes.</b>	Increased supply of congregate living and group homes.	Number of congregate living and group home accommodations.	An increase in the number of congregate living and group home accommodations.	Advocated for additional funding for the development of a transitional housing project in North Bay.	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	See section 3.5.1.

## Strategic Objective 4: Sustaining and Expanding the Housing Portfolio

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
4.1.1.	<b>Ensure that housing providers are accessing Asset Management resources and tools for the development of Asset Management Plans.</b>	A plan that will guide decisions regarding asset renewal/ redevelopment in the social housing portfolio.	Number of housing providers utilizing housing management resources and tools.	An increase in the number of providers utilizing housing management resources and tools.	Ongoing discussions with housing providers on the topics of asset management planning and capital planning.	During operational reviews, housing providers and given information on asset management tools.  <b>Progress has been made.</b>	N/A
4.1.2.	<b>Advocate for increased funding for social housing repairs and renovations.</b>	Social housing buildings are in an adequate state of repair.	Funding for social housing repairs and renovations.	An increase in the amount of funding allocated to complete repairs and renovations to social housing.	Social housing providers were allocated funding for the purpose of renovations and repairs to their social housing projects.	6 different housing providers were allocated funding for a variety of repairs and renovations including (20 units at Native People of Nipissing and	\$ 72,852 (COCHI)

						50 units at Nipissing District Housing Corporation).	
						<b>Progress has been made.</b>	

**Strategy 2: Review the social housing portfolio.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
4.2.1.	<b>Ensure operational efficiencies throughout the social housing portfolio.</b>	Social housing providers are operating efficiently.	Number of operational/targeted reviews conducted.	Operational/targeted reviews are being conducted on a consistent basis.	In 2020, operational reviews did not take place due to the COVID 19 restrictions and extended period of lockdown.	N/A  <b>Target requires progress.</b>	N/A

<b>4.2.2.</b>	<b>Review applicable data to ensure that existing and future housing units match the demographic and socio-economic characteristics of the District.</b>	Current and future social housing will match the demographic and socio-economic characteristics of the client population.	The location, size, type, and cost of residing in social housing.	A social housing portfolio that matches the demographic and socio-economic needs of the District.	N/A	N/A	N/A
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**Strategy 3: Maintain Nipissing’s service level standards in social housing.**

<b>Section</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Measures</b>	<b>Targets</b>	<b>Action Taken in 2020</b>	<b>Outcomes in 2020</b>	<b>Funding</b>
<b>4.3.1.</b>	<b>Ensure consistent planning is occurring around end of operating agreements to ensure service level standards are being met.</b>	Social housing providers are able to sustain their organization after operating agreements have expired.	End of operating agreements.	An increase in consistent planning around end of operating agreements.	Housing Administrators engaged with housing providers who are approaching the end of their operating agreement.	Consistent/open communication was maintained with the West Nipissing Non-Profit Housing Corporations whose Municipal Non-Profit project is set to expire.  <b>Progress has been made.</b>	N/A



Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
4.3.2.	<b>Research and develop options for the maintenance of service level standards, after operating agreements with housing service providers end.</b>	Service levels in social housing are maintained.	Service level standards.	An increase in the quality of service level standards after end of operating agreements.	The DNSSAB engaged with the Ministry of Municipal Affairs and Housing (MMAH) to ensure that service level standards are discussed. This included expiring projects.	West Nipissing Non-profit Housing Corporation (WNNPHC) Municipal Non-Profit units were included in the in services level standards Action Plan.  <b>Progress has been made.</b>	N/A
4.3.3.	<b>Research and develop options for the maintenance of service level standards to assist housing providers with financial plans after operating agreements expire.</b>	A plan is in place to assist providers as their operating agreements end.	Financial plans.	An increase in the quality of financial planning after operating agreements expire.	DNSSAB Housing Administrators spoke with housing providers and identified that Municipal Non-Profit providers were having possible end of operating agreement concerns.	Housing Administrators completed forecasting for the end of operating agreement for MNP providers.  <b>Progress has been made.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
4.3.4.	<b>Investigate changes to the current RGI system.</b>	More stable and predictable revenue for housing service providers.	RGI funding.	An increase in funding for RGI housing service providers.	<p>In 2019, upcoming changes to the RGI system were announced by the MMAH.</p> <p>The Ministry allowed SM's to choose their implementation date for initiating specific changes.</p>	<p>The DNSSAB began planning for full RGI changes implementation in 2021. Communications were sent to inform housing providers and Centralized Waitlist applicants of the changes at the beginning of 2020.</p> <p><b>Progress has been made.</b></p>	N/A

**Strategy 4: Create opportunities to facilitate new housing projects.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
4.4.1.	<b>Leverage opportunities, for the purpose of developing/facilitating, owning and/or managing new housing projects.</b>	A housing development corporation which facilitates the creation of new affordable housing opportunities.	Number of housing projects.	An increase in the number of housing projects.	Proposed the development of 16 new transitional housing units, Gateway Phase I.  Proposed the development of 20 new transitional housing units, Gateway Phase II.	Obtained funding and launched the construction of Gateway House Phase I, adding 16 transitional housing units in North Bay.  <b>Target has been met.</b>	\$355,320 (OPHI)
4.4.2.	<b>Investigate the creation of additional seniors housing in Temagami.</b>	The housing supply in Temagami meets the needs of senior citizens.	Number of seniors housing units in Temagami.	An increase in the number of seniors housing units in Temagami.	N/A	N/A  <b>Target requires progress.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
4.4.3.	<b>Investigate the creation of additional seniors housing in Mattawa.</b>	The housing supply in Mattawa meets the needs of senior citizens.	Number of seniors housing units in Mattawa.	An increase in the number of seniors housing units in Mattawa.	Whispering Pines Native Non-Profit Homes created new seniors housing.	Project consisted of 10 new affordable housing units for seniors.  <b>Progress has been made.</b>	Funded through OAH, not the DNSSAB
4.4.4.	<b>Investigate the creation of additional units to meet changing demographic and socio-economic needs.</b>	Acceptable housing is available.	Number of affordable housing units.	An increase in the number of affordable housing units to meet the demographic and socio-economic needs of the District.	Proposed the development of 20 new transitional housing units, Gateway Phase II.	Continued to advocate for transitional housing for singles with on-site support services to all levels of government.  <b>Progress has been made.</b>	N/A

## Strategic Objective 5: Leadership, Integration, Coordination and Advocacy

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.1.1.	<b>Develop a communication strategy for the 10 Year Housing and Homelessness Plan.</b>	DNSSAB stakeholders (as defined in the DNSSAB Strategic Plan 2014) are aware of the plan.	Communication with stakeholders.	An increase in the type and quality of communication with stakeholders.	The annual update to the 10 year plan is shared with stakeholders and on the DNSSAB website.	The annual update to the 10 year plan is available for review.  <b>Target has been met.</b>	N/A
5.1.2.	<b>Ensure that new housing programs and opportunities are linked back to the Plan, and support the Strategic Objectives of The Plan.</b>	Annual work plans are developed with input from community partners and endorsed by DNSSAB.	Number of target met.	An increase in the number of targets met.	The Board Members, management, and staff at the DNSSAB reflect upon the strategic objectives of the plan when making recommendations or decisions around housing programs and services.	50% of targets have been met.  28% of action items have made progress toward the target.  <b>Progress has been made.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.1.3.	<b>Report on annual progress of the 10 Year Housing and Homelessness Plan.</b>	DNSSAB, stakeholders are informed of the progress in meeting the targets and objectives of the 10 Year Housing and Homelessness Plan.	Reporting on the plan.	Reporting to community partners on an annual basis.	The DNSSAB successfully completed the 2019 Annual Review of the 10-Year Housing and Homelessness Plan.	The annual updates and 5-Year Review of the 10-Year Housing and Homelessness Plan are posted on the DNSSAB website.  <b>Target requires progress.</b>	N/A

**Strategy 2: Strengthen the partnership between Housing Access Nipissing non-profit housing providers, and service providers.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.2.1.	<b>Identify common areas of concern and opportunities.</b>	Increased housing opportunities and collaboration.	Amount of communication.	An increase in communication between Housing Access Nipissing, housing providers, and service providers.	The DNSSAB Housing Programs department oversaw the ongoing integration of the Nipissing District Housing Registry, which started in 2019.	Now under one roof, Housing Access Nipissing Programs are able to work together collaboratively. <b>Target has been met.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.2.2.	<b>Increase communication between Housing Access Nipissing and the Nipissing District Homelessness and Housing Partnership members.</b>	The NDHR Inc. and the NDHHP are working collaboratively.	Amount of communication.	An increase in communication between Housing Access Nipissing and NDHHP service providers.	Housing Access Nipissing staff members of the DNSSAB attend NDHHP regularly and report on changes to programs structure, eligibility, and respond to inquiries from service providers.	NDHHP service providers receive timely and accurate information regarding Housing Access Nipissing Programs. During NDHHP meetings open dialogue occurs which provides Housing Access Nipissing staff with insight into community stakeholder situations.  <b>Target has been met.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.2.3.	Work with community partners to ensure that service providers are familiar with the Housing Access Nipissing Program and have the tools and resources required to support their clients with eligibility and document requirements needed to access housing supports and services.	Clients are supported and understanding housing and homelessness supports and services.	Interactions with service providers.	Service providers are provided with information and resources to support their clients with eligibility and application processes.	Housing Access Nipissing staff members of the DNSSAB attend NDHHP regularly and report on changes to programs structure, eligibility, and respond to inquiries from service providers.	NDHHP service providers receive timely and accurate information regarding Housing Access Nipissing Programs. During NDHHP meetings, open dialogue occurs which provides Housing Access Nipissing staff with insight into community stakeholder situations and the opportunity to ask questions.  <b>Target has been met.</b>	N/A



Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.2.4.	<b>Work with community partners to ensure that households awaiting housing on the Centralized Waiting List are provided with referrals to community supports to assist them with their housing situation.</b>	Applicants on the Centralized Waiting List are provided with referrals to support their needs.	Number of referrals.	An increase in the number of referrals for individuals and households on the Centralized Waiting List.	Housing Access Nipissing staff provides clients with referrals and information about other programs and services in the community that could assist them with their housing situation.	Clients awaiting an offer for social housing are provided with resources to assist them with their housing needs.  <b>Progress has been made.</b>	N/A

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.3.1.	<b>Create linkages between municipalities, developers, service providers, DNSSAB and affordable housing providers.</b>	Enhanced collaboration between municipalities, developers and affordable housing landlords.	Interactions amongst municipalities, developers, service providers, DNSSAB, and affordable housing providers.	An increase in housing related interactions amongst municipalities, developers, service providers, DNSSAB, and affordable housing providers.	District-wide municipal councilors and mayors sit on the Board of Directors for the DNSSAB.	DNSSAB Board members utilize their municipal expertise to inform District wide decision making around housing and homelessness programs and services.	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.3.1. Cont'd					The Near North Landlord Association continues to attend NDHHP meetings to engage with housing and homelessness service providers.	An increase in open dialogue between landlords and service providers has led to the creation of Rent and Utilities Arrear Program in response the large amount of rental arrears during the pandemic.  <b>Progress has been made.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.3.2.	<b>Participate in local, northern and provincial working groups.</b>	Increased collaboration and awareness of Northern housing and homelessness issues.	Types of working groups.	DNSSAB staff are involved in a variety of local, northern, and provincial working groups.	<p>DNSSAB is the Community Entity (CE) for the Nipissing District Housing and Homelessness Partnership (NDHHP).</p> <p>The DNSSAB sits on multiple local, provincial, and federal working groups, and has provided feedback to various levels of government on the state of housing and homelessness in Nipissing District.</p>	<p>Concerns and issues related to housing and homelessness in Nipissing District were communicated to the various levels of government.</p> <p><b>Target has been met.</b></p>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.3.3.	<b>Continue to facilitate the role as the Community Entity for the federal Homelessness Partnering Strategy (HPS).</b>	The federal government is more informed on homelessness issues.	Reporting requirements to the federal government.	Consistent and accurate reporting to the federal government on housing and homelessness in Nipissing District.	The DNSSAB committed to maintaining the role of Community Entity through Reaching Home (2019-2024)	Increased collaboration with community service providers to tackle housing and homelessness issues in the District.  <b>Target has been met.</b>	See Reaching Home funded action items.

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.3.4.	Seek opportunities to inform the public about the DNSSAB's RFP process and other available funding to ensure that a wide range of proponents are aware of funding opportunities.	Communication strategy is in place to promote the DNSSAB's RFP process.	Knowledge of RFP opportunities.	An increase in RFP applications.	The DNSSAB posts RFP and Bids & Tenders opportunities on the DNSSAB.	The DNSSAB utilizes Bids & Tenders and its website to post publicly about RFP opportunities. The DNSSAB then reviews the proponent's submissions to determine the best candidates. The Board of Directors at the DNSSAB approves the final decision.  <b>Target has been met.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.3.5.	<b>Endeavour to coordinate funding opportunities in support of a more integrated housing and homelessness system.</b>	Funding is coordinated and aligned to support housing and homelessness programs.	Funding opportunities.	An increase in funding opportunities that are aligned with the strategic objectives of the 10-year plan.	<p>DNSSAB Housing Services continued to integrate the Nipissing District Housing Registry into the Housing Programs department.</p> <p>The DNSSAB continued to experience integration and collaboration amongst DNSSAB Housing Programs and DNSSAB Housing Operations (NHDC)</p>	<p>The integration of housing services has allowed for improved service delivery, improved data collection, analysis, and a more comprehensive understanding of housing and homelessness in Nipissing District.</p> <p><b>Target has been met.</b></p>	N/A

**Strategy 4: DNSSAB recognizes and supports the Nipissing District Homelessness and Housing Partnership.**

<b>Section</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Measures</b>	<b>Targets</b>	<b>Action Taken in 2020</b>	<b>Outcomes in 2020</b>	<b>Funding</b>
<b>5.4.1.</b>	<b>The NDHHP provides advice on issues related to homelessness.</b>	DNSSAB is more informed on homelessness issues.	Interaction with NDHHP members	Consistent interaction with NDHHP members on issues related to housing and homelessness	The NDHHP continued its role as the Community Advisory Board (CAB).	The NDHHP provides service provider advice to the DNSSAB on issues related to homelessness.  <b>Target has been met.</b>	N/A
<b>5.4.2.</b>	<b>The NDHHP will assist in monitoring the progress of the 10 Year Housing and homelessness Plan.</b>	The annual work plan will be endorsed by the NDHHP.	Creation of a NDHHP Committee to review the 10 Year Plan.	NDHHP member committee meets annually to review the annual review of the 10 Year Plan.	The NDHHP continues to receive monthly updates from the DNSSAB on Housing and Homelessness programs and services.	The NDHHP members provide the DNSSAB with feedback on programs and services related to the 10-Year Housing and Homelessness Plan. The Plan is available for review on the DNSSAB's website.  <b>Target has been met.</b>	N/A



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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.5.1.	<b>Ensure that social assistance regulations and legislation supports the housing situation of residents of Nipissing District.</b>	Citizens on social assistance can afford acceptable housing.	Number of households on social assistance in arrears.	A decrease in the number of households on social assistance in arrears.	DNSSAB OW and Housing Departments use inter-department consents to share information on clients for better service.	Increased communication and cooperation between DNSSAB OW and Housing Departments.  <b>Progress has been made.</b>	N/A
5.5.2.	<b>Advocate on behalf of the citizens of Nipissing District, for acceptable housing and related support programs and services, to meet their housing needs.</b>	Citizens of Nipissing District receive housing related supports and services that meet the demographic and socio-economic needs of the District.	Services for housing related supports and services.	A diverse variety of housing related supports and services.	Ongoing discussions with Federal and Provincial ministries to communicate the housing and homelessness needs in Nipissing District, and advocate for program funding.	Continued to advocate for housing and housing related supports to all levels of government.  <b>Progress has been made.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.5.3.	<b>Advocate for northern, rural and remote housing and homelessness solutions.</b>	The provincial government will know the needs of northern, rural and remote citizens.	Number of working groups.	DNSSAB staff communicate the needs of Nipissing District through involvement in a variety of provincial working groups.	In 2020 the DNSSAB participated on committees, working groups, and conferences hosted by all levels of government including the Northern Ontario Service Deliverers Association.	DNSSAB staff and Board Members participated in various committees, working groups, and conferences and advocate for the housing needs of northern, rural, and remote communities in Nipissing District.  <b>Target has been met.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.5.4.	<b>Advocate for a National Housing Strategy that meets the needs of Nipissing District.</b>	Sustainable and predictable long term funding for affordable housing initiatives.	Amount of funding from the federal government.	An increase in the amount of funding received for housing related programs and services.	The National Housing Strategy (NHS) was released on November 22, 2017 for a time span of 10 years.	The Government of Canada is currently implementing the National Housing Strategy (NHS), which will see \$ 70 billion dollars in funding spend towards housing and homelessness over a span of 10 years.  <b>Progress has been made.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.5.5.	<b>Facilitate communication between citizens and government leaders, related to their housing needs.</b>	The housing needs of citizen's are recognized.	Published articles and reports related to housing.	Consistent communication with citizens and government on issues related to housing and homelessness.	<p>The DNSSAB Board of Directors provides the public and local media outlets with media releases to inform the community about current housing and homelessness issues, decision, and changes.</p> <p>In 2020, the Point in Time Count findings were published to the DNSSAB website.</p> <p>Monthly Board packages are published on the DNSSAB website.</p>	<p>In 2020, media releases were sent to local media outlets regarding the DNSSAB's response to COVID 19 pandemic, the Social Service Relief Fund, Emergency Homeless Low Barrier Shelter, the new Transitional Supportive Housing.</p> <p><b>Target has been met.</b></p>	N/A

**Strategy 6: Develop Indigenous housing solutions.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
5.6.1.	<b>Develop partnerships between non-Indigenous service providers and Indigenous service providers, elders, community members.</b>	Indigenous housing solutions are developed and implemented.	Representation of Indigenous groups and organizations.	Consistent representation of Indigenous groups and organizations in working groups and committees.	<p>NBIFC and Ojibway Women’s Lodge staff actively sit on the Nipissing District Housing and Homelessness Partnership (NDHHP) and provide community partners with insights and information regarding Indigenous housing and homelessness topics and concerns.</p> <p>The DNSSAB provides staff with Indigenous cultural learning opportunities.</p>	<p>Homelessness and housing issues are discussed collaboratively with Indigenous and non-Indigenous community stakeholders.</p> <p><b>Progress has been made.</b></p>	N/A

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

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.1.1.	<b>Ensure that service directories are bilingual and accessible to the public.</b>	French and English speaking citizens are informed of services in the District.	Bilingual service directories.	All service directories in the District are available in French and English.	The DNSSAB continues to update the newly launched DNSSAB bilingual website.	A bilingual DNSSAB website is available to the public.  <b>Target has been met.</b>	N/A
6.1.2.	<b>Offer information sessions to social service agencies, institutions, municipalities, and other stakeholders on the programs and services offered by the DNSSAB.</b>	Individuals and families are aware of housing and homelessness programs in the District.	Information sessions provided to social service agencies, institutions, municipalities, and other stakeholders.	A variety of information sessions provided to social service agencies, institutions, municipalities, and other stakeholders.	Attended Near North Landlord Association Education sessions to provide landlords with information and housing and homelessness services and programs offered by the DNSSAB.	Contacts at the Near North Landlord Association and NBRHC are able to communicate more effectively and openly with DNSSAB staff as well as NDHHP members.	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
					Provided an information session to North Bay Regional Health Centre (NBRHC) staff on housing and homelessness services delivered through the DNSSAB.	<b>Target has been met.</b>	
6.1.3.	<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</i>	A better-informed Francophone community.	Reports published in French.	All published reports available in French and English.	The DNSSAB website and notices from the DNSSAB are published in French and English.  Housing Access Nipissing staff provide services in both official languages.	Citizens and community partners who would like service in French or English can be served and supported in their preferred language.  <b>Target has been met.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
	<p><i>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>						
6.1.4.	<p><b>Social Media is utilized to highlight programs in the District.</b></p>	<p>Informed public.</p>	<p>Social media posts regarding programs in the District.</p>	<p>A variety of social media posts regarding programs in the District.</p>	<p>The Communications and Executive Coordinator at the DNSSAB monitors and posts information on the DNSSAB's social media page, specifically Facebook.</p>	<p>Staff, citizens, and community stakeholders are provided with a social media platform to engage with the DNSSAB, receive information about programs/services, office closures and overall updates.</p>	<p>N/A</p>



Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
						Target has been met.	

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.2.1.	<b>Share information and data collected on housing and homelessness needs with citizens and all levels of government.</b>	Citizens and all levels of government are aware of the housing and homelessness issues in the District.	Housing and homelessness information and data is provided to citizens and all levels of government.	Annual reports are created and shared with citizens and all levels of government.	The monthly Board packages are also posted on the public website for public information.  Information, reports, and meetings are held consistently with Federal Government of Canada representatives through the NDHHP; Ontario government representatives through the Ministry of Municipal Affairs and Housing (MMAH); and	Members of the public and all levels of government are aware of data and information pertaining to housing and homelessness in Nipissing District.  <b>Target has been met.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
					municipal representatives through Board meetings.		
6.2.2.	<b>Disseminate educational materials that target the stigma and beliefs about homelessness.</b>	Reduce stigma about homeless group/certain populations.	Educational materials that target the stigma and beliefs about homelessness.	A variety of educational materials that target the stigma and beliefs about homelessness.	The DNSSAB provided funding to the Health Unit for the Anti-Stigma campaign.	Video message, posters, and advertisements where distributed in the community to educate and reduce stigma against people experiencing homelessness.  <b>Target has been met.</b>	\$6,000 (SSRF)
6.2.3.	<b>Work with post-secondary institutions to understand the housing needs and challenges of</b>	Students have access to adequate, affordable, and suitable housing.	Interactions between post-secondary institutions and the DNSSAB.	A variety of interactions between post-secondary institutions and the DNSSAB.	N/A	N/A	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
	<b>the student population.</b>						
6.2.4.	<b>Advocate for accurate data on student housing needs to support student populations in the District.</b>	Student housing needs are accurately captured.	Data on student housing.	Reliable and consistent data on student housing.	N/A	N/A	N/A
6.2.5.	<b>Advocate for enhanced awareness of homelessness due to migration and transience.</b>	Enhance awareness and understanding of homelessness due to migration/transience.	Data on homelessness due to migration and transience.	Reliable and consistent data on homelessness due to migration and transience.	Began work on the by-name list and HIFS system.	Implementation of HIFS begun with consultations with service providers.  <b>Progress has been made.</b>	N/A

**Strategy 3: Ensure that citizens have access to stable employment opportunities to secure and maintain adequate, safe, and affordable housing.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.3.1.	<b>Develop partnerships with employment</b>	Individuals and families have access to a wide range of	Number of job postings.	An annual increase in the number of job postings.	The DNSSAB Employment team is an active member of the	DNSSAB departments and employment	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.3.1. Cont'd	agencies, businesses, municipalities, post-secondary institutions, and economic development entities to support a range of stable employment opportunities across the District.	stable employment opportunities.			<p>Nipissing Employment Services Table (NEST).</p> <p>A representative from the North Bay and Area Chamber of Commerce works closely with Ontario Works clients to secure local employment opportunities that meet the needs of clients and employers.</p> <p>YES Employment Services is an active member of the NDHHP.</p>	<p>agencies, local businesses, municipalities, post-secondary institutions and economic development organizations seek out opportunities to work collaboratively to support the employment needs of local citizens.</p> <p><b>Progress has been made.</b></p>	
6.3.2.	Advocate to all levels of government on the employment needs of citizens in Nipissing District.	A greater understanding of the employment needs of citizens in Nipissing District.	Data on employment needs in Nipissing District.	Reliable and consistent data on employment needs in Nipissing District.	The DNSSAB Employment team submitted the extensive Ontario Works Services Plan 2019-2020 to the Ministry of Children, Community, and	The DNSSAB employment team thoroughly analyzed the current resource and identified gaps in the	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
					Social Services to advocate for additional funding for better service delivery.	Ontario Works programs. Topics covered included employability, collective bargaining, mental health, barriers to employment, etc.  <b>Progress has been made.</b>	

**Strategy 4: Increase Indigenous cultural awareness and safety.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.4.1.	<b>Work closely with Indigenous partners to support the development of cultural protocols, policies, and</b>	Indigenous clients and community members experience cultural safety in all aspects of the	Cultural protocols, policies, and standards.	All housing processes are culturally accessible.	NBIFC and Ojibway Women’s Lodge staff actively sit on the Nipissing District Housing and Homelessness Partnership (NDHHP) and	Homelessness and housing issues are discussed collaboratively with Indigenous and non-Indigenous	N/A

	<b>standards for individuals and families accessing housing programs and services.</b>	housing process.			provide community partners with insights and information regarding Indigenous housing and homelessness topics and concerns.	community stakeholders.  <b>Progress has been made.</b>	
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**Strategy 5: Develop and implement a quality standards framework and best practices program for social housing and housing programs.**

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.5.1.	<b>Review and consistently update a quality assurance framework for the operations of social housing providers.</b>	Reliably delivered social housing programs.	Progress reports from operational reviews.	Directives and recommendations from operational reviews are completed on a monthly basis.	N/A	N/A  <b>Target requires progress.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.5.2.	<b>Seek opportunities to obtain feedback from tenants and housing program participants through the use of surveys etc.</b>	Housing services and programs that meet the needs of citizens in the District.	Feedback from tenants and housing program participants.	A variety of feedback opportunities is provided to tenants and housing program participants.	N/A	N/A  <b>Target requires progress.</b>	N/A
6.5.3.	<b>Discover the needs of applicants on the Centralized Waiting List.</b>	Increased understanding of the needs of individuals on the Centralized Waiting List.	Data on applicants on the Centralized Waiting List.	Reliable and consistent data on applicants on the Centralized Waiting List.	Live data dashboards have been developed using Tableau software.	Reliable and consistent data from the waiting list is easily accessible.  <b>Target has been met.</b>	N/A

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

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.5.4.	<b>Streamline the existing shelters and service provider-reporting format, so that specific housing and homelessness information is captured.</b>	Shelters and service providers are trained and use HIFIS.	Number of shelters and service providers using HIFIS.	An increase in the number of shelters and service providers using HIFIS.	The DNSSAB’s HIFIS Community Coordinator provides ongoing support to HIFIS 3.8 users in the District. The Coordinator is also overseeing the launching of HIFIS 4.0, which will be used as a tool to achieve Coordinated Access by March 2021.	Service providers entering client data into HIFIS 4.0 are able to provide more comprehensive, accurate, and similar information on the demographic background, needs, and trends of the homeless population.  <b>Target has been met.</b>	See Section 1.21. (CCI)



Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.6.2.	<b>Have current demographic and socio-economic information available to the public, especially as it relates to housing need.</b>	Accurate and reliable information about the District's housing needs.	Number of demographic and socio-economic reports available to the public.	Varieties of demographic and socio-economic reports are available to the public.	N/A	N/A <b>Target requires progress.</b>	N/A

Section	Actions	Outcomes	Measures	Targets	Action Taken in 2020	Outcomes in 2020	Funding
6.6.3.	<b>Create a definitions glossary for Nipissing District as it relates to housing and homelessness.</b>	A District-wide understanding of housing and homelessness terms.	Definitions used in agreements and contracts.	Consistent housing definitions are used across the District.	<p>The DNSSAB uses consistent definitions in RFPs and legal/service agreements.</p> <p>The DNSSAB created a reporting tool and definitions document for the CHPI Performance Indicators to ensure that all CHPI funded projects use consistent homelessness definitions.</p>	<p>Consistent definitions are used amongst stakeholders to decrease confusion and enhance an overall understanding of housing and homelessness.</p> <p><b>Progress has been made.</b></p>	N/A

## BRIEFING NOTE HS38-21

For Information or  For Approval

**Date:** November 24, 2021

**Purpose:** **Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) Capital Component Re-Allocations**

**Prepared by:** Stacey Cyopeck, Director, Housing Programs

**Reviewed by:** Catherine Matheson, Chief Administrative Officer

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THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives report HS38-21 approving the re-allocation of the Canada-Ontario Community Housing Initiative (COCHI) Capital Component as well as the re-allocation of the Ontario Priorities Housing Initiative (OPHI) Capital Component.

### BACKGROUND:

- Announced in April 2019, the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) are joint initiatives between the federal and provincial governments for the delivery of affordable and social housing.
- COCHI funding represents a re-investment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement. OPHI, in turn, is closely modelled after the recent Investment in Affordable Housing Program, 2014 Extension (IAH-E). Comparable to IAH-E, OPHI is designed to address local housing priorities that include affordability, repair and new construction.
- As per report HS16-19, the Board approved the COCHI & OPHI Initial Investment Plan for the first three fiscal years of the program up to March 31, 2022.
- Additional amendments were made to the Initial Investment Plan in OPHI Year 2 (2020-21) as approved through a previous board report (HS13-20) taking into account the needed investment for the Phase II housing project at 590 Chippewa Street West in North Bay.
- On August 16, 2021 the Province announced an additional investment of \$307 million for the fourth and final phase of the Social Services Relief Fund (SSRF) as well as the Canada-Ontario Community Housing Initiative (COCHI).
- With this announcement, the District of Nipissing received an additional funding allocation in the amount of **\$218,200** to for the 2021-22 fiscal year, with up to 5% of the COCHI funding allocated to the administration of the program.

**REPORT:**

COCHI Capital

- Amendments have been made to the Initial Investment Plan in COCHI Year 3 (2021-22).
- The original intent of this allocation was to add the funding to the SSRF Phase 4 funding to support the completion of a capital project.
- MMAH advised on November 5, 2021 that this use of the funds would not be supported.
- The funding that was originally allocated under the COCHI New Build has been moved to COCHI Repairs.
- This re-allocation will provide Social Housing Providers the opportunity to access funds for larger strategic capital repairs meant to preserve and extend the functional lifespan of the housing supply.
- Eligible Activities under this component include but are not limited to - core building systems & sub systems, heating, cooling, leaking roof systems, water issues, structural repairs, etc.
- The allocation for this component is **\$507,740**.

COCHI Additional Funding Allocation

- With the announcement of the additional funding allocation minus the administration portion, the allocation of **\$207,290**, will be submitted to MMAH on the required Investment Plan to place these funds in the Capital Repair component as well.

OPHI Capital

- Amendments have been made to the Initial Investment Plan in OPHI Year 3 (2021-22).
- Previous amendments to the Investment Plan were noted and approved in report HS04-21 and included a Year 3 (2021-22) allocation of **\$323,826** which was originally going to be combined with the COCHI Capital (New Build).
- For the purposes of this report, OPHI (Rental Housing) has been moved into the Ontario Renovates component and will be provided to Social Housing Providers and shelters for smaller capital repairs including general repairs/rehabilitations meant to help bring units to acceptable standards while improving energy efficiency.
- Eligible Activities under this component include, but are not limited to, doors, windows, foundations, roofs, plumbing, electrical, fire safety, etc.
- Other eligible activities would include modifications to reduce physical barriers, including ramps, handrails, chair and bath lifts, height adjustment countertops, cues for doorbell/ fire alarm systems.
- With the addition of the Rental Housing allocation into Ontario Renovates, the combined allocation under Ontario Renovates would now be **\$478,835**.

Total re-allocations as noted below need to be committed by December 31, 2021:

COCHI/OPHI 2021-22

<b>COCHI Repair</b>	<b>\$715,030.00</b>
<b>OPHI ON Reno</b>	<b>\$323,826.00</b>
<b>Total</b>	<b>\$1,038,856.00</b>

## **RISK IDENTIFICATION AND MITIGATION:**

COCHI and OPHI funding allocations are entirely funded by the federal and provincial governments and are provided on a 'use it or lose it' basis, therefore, funds that are not committed by the required timelines may be reallocated to other Service Manager areas. The DNSSAB does have the flexibility to move funds to other program components to ensure that funds are fully committed.

It is important to note, amendments were made to both the COCHI & OPHI Investment Plans.

## **CONCLUSION:**

In summary, both the COCHI Repair and OPHI Ontario Renovates allocations provide district partners the opportunity to access capital funds for upgrades and repairs, therefore alleviating pressures on their capital reserve funds. Further to this, the Ontario Renovates component continues to be a successful program in the District while being able to support not only the District's residents but also the District's Housing Providers. The demand for safe, affordable housing has and will continue to be a top priority and it is the DNSSAB's responsibility to facilitate, support and maintain the integrity of the housing continuum through financial programs and assistance.