



**The United Counties of Prescott and Russell
Social Services Department
Housing Services**

**Room for everyone – Homelessness Prevention in Prescott and Russell
State of Affairs and Integrated Local Planning 2013–2023**

Executive Summary

Presented to

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October 2013

A. Setting the Context

In 2012, the provincial government, through the Ontario Ministry of Municipal Affairs and Housing (MMAH), informed the United Counties of Prescott and Russell (UCPR), Consolidated Municipal Service Manager at the regional level, of its vision for programs related to affordable housing and homelessness. Specifically, the Ministry advocates the development of a long-term strategy for affordable housing and homelessness prevention. The innovative strategy will focus on the consolidation of housing and homelessness prevention programs. This consolidation is in keeping with the direction indicated by Ontario's Long-Term Affordable Housing Strategy to transform the housing system and put people first.

B. The Government of Ontario's Vision for Affordable Housing

The Ontario Housing Policy Statement (OHPS) is clear as to the provincial vision regarding affordable housing:

- Improve access to adequate, suitable and affordable housing, and provide a solid foundation on which to secure employment, raise families and build strong communities

Source: MMAH (2012), p.1.

C. Goal of Integrated Local Planning

The objectives of the Ministry of Municipal Affairs and Housing (MMAH) are in keeping with this movement. Through **integrated local planning**, Consolidated Municipal Service Managers (CMSM) will "create opportunities for people that foster independence and enable participation in the community and economy."

Source: MMAH (2012), p.1.

D. Provincial Priorities

The province has dictated the provincial priorities that guide the new CHPI (Community Homelessness Prevention Initiative) program, succeeding the CSUMB (Community Start-Up and Maintenance Benefit) program, which was in effect until December 2012. In accordance with these priorities, integrated local planning will

- integrate housing services with personal support services and other support mechanisms,
- prevent homelessness,
- provide emergency shelter,
- support rapid re-housing options for homeless individuals and families, and
- maintain a range of accessible housing for people with a disability or disabilities.

E. Steering Committee Members

To carry out this important mandate, the CMSM has gathered around the same table a multidisciplinary team that acts as the steering committee. This team is composed of:

- Sylvain Charlebois, Economic Development and Tourism Director
- Anne Comtois-Lalonde, Social Services Department Administrator
- Patricia Hoffman, Ontario Works Supervisor
- Alain Lacelle, Housing Services Supervisor
- Sylvie Millette, Social Services Department Manager
- Isabelle Péladeau, Affordable Housing Program Coordinator
- Jo-Anne Poirier, Ontario Works Supervisor
- Louis Prévost, Planning and Forestry Department Director

- Gilles Proulx, Vankleek Hill, L'Original and St-Isidore Non-Profit Housing Corporations Manager

F. Mandate Entrusted to Lalande & Associés

The steering committee retained the services of consulting firm Lalande & Associés to contribute to the work of the UCPR Social Housing Division team. The mandate of Lalande & Associés was to conduct a study on affordable housing and homelessness prevention in Prescott-Russell. Following the consolidation of certain CMSM programs under the new CHPI program, intervention focused on two key objectives dictated by the Ministry of Municipal Affairs and Housing (MMAH), namely, helping

- homeless people obtain and keep housing, and
- people at risk of homelessness stay in their homes.

The work of the consulting firm extended from December 2012 to October 2013. It endeavours to adhere to the framework established by the MMAH for the CMSM, namely, to develop a ten-year community strategy that

- is based on the guidelines and expectations of the Ministry,
- puts the individual and households first, and
- features components that accord with the resources and tools at the disposal of the CMSM in order to carry out its mandate.

G. Deliverables Related to the Mandate of Lalande & Associés

- Draw up a status/progress report on the affordable housing and homelessness situation in Prescott-Russell
- Develop a strategic action plan addressing long-term affordable housing and homelessness prevention for the Housing Service Division and its collaborators

H. Methodology

In summary, the approach adopted by the consulting firm encompassed the following activities:

- Consultation of the CHPI program guidelines
- Recognition of ministerial expectations and objectives regarding the challenge of homelessness
- Consultation and synthesis of literature related to the mandate
- Collection of financial and statistical information
- Consultation with key stakeholders in homelessness prevention
- Organization and facilitation of a meeting among community stakeholders, as well as preparation of the meeting report
- Consultation with individuals who have experienced homelessness or are at risk of homelessness
- Identification of priority client groups
- Identification of key regional strategic initiatives

I. Collection of Primary and Secondary Data

With a view to adequately grasping the needs of the community for affordable housing, Lalande & Associés has spoken, during the term of its mandate, with the following agencies, groups and individuals:

- Association des résidences (Domiciliary Hostels)
- Employment Services Centre of Prescott-Russell
- Vulnerable client groups: women's group – Maison Interlude House, as well as a man who was living in a vulnerable situation
- Clinique juridique populaire de Prescott et Russell Inc.
- Canadian Red Cross
- Planning and Forestry Department
- Manager of a non-profit Housing Corporation
- Two groups of senior citizens (residents of non-profit Housing Corporation facility and residents of a Domiciliary Hostel)
- Stakeholders working with youth aged 16–17 years (Ontario Works, Valoris and Conseil scolaire de district catholique de l'Est ontarien)
- Stakeholders of the Social Services Department (CMSM)
- Montfort Renaissance (Hawkesbury)
- Ontario Provincial Police, Hawkesbury Detachment
- Canadian Mental Health Association – Champlain East
- Ontario Disability Support Program (Hawkesbury Office)
- Contractors who have participated in both rounds of funding affordable housing
- Addiction Services of Eastern Ontario (Prescott-Russell)
- Eastern Ontario Health Unit (Food Establishment Inspections)
- Centre de santé communautaire de l'Estrie (Aging at Home Program)
- First Nations, Metis and Inuit (FNMI, a resident of Prescott-Russell)
- Prescott and Russell Community Services

Additionally, a meeting of community stakeholders was held in April 2013. This activity helped build and strengthen relationships among stakeholders, broaden understanding of the work context of each participant and generate partnership opportunities. The meeting, held in the form of a brainstorming session, also proved to be very productive, eliciting suggestions for activities conducive to the prevention of homelessness in Prescott-Russell.

These meetings were complemented by research reading that involved consulting a comprehensive list of leading-edge documents and Internet sites related to the subject of the study. These sources are identified in section 19.0, Ressources consultées et références du rapport final (bibliography listing sources and references for the final report).

J. Characteristic Features of Homelessness in Rural Communities

Our research has led us to recognize the distinctive character of homelessness in rural communities, such as Prescott and Russell, compared to urban communities. In particular, a document prepared by the Canada Mortgage and Housing Corporation (CMHC), summarized below, is very instructive on this subject:

- These regions have a lower wage and income level, a level that is often inadequate to meet all household needs.
- They have fewer job opportunities.

- The supply of affordable housing is regrettably insufficient.
- Incomplete support services are often not equal to the needs of individuals at risk for becoming homeless.
- The public transportation network is inadequate, limiting access to services and employment.
- More restricted access to health services (distance from home and limited ability to pay for services not covered by public health programs) results in more precarious personal health.
- The overall level of literacy and education is lower in the rural population.
- Individuals have limited training, resulting in an unskilled labour force that is subject to lower earnings.
- Rural regions give rise to many non-standard and seasonal jobs.
- In rural areas, women and youth are at greater risk of becoming homeless.
- Rurality is conducive to the phenomenon of hidden homelessness, which reduces the level of awareness among the population and elected officials.

Source: HRSDC (August 2011), *Annual Shelter Capacity Report: Key Findings on Rural and Remote Homelessness*.

K. The Housing Situation in Prescott-Russell

Wishing to better understand the problematic issues, we reviewed the report *Regional Housing Needs Assessment Study* produced in 2009 by SHS Consulting et al. on behalf of the UCPR, which identified features that characterize regional areas:

- The population is growing at a varied rate, depending on the municipality. Demand creates pressure on housing and related costs.
- The diversified socio-economic growth among municipalities is a root cause of needs that are just as diversified. Therefore, measures must be adapted to each regional context.
- The population of the western counties is growing at an accelerated rate. Services must adapt to this demographic trend.
- The affordable rental housing market is shrinking, putting pressure on prices.
- The supply of affordable rental housing offered by the private sector is falling.
- Public and community assistance offered to vulnerable households does not meet the basic needs of this population.

Source: SHS Consulting et al. (2009), *Regional Housing Needs Assessment Study*, p.111.

The present study leads to the conclusion that, four years later, the contextual challenges identified in 2009 remain just as relevant.

L. Priority client groups

In May 2013, during a meeting of the steering committee, members identified priority client groups that should be more particularly targeted by the activities of the strategic plan:

- Single-parent families (young women aged 16–30 years, heads of single-parent families)
- The elderly (men or women aged 60 years or older)
- Single women or men with no specific job skills and victims of sudden or chronic job loss who are short on resources
- People experiencing mental health problems
- Disabled people / people with limitations (a group recognized as a Special Priority Household by the MMAH)

- People who are victims of domestic violence (a group recognized as a Special Priority Household by the MMAH)

Moreover, in compliance with the directives of the Ministry, it was deemed appropriate to further investigate the challenges encountered by the following groups in obtaining or retaining housing in Prescott-Russell:

- First Nations, Metis and Inuit (FNMI)
- Anglophones of Prescott-Russell
- Visible minorities (newcomers and ethno-cultural communities)

M. Housing Services – Summary of the Ten-Year Plan of Action

During the May 2013 meeting, members of the steering committee also identified strategic initiatives designed to organize and implement the plan of action. Lalande & Associés broke out these initiatives into multiple objectives and then furnished those objectives with concrete activities.

Strategic Initiatives	Objectives
A: Partnerships and Collaborations	A.1: Collaborate to serve common client groups A.2: Collaborate with CMSM suppliers A.3: Strengthen partnerships among community stakeholders
B: Access to CMSM Services and Programs	B.1: Increase access to community services B.2: Build bridges between client groups and services B.3: Equitably distribute service provision across the region B.4: Develop promotional tools
C: Prevention	C.1: Implement measures that will ultimately contribute to homelessness prevention C.2: Lower barriers to affordable housing C.3: Develop prevention strategies
D: Transportation	D.1: Address public transportation issues that affect a large part of the vulnerable population in the entire area
E: Education and Training	E.1: Assess regional labour force needs (and trends) E.2: Educate vulnerable client groups and their families E.3: Educate the community regarding homelessness in Prescott-Russell E.4: Enhance and coordinate the skills of staff members
F: Delivery of Programs and Services	F.1: Prioritize inclusion measures F.2: Support participants in the management of their needs F.3: Improve the level of support services F.4: Prioritize housing access and retention
G: Resources (Financial, Human and Material)	G.1: Grant the CMSM the financial means necessary to realize its ambitions G.2: Optimize the work effort of human resources G.3: Acquire the material resources needed for the implementation of the ten-year plan
H: Input of Municipalities	H.1: Modify regulations to improve access to affordable housing for citizens H.2: Adopt inclusion measures H.3: Support residential intensification in the area H.4: Encourage municipalities to adopt measures conducive to homelessness prevention H.5: Secure the commitment of elected officials to the ten-year

Strategic Initiatives	Objectives
I: Needs Assessment	plan of Housing Services H.6: Interest municipalities to adopt measures favourable to the construction of affordable housing I.1: Adapt service provision to the needs of client groups I.2: Collect data relevant to the mandate of Housing Services I.3: Update strategies / deviation control
J: Performance Measurement	J.1: Set performance targets that are demanding but realistic J.2: Ensure performance targets are met J.3: Develop the ability to demonstrate the performance of CMSM
K: Housing Stock	K.1: Support affordable housing initiatives K.2: Support improvement in the quality of affordable housing K.3: Maintain current housing capacity K.4: Extend the provision of affordable housing across Prescott-Russell
L: Public Awareness	L.1: Promote the programs and services of CMSM L.2: Raise public awareness regarding the actual experience of vulnerable people
M: Awareness among Government Authorities	M.1: Awaken provincial authorities to the needs of vulnerable people in Prescott-Russell
N: Complementarity between Programs and Services	N.1: Firmly establish the plan for affordable housing and homelessness prevention N.2: Optimize intra-service complementarity N.3: Optimize inter-service complementarity
O: Policies, Standards and Guidelines	O.1: Update policies on access to services O.2: Adopt fundamental principles for services O.3: Update conflict management procedures O.4: Establish minimum quality standards O.5: Update anti-discrimination policies
P: Waiting Lists	P.1: Optimize the usability of the waiting list in the work effort of CMSM

The plan of action resulting from this work was based on the SMART principle (to identify activities that are Specific, Measurable, Acceptable by those affected, Realistic based on available resources and Time-bound). The final document contains approximately 70 pages. It was submitted to senior and middle management of the Social Services Department for validation.

N. Specific Activities

Generally, it is expected that the numerous activities that match the various objectives of the plan may be realized by distributing responsibilities within the teams of Ontario Works (OW) and Housing Services. Well aware of the resources available to Housing Services, we note here several suggested activities that introduce initiatives and/or that may require an additional input of human, financial, material and information resources:

- **Acquire software** for designing and implementing data collection methods that will help shed light on the relevant issues
- Discuss with the Department of Economic Development and Tourism the possibility of **conducting a study on public transportation options** in Prescott and Russell
- Conduct a feasibility analysis targeting **the implementation of a single window** for accessing all information relevant to housing services

- Conduct a feasibility analysis aimed at **assessing the option of employing a street outreach worker**
- Develop an action plan that will lead to **recognition of the status of community leader, championing homelessness prevention**, for the Social Services Department
- Develop a strategy to make **units accessible (i.e., referring to physical accessibility) in localities that meet attractive communities criteria**
- Examine the potential options for **responding to emergency situations in the region of Clarence-Rockland and in the region of Limoges-Embrun**; target availability of emergency housing in each regional hub
- **Manage the end dates of agreements of non-profit housing corporations** so as to preserve the existing housing stock
- Reinforce **accountability to adhere to the centralized waiting list** for all suppliers associated with Housing Services

O. Levers and Challenges Associated with the Implementation of the Long-Term Strategy

Dimensions	Levers	Challenges
<p>The Socio-Economic Portrait</p>	<ul style="list-style-type: none"> • Studies show that the reduction of homelessness is an economic lever, lessens pressure on the health care system and serves to optimize community resources (services to the public). • An exercise conducted with community stakeholders served to identify the Prescott-Russell communities that hold a high level of attraction for the vulnerable population. This tool could be used to guide the actions of Housing Services. • The region of Prescott-Russell is subject to rural exodus, especially affecting those in the 25–44 year age bracket. This devitalisation is more evident in some communities than in others. • In Prescott-Russell, the percentage of the population with a college education in the field of trades is higher than the provincial norm. 	<ul style="list-style-type: none"> • Some municipalities in Prescott-Russell have a high number of households whose income is below the provincial norm. Lack of income is one of the primary factors contributing to homelessness. • Prescott-Russell is composed of eight municipalities that must each deal with their own challenges. • Statistics show that the population growth of Prescott-Russell is fuelled by the western municipalities. Therefore, the needs of the population in this region are growing; however, many services are concentrated in Hawkesbury and the surrounding area in the eastern part of the region. • According to statistical data, the percentage of seniors living in the eastern municipalities of Prescott-Russell is significantly higher than the provincial norm. Assuming that the current trend continues, an accelerated growth of the senior population over the coming years should be anticipated, which could impact the demand for services. • Hawkesbury stands out in regard to the number and percentage of renter households. It is among

Dimensions	Levers	Challenges
		<p>renter households that the highest proportion of vulnerable households is found.</p> <ul style="list-style-type: none"> In Prescott-Russell, the percentage of the population with a university-level education is significantly lower than the provincial norm.
The Labour Force	<ul style="list-style-type: none"> Prescott-Russell has agencies that are mandated to assess labour market trends and the skill of the labour force. 	<ul style="list-style-type: none"> Prescott-Russell is an environment conducive to the establishment of SMEs (small- and medium-sized enterprises). Some are owner-operated, with no other labour force. In a knowledge-based society, the economy is eager for specialized labour, which is not usually found among vulnerable people at risk of homelessness. Based on our interviews, many vulnerable people would like to hold a job. Two constraints are mentioned: (1) the system is not conducive to such initiatives, and (2) a number of candidates find themselves confined to minimum-wage jobs that do not really improve their conditions.
The Vulnerable Population	<ul style="list-style-type: none"> The study conducted among community stakeholders and program participants enables the needs of vulnerable people to be identified, in keeping with the expectations of the MMAH. The steering committee and, in some cases, the MMAH have identified the priority client groups that must be targeted by the activities of homelessness prevention. 	<ul style="list-style-type: none"> Single-parent households that are mostly headed by women have been recognized as a priority group. This group is more prevalent in Clarence-Rockland and Hawkesbury than elsewhere in Prescott-Russell.
Public Awareness		<ul style="list-style-type: none"> The public is little aware of the presence and daily lives of vulnerable people in their community. Our conversations with the citizens of Prescott-Russell lead us to conclude that the “not in my back yard” syndrome is very common in Prescott-Russell.
The System	<ul style="list-style-type: none"> The CMSM manages a relatively complete set of programs and services for vulnerable people. 	<ul style="list-style-type: none"> The support system for vulnerable people is somewhat complex. The study shows that useful

Dimensions	Levers	Challenges
		<p>information is dispersed. People in need can easily get lost as they try to navigate the system.</p> <ul style="list-style-type: none"> Narrow service silos are present within the Social Services system, as well as among community stakeholders.
The Partnerships	<ul style="list-style-type: none"> A large spectrum of community stakeholders had the opportunity to comment on strategies for affordable housing and homelessness prevention. Channels are open among community partners and there is a shared willingness to continue along the path of collaboration. 	<ul style="list-style-type: none"> All stakeholders confirm the presence of homelessness in Prescott-Russell, although the problem is very often hidden.
The Long-Term Strategy of Housing Services	<ul style="list-style-type: none"> The action plan developed endeavours to meet the various expectations outlined by the MMAH. The steering committee has identified the policy issues related to affordable housing and homelessness prevention that form the basis of the action plan. The action plan is developed in accordance with the resources available to Housing Services. 	<ul style="list-style-type: none"> The action plan distributes responsibilities to human resources whose work schedules are already very full. Should the strategy be adopted as proposed, the job descriptions of certain personnel should be revisited. Many strategies applicable to Housing Services outlined in the <i>Regional Housing Needs Assessment Study</i> of 2009 could not be accomplished. The most pertinent strategies were renewed in the Long-Term Strategy. The action plan may require additional human resources, depending on the activities that the CMSM wishes to implement.
The Extent of the Situation	<ul style="list-style-type: none"> Region-wide tools are available to identify early childhood needs. An external task group is at work to develop performance and accountability measures for the purpose of harmonizing practices among CMSMs. 	<ul style="list-style-type: none"> Due to the diverse situations that vulnerable people experience, it is difficult to report on the extent of homelessness. Indicators that reflect needs and accomplishments vary from one community stakeholder to another and vary among CMSMs, making comparative analysis very difficult. Legislation sometimes creates barriers to data sharing among sectors of Social Services (intra-services) and among community stakeholders. Homelessness situations in rural areas differ from those in urban areas due to environmental

Dimensions	Levers	Challenges
		factors. This means that rural areas must develop strategies tailored to the needs of their population.
Access to Housing	<ul style="list-style-type: none"> • Community stakeholders identified Hawkesbury as a community that could be attractive for vulnerable people. It has a high level of rental housing and rental cost is lower than in the main communities located in the western part of the region. • A community partner is about to file (fall 2013) a feasibility study on the establishment of transitional housing units for one of the client groups prioritized by the MMAH. 	<ul style="list-style-type: none"> • According to CMHC, housing adequacy, suitability and affordability are the three standards of accessible housing. According to our interviews with vulnerable people, numerous housing units in Prescott-Russell contravene at least one of these three standards. • In some communities, the waiting list for suitable housing is growing, while elsewhere in Prescott-Russell suitable housing units remain vacant. • Housing units termed “suitable” are essentially suited to the needs of people with mobility challenges, but a much broader range of limitations creates barriers to housing. • Prescott-Russell’s one emergency shelter is located in Hawkesbury, whereas population growth is more pronounced in the west. • Some housing providers associated with Housing Services do not have to participate in the centralized waiting list, thereby hindering an accurate evaluation of community needs and the changes of those needs.
Preservation of Rental Housing Stock		<ul style="list-style-type: none"> • The gradual expiry of agreements between the CMSM and municipal corporations could lead to the loss of affordable housing units. • Domiciliary Hostels (residences) have lobbied the CMSM, presenting claims that would establish their continuity. Some of these claims involve additional costs that the CMSM could ill afford in the current context.
Transportation	<ul style="list-style-type: none"> • All stakeholders and all vulnerable people interviewed are unanimous regarding the thorny problem presented by the absence of public transportation within municipalities and between 	

Dimensions	Levers	Challenges
	municipalities.	
Prevention	<ul style="list-style-type: none"> • Literature on the subject recognizes the positive impact of prevention initiatives on society in general. • Some communities leverage support measures that enable the elderly to maintain their independence longer. These measures alleviate the pressure on the health care system and long-term care. • During the study, the groups most likely to benefit from prevention measures (single-parent families headed by women, youth and the elderly) were identified and their situation was analyzed. 	<ul style="list-style-type: none"> • The CMSM regrets that current financial resources are insufficient to implement prevention initiatives to support youth at risk of homelessness, particularly those in the 16–17 year age bracket. • The impact of prevention, which is difficult to see and measure, attracts little attention, in contrast to reactive measures, which may be more spectacular.
Finance	<ul style="list-style-type: none"> • The new CHPI program allows funds dedicated to various components of the program to be permutable according to changing needs. • In regard to the various programs of affordable housing and homelessness prevention managed by the CMSM, the anticipated financial outlay for the fiscal year 2014 exceeds \$20.6 million (subject to adoption of the budget). 	<ul style="list-style-type: none"> • A reorganization of financial resources accompanies the migration of CSUMB to CHPI. • Financial constraints limit the scope of the strategic action plan focused on growing community needs. • Although the needs of the population are increasing, the projected financial outlay for homelessness prevention in Prescott-Russell in 2014 (\$20.6 million) is nearly 4% less than the amount projected to be invested in the cause during the current year (2013). • Fiscal projections for 2013 and 2014 do not take into account the implementation of certain activities presented in the action plan, such as feasibility studies and the acquisition of a software package.
Political Input	<ul style="list-style-type: none"> • Homelessness prevention and access to housing for the population of Ontario are confirmed as priorities of the Government of Ontario. • The support of elected officials from each municipality for the Long-Term Strategy is a necessary lever for the successful implementation of the action plan. 	<ul style="list-style-type: none"> • The cause of affordable housing and homelessness prevention is one of many concerns that confront elected officials. • With Ontario having a minority government, a provincial election could occur at any time. In the event that another political party should come to power, government priorities could

Dimensions	Levers	Challenges
	<ul style="list-style-type: none">• The municipalities have at their disposal a toolbox of measures to facilitate access to housing that they could implement at their discretion.	change.

P. Financial Outlay Related to CMSM Programs (Affordable Housing and Homelessness Prevention)

CMSM – Prescott and Russell
Affordable Housing and Homelessness Prevention
History and Budget 2013 and 2014

Ref.	Programs	Services	Budgeted	
			2013	2014 (Draft)
CHPI Programs				
A.1	Primary Needs Fund	OW	\$498,800	\$322,300
A.2	Emergency Energy Fund	OW	\$21,900	\$50,000
A.3	Provincial Rent Bank Program	OW	\$27,600	\$74,000
A.4	Homelessness Fund	OW	\$56,700	\$35,000
A.5	Supportive Housing (Domiciliary Hostels)	OW	\$3,500,000	\$3,080,000
			----	----
	Subtotal – CHPI		\$4,105,000	\$3,561,300
Related Programs				
B.1	Income Support Service	OW	\$8,881,100	\$8,700,000
B.2	Employment Services	OW	\$283,500	\$283,500
B.3	Drinking-Water Testing Services	OW	\$26,000	\$26,000
B.4	Low-Income Energy Assistance Program	OW	\$23,400	\$12,600
B.5	Personal Needs Allowance	OW	\$804,000	\$804,000
			----	----
	Subtotal – OW		\$10,018,000	\$9,826,100
B.6.A	IAH – Rent Supplement	Housing Serv.	\$79,000	\$82,000
B.6.B	IAH – Renter Housing Allowance	Housing Serv.	\$5,520	\$5,520
B.7	IAH – Ontario Renovates	Housing Serv.	\$119,528	\$110,230
B.8	COAHP – Private Construction of Affordable Housing	Housing Serv.	\$0	\$0
B.9	COAHP – Homeownership Component	Housing Serv.	\$0	\$0
B.10	Management of Public Housing / Subsidized Housing	Housing Serv.	\$4,379,700	\$4,336,800
B.11.A	Non-profit Corporations Supported by the CMSM	Housing Serv.	\$2,400,000	\$2,300,000
B.11.B	Non-profit Corporations Managed by the CMSM	Housing Serv.	\$0	\$100,000
B.12	Management of the Centralized Waiting List	Housing Serv.	\$0	\$0
B.13	Rent Supplement – Regular Program	Housing Serv.	\$353,800	\$360,200
			----	----
	Subtotal – Housing Services		\$7,337,548	\$7,294,750
	Total – All Programs		\$21,460,548	\$20,682,150
			=====	=====

Note: The 2014 budget is presented as a draft. At the time of filing the study, it remains to be passed.

Q. Pillars of Implementation

The strategy set out is relatively ambitious and involves a change in procedures as well as in the service culture. We consider the following elements to be essential for its successful implementation:

- Show department personnel the reason for change through concrete examples in order to stimulate engagement
- Develop and communicate a vision and clear, mobilizing objectives
- Support change (do not assume that the plan alone suffices as a guide for human resources in the process of implementation)
- Anticipate and overcome the resistance of concerned individuals
- Abolish systemic barriers (rules and policies) that could impede change
- Celebrate small successes (accomplishments) as they occur
- Provide mechanisms to help keep the flame burning among the members of the work team throughout the implementation process
- Support the change in organizational culture that involves new operating methods
- Take ownership of the action plan and ensure that it is realistic in the current context
- Champion the cause of affordable housing and homelessness prevention, both internally and regionally
- Raise the awareness of elected officials regarding the cause of homelessness in their respective municipalities, inform them of their potential contribution to the solution and encourage their commitment to the objectives outlined in the action plan
- Free up the resources needed to accomplish the activities identified in the action plan

R. Acknowledgments

In conclusion, Lalande & Associés would like to acknowledge the generous support of all those from near and far who contributed to this study. We extend our thanks especially to the following people for their time, attentiveness and insight over the past year on the subject of affordable housing and homelessness prevention.

- Anne Comtois-Lalonde, Social Services Department Administrator
- Patricia Hoffman, Ontario Works Supervisor
- Alain Lacelle, Housing Services Supervisor
- Sylvie Millette, Social Services Department Manager
- Isabelle Péladeau, Affordable Housing Program Coordinator