Corporation of the United Counties of Prescott and Russell
“Room for Everyone”
Housing & Homelessness Prevention Plan
5 Year Review

Report by Eco-Ethonomics Inc.

November 2019
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Group Home pour la Santé Mentale  
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Hôpital Général de Hawkesbury et District  
L’Oasis Résidence Simon  
La Résidence Lajoie De St-Albert Inc.  
Le Centre Moi J’apprends  
Maillon Santé  
Maison Fraternité  
Maison Interlude House  
Montfort Renaissance  
Ontario Provincial Police, Hawkesbury Division  
Ontario Works, Social Services  
Pavillon Laurier Inc  
Plantagenet Family Health Team  
Probation & Parole Office (Hawkesbury)  
Résidence Limoges  
Résidence Place Mont Roc  
Résidence Servant  
RMJ Properties  
Service Canada  
Valoris for Children and Adults of Prescott-Russell  
Van Kleek Senior Citizens Manor

Participating Non-Profit Housing Corporations
Centre Urgel J. Forget  
Corporation de logement à but non-lucratif de Casselman  
Corporation de logement à but non-lucratif de Hawkesbury  
Corporation de logement à but non-lucratif de St-Isidore  
Corporation de logement du village de Plantagenet  
Logement à but non lucratif de la corporation du village d’Alfred  
Rockland Non-Profit Housing Corporation
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A. Executive Summary

1.1 Project Overview

The UCPR sought to undertake a review and update of its 10-year Housing and Homelessness plan in accordance with the Ministry of Housing’s Long-Term Affordable Housing Strategy and the Housing Services Act. The 10-year Housing and Homelessness Plan is now entering into its sixth year, and as with other Service Managers across the province, UCPR was required by the Ministry to complete a review of its Plan.

The objectives of this project were to ensure that the plan continues to meet provincial requirements for housing and homelessness plans established by the Housing Services Act, 2011 and the Promoting Affordable Housing Act, 2016, aligns with the Province’s Long-Term Affordable Housing Strategy, and new provincial requirements, continues to reflect housing and homelessness needs in Prescott-Russell and utilize effective strategies from the Plan.

A needs assessment took place between April and July 2019, and action planning took place between August and September 2019. Research activities included a document review and the engagement of a variety of stakeholders. Service providers, housing providers and internal working group members were engaged through a multi-pronged approach including one-on-one interviews, data requests, an online survey, a stakeholder workshop and a planning workshop. Individuals with lived experience of housing insecurity and homelessness were engaged through one-on-one interviews.

1.2 Assessment of Current Housing Needs

The population of Prescott-Russell is growing at a moderate pace. The service area counted 89,000 residents in 2016 and was up 4.6% since 2011. The communities of Clarence-Rockland, Russell and The Nation experienced the most rapid growth influenced by the migration of first-time homeowners or higher income commuters to Ottawa, looking for lower municipal tax rates and lower home prices. At the same time eastern communities, such as Hawkesbury and Hawkesbury-East, have seen their population decline.

The influence of National Capital Region on employment and migration was reflected in recurring disparities between eastern and western communities on many demographic describers, including the median age of the population, the workforce participation and unemployment rate, household incomes and the proportion of low income. Overall, western communities and the community of The Nation tend to be younger, more participating in the workforce, having a higher income and a lower proportion of low income. When looking at Prescott-Russell as a whole, the workforce participation continued to decrease, due to the outward migration of the population aged 18-24, and overall aging of the population. This has a significant impact on the need of the population for social services and supports, and for affordable housing.

Service providers considered that individuals with mental health issues, those struggling with addictions, and those with physical or developmental disabilities as most vulnerable in Prescott-Russell. Youth transitioning
from the child welfare system, seniors and children and youth were also perceived very vulnerable. In addition, the homeless enumeration indicated an over representation of women, youth, people with mental health illness and people who identified as being of indigenous descent. Service providers expressed that homelessness continues to be a hidden issue in Prescott-Russell and noted that they had seen an increase in the number of individuals living in their cars. While it was clear that there are strong supports available in Prescott-Russell, it was also clear that there is a dependence on Ottawa to support the needs of individuals with more complex needs, as well as those within the Indigenous or other marginalized (e.g. LGBT, newcomer) communities.

1.3 Housing Stock

Hawkesbury historical importance to the Prescott-Russell economy has resulted in a higher concentration of social and community services. Hawkesbury continues to attract many people who wish to reside close to the social and community services they access. While residential service home units are relatively equally distributed throughout Prescott-Russell, social housing units have historically been concentrated in Hawkesbury, with significantly fewer units in the western communities of Russell and Clarence-Rockland. Non-profit housing units are also spread across Prescott-Russell with a higher concentration in Hawkesbury.

In total in 2019, there were 311 public housing units with rent geared to income, 258 non-profit housing units with rent geared to income, 88 private housing units with rent below 80% of the local market rent, 94 private housing units with rent supplement, and 450 units in private residential service homes with rent supplement. In total they represent 1,201 housing units. Among the 1,201 units, 39 are adapted units.

Over the past 5 years, UCPR has supported the development of two new affordable housing facilities for seniors in the western communities of Embrun and Rockland, adding 18 new units that are rented at 80% or less than the average local market price, including 3 adapted units. While the recent additions have increased the availability of affordable housing for seniors, it has hardly supported the growing needs of the population for affordable housing, as shown but the steady growth of the housing waiting list. Between 2014 and 2019, the average yearly growth of the waiting list has been of 10% for family housing and 19% for senior housing. In 2019, the waiting list counted 684 family households and 490 senior households waiting for public housing units, and 651 family households and 489 senior households waiting for non-profit housing units.

The stock of social housing and non-profit housing is in relatively good condition and a number of measures were implemented to promote energy efficiency. However, housing providers indicated that most non-profit run and social housing facilities in Prescott-Russell are 25 or more years old and will require significant investments in the maintenance of these capital assets. Setting up a local capital improvement fund would help finance these capital improvements.

1.4 Future Housing Needs

The population of Prescott-Russell is expected to have a modest growth of 32% between 2011 and 2036, to reach nearly 117,000 residents. The Ontario Ministry of Finance predicted in 2006 a growth of 22% between 2006 and 2031, with more significant growth of the segment of 55-64 years of age (a 34.2% growth) and the segment of people over 65 (a growth of 149.6%). Migration from the City of Ottawa was expected to continue to be a key driver of growth. The number of housing units was projected to grow by 9,704 between 2011 and 2035.
Conversations hosted with community organizations, social service providers and housing providers as part of this project identified several priorities for housing. The most prominent included a need for affordable housing outside of Hawkesbury, as well as the need of an emergency shelter and/or transitional housing facility for men in the western communities. Service providers report that the lack of affordable housing is disproportionately impacting youth, immigrants, and people receiving social assistance through Ontario Works.

Members of the Working Group and Service Providers identified the following specific needs with regards to the type of housing needed:

- 1-bedroom units are needed for singles or couples without children, and below 60 years old.
- 2-bedroom units are needed for singles or couples with children.
- Family units are needed in the western communities.
- Demand for townhouses is increasing due to the growing number of lower income households, which includes entry level homeowners, and seniors who are looking to downsize.
- The locations reported to be most in need include Rockland, Clarence and the township of Russell. In particular, Clarence and Rockland are in great need of family units.

The number of projects currently approved for land development would meet 44% of the required growth in the region and could be completed in the next 5 to 7 years. Overall, the planning department anticipate that development projects that are planned for the next 2 to 3 years will meet the demand for new housing, with reservations about the ability to meet the needs in Hawkesbury.

At the time of submitting this Plan review, information about the number units slated to be affordable at 80% of local market rent or less was not monitored by UCPR. The planning department is working on an application to monitor different targets. The application is expected to be implemented in early 2020. Still, cooperation from the local municipalities is paramount to the success of the accuracy of information.

1.5 Achievements Towards the Plan

UCPR can celebrate the implementation of the majority of key initiatives identified by the Plan as priorities in the horizon of 2024. These actions have been vital to distribute service provision across Prescott-Russell in a manner that meets the needs of residents.

Among key achievements, UCPR counted the following activities:

**Biannual breakfast with all service agencies** - Starting in 2014, breakfast meetings were hosted twice a year and were well attended by up to 40 agencies and up to 120 participants. Starting in 2015, the biannual breakfast included agency presentations to inform the service agency network on the initiatives implemented in the various communities of Prescott and Russell. A total of 30 agencies have presented their work over 3 years, providing multiple opportunities to showcase successes of different agencies, to better understanding available services and supports in Prescott-Russell, and to envision multi-stakeholder collaborations.

**Biannual Meeting with Non-Profit Providers** – This ongoing activity allows to review policies and procedures, resolve issues and obtain feedback on a range of issues. Over the years, issues discussed included the End of Operating Agreements, the Portable Housing Benefit program, cannabis legalization, Community Paramedics, hydro credits, Social Welfare of tenants, annual reviews, 5-year review of 10-
year Housing and Homelessness Plan, smoking in units and grandfathering existing smokers, subsidy reconciliation, National Housing Strategy, Wait list, and electric stations for e-cars.

**Portable Housing Benefit for Victims of Household Violence** – the new subsidy program was initiated in 2016 and benefited 57 households between 2016 and 2018. The program was developed to support women with a new form of rent supplement, which is flexible and provides a quick solution to victims of violence with urgent needs for housing.

**Transportation Study** – UCPR received $2 million over 5 years for the development of 3 scenarios for transportation routes, and the piloting of the most viable scenario over a period of 36 to 42 months. A financial analysis of the 3 scenarios started in April 2019, and a pilot will start in October 2019 or after the winter in April 2020. $500,000 of the $2 million will be allocated to the adaptation of a wheelchair accessible van, which will be operated by UCPR’s non-profit partners in the pilot, Carefor - a charitable non-profit organization providing home health care and community support - and Prescott-Russell Community Services.

**Integrated Social Services Reception** – the social services offices in both Rockland and L’Orignal adopted an integrated reception model to simplify the client experience and reduce stigma. Several clients interviewed for this report acknowledged the change and reported positive outcomes such as simplicity of navigation and better guidance.

**Participation in Prescott-Russell Situation Table** – in 2017, the Situational Table was formed by the Hawkesbury OPP Detachment for service providers to discuss complex cases of individuals at risk of hurting themselves or other people, and provide a multi-agency rapid response. The Situational Table meets every two weeks and is attended by 20 organizations, including mental health services, the police, victim services, the hospital, social services, probation and parole officers, school boards, children’s aid services, and developmental services. The table helps organizations to align their understanding of cases and to choose the most appropriate intervention, by the appropriate service or services.

To date, only two activities recommended in the plan were not fully implemented for lack of resources: the hiring of a Street Coordinator and the adaptation of 6 units into full accessibility. Aside from key initiatives that the Plan committed to implement, the review of UCPR accomplishments toward the Plan highlighted a few areas that UCPR needs to progress on. They include the following:

- Raising public awareness about the issues of affordable housing and the homelessness in UCPR, in order to gain public support and ultimately Council support in developing more initiatives that prevent homelessness.
- Continue to extend the provision of affordable housing to meet the increasing demand.
- Developing an evaluation framework which identify outcomes that UCPR will commit to measure and report on.
1.6 Setting Housing Targets in Prescott-Russell

The 2018 UCPR Official Plan made 22 strategic recommendations around the development of affordable housing to meet the projected demographic and market requirements of current and future residents of the United Counties. These include a focus working with area municipalities in order to:

1. Monitor the needs for social assisted housing for households and seniors
2. Identify specific needs and work with the Ministry of Municipal Affairs and Housing and Social Services Department to meet the needs

The Official Plan also set an over target of 10% of all new residential units should be affordable; this has been set in the official plan as a target which includes new development and intensification through conversion of non-residential structures, infill and redevelopment.

Specific affordable housing annual targets for new construction of rental ownership units were set in the UCPR Official Plan as follows:

a. West: 48 to 68 units  
b. Central-East: 33 to 47 units  
c. Hawkesbury: 10 to 14 units

Moving forward the service area will consider affordable any housing units that meet the following definition:

a) In the case of ownership housing:  
Housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for households within the 60 percent lowest earning of the income distribution by municipality;  
b) In the case of rental housing:  
A unit for which the rent does not exceed 80 percent of the average market rent in the municipality.

1.7 Action Plan

The following strategic priorities were developed in partnership with multiple departments of UCPR.

**Strategic Priority: Ending Homelessness**

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase understanding of housing insecurity and homelessness in Prescott-Russell</td>
<td>To raise awareness about the prevalence of homelessness and homelessness prevention services</td>
</tr>
<tr>
<td></td>
<td>To improve available data to understand the problem of homelessness and housing</td>
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</table>
### Strategic Priority: Indigenous Peoples

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
</tr>
</thead>
</table>
| Increase access to culturally appropriate housing and homelessness services for Indigenous peoples | To offer culturally appropriate housing and homelessness prevention services to Indigenous peoples  
To facilitate an inclusive process for developing Indigenous supports and programs |

### Strategic Priority: Coordination with Other Community Services

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
</tr>
</thead>
</table>
| Demonstrate commitment to working with partners across service systems | To engage community stakeholders in current and future planning  
To further include the voice of people with lived experience of homelessness in planning |
| Progress toward integrated service delivery system | To provide a coordinated response of service providers to manage cases effectively  
To provide a coordinated care plan for individuals with complex needs |
Strategic Priority: A Broad Range of Community Needs

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase access to inclusive and culturally diverse services</td>
<td>To promote a culture of diversity and inclusion across housing and social service providers in Prescott-Russell</td>
</tr>
<tr>
<td>Increase accessibility of housing for people with disabilities and limited mobility</td>
<td>To increase accessibility of affordable housing units</td>
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<tr>
<td></td>
<td>To provide public transportation and/or innovative options in UCPR that promotes independence and mobility</td>
</tr>
<tr>
<td></td>
<td>To provide a coordinated response to support residents in need of affordable or free transportation</td>
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<tr>
<td>Increase access to services and supports for vulnerable groups</td>
<td>To support the mental health of youth and prevent homelessness</td>
</tr>
<tr>
<td></td>
<td>To prioritize vulnerable groups (for people exiting detention, people with mental health and/or addiction, young adults with inadequate social network)</td>
</tr>
<tr>
<td></td>
<td>To support emergency needs of victims of domestic violence</td>
</tr>
<tr>
<td></td>
<td>To address the growing hoarding issues in Prescott-Russell</td>
</tr>
<tr>
<td></td>
<td>To increase access to employment supports for tenants of affordable housing</td>
</tr>
<tr>
<td></td>
<td>To increase access to emergency food</td>
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</tbody>
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Strategic Priority: Non-Profit Housing Corporations and Non-Profit Cooperatives

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<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage non-profit housing providers in planning</td>
<td>To continue to engage non-profit housing providers in current and future planning</td>
</tr>
<tr>
<td>Increase support in the delivery of non-profit and co-op housing</td>
<td>To maintain the number and quality of existing non-profit housing stock</td>
</tr>
<tr>
<td></td>
<td>To increase awareness and capacity to access additional financial support that becomes available</td>
</tr>
<tr>
<td></td>
<td>To increase the stock of existing housing providers to meet community needs</td>
</tr>
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### Strategic Priority: The Private Market

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage actions for municipalities and the planning department to support the role of the private sector in developing affordable housing</td>
<td>To maintain the number and quality of existing private sector affordable housing stock</td>
</tr>
<tr>
<td></td>
<td>To encourage the development of mixed housing and private with public investments</td>
</tr>
<tr>
<td></td>
<td>To raise awareness about available services and supports with the private sector</td>
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</table>

### Strategic Priority: Climate Change and Environmental Sustainability

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<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
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</thead>
<tbody>
<tr>
<td>Improved energy efficiency of the affordable housing stock</td>
<td>To increase energy efficiency of new and existing affordable housing units</td>
</tr>
<tr>
<td></td>
<td>To decrease GHG emissions</td>
</tr>
</tbody>
</table>
B. Methodology

1. Project Objectives

The UCPR sought to undertake a review and update of its 10-year Housing and Homelessness plan in accordance with the Ministry of Housing’s Long-Term Affordable Housing Strategy and the Housing Services Act. The 10-year Housing and Homelessness Plan is now entering into its sixth year, and as with other Service Managers across the province, UCPR was required by the Ministry to complete a review of its plan.

The objectives of this project were to:

- Ensure that the plan continues to meet provincial requirements for housing and homelessness plans established by the Housing Services Act, 2011\(^1\) and the Promoting Affordable Housing Act, 2016\(^2\).
- Ensure the plan continues to reflect housing and homelessness needs in Prescott-Russell.
- Ensure the plan aligns with the Province’s Long-Term Affordable Housing Strategy, and new provincial requirements.
- Ensure that recommended revisions to the Housing and Homelessness Plan utilize effective strategies from the previous version.

2. Consultation Process

2.1 Phase 1: Needs Assessment

The needs assessment took place between April and July 2019. Research activities included a document review and the engagement of a variety of stakeholders (see Table 1 for more detail). Service providers, housing providers and internal working group members were engaged through a multi-pronged approach including one-on-one interviews, data requests, an online survey, a stakeholder workshop and an internal planning workshop. Individuals with lived experience of housing insecurity and homelessness were engaged through one-on-one interviews.

Table 1: Summary of engagement methods and participation

<table>
<thead>
<tr>
<th>Engagement Method</th>
<th>Collection Period</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviews with Working Group Members</td>
<td>June 4 – 10, 2019</td>
<td>6</td>
</tr>
<tr>
<td>Service and Housing Provider Survey</td>
<td>June 10 – July 3, 2019</td>
<td>54</td>
</tr>
<tr>
<td>Lived Experience Interviews</td>
<td>July 9, 2019</td>
<td>5</td>
</tr>
<tr>
<td>Community Stakeholder Workshop</td>
<td>July 16, 2019</td>
<td>15</td>
</tr>
</tbody>
</table>

\(^1\) Government of Ontario. (2011). Housing Services Act (S.O. 2011, c. 6, Sched. 1)
Document Review

The research included the review of policy documents, studies and demographic data that are relevant to housing and homelessness in Prescott-Russell. The analysis of data considered the changing context of Prescott-Russell, its affordable housing needs and capacity, and how UCPR planning documents align with the changing policy requirements. It sought to identify where UCPR was compliant and where there were gaps in meeting the requirements of the revised policy statement. It also sought to identify areas where the community needs have shifted indicating a need for the Plan to be revised to remain relevant.

Documents reviewed included the following:

- Champlain Township. (2013). Official plan for the urban areas of the township of Champlain.
- Township of Alfred and Plantagenet. (2010). The official plan of the urban areas of the township of Alfred and Plantagenet.
Interviews with Members of the Working Group

Interviews early in the process with members of the working group sought to assess the situation and identify contextual changes that have occurred in Prescott-Russell since 2014. Three semi-structured individual and group qualitative interviews of 60-90 minutes were conducted by phone with a total of 5 UCPR staff members and one manager of a non-profit housing corporation, listed below:

- Alain Lacelle, Social Housing Supervisor
- Sylvie Millette, Social Services Department Director
- Jo-Anne Poirier, Ontario Works Supervisor
- Dominique Lefebvre, Senior Planner, Planning and Forestry Department
- Isabelle Péladeau, Project Officer, Economic Development and Tourism
- Raymond Dallaire, Manager, Town of Hawkesbury Non-Profit Housing Corporation

Service Provider Survey

The bilingual online survey with housing and community service providers aimed to assess community needs, and how community resources are meeting specific needs in Prescott-Russell. It also gathered the perspectives of housing and community service providers on accomplishments to date, how the current services and programs meet the requirements of the Ontario’s revised policy statement of 2016, and what actions should be prioritized in the future with respect to housing and homelessness in Prescott-Russell. A total of 54 people responded to the survey, representing 23 service providers and 21 housing providers.

Lived Experience Interviews

As recommended by the revised policy statement of 2016, the plan review included the perspective of those with lived experience of homelessness. A total of 5 people with such lived experience were recruited UCPR Social Services in partnership with Interlude House, Place Rideau and the Canadian Mental Health Association of Champlain East. Semi-structured interviews of 45-60 minutes each were conducted in both English and French and took place in Hawkesbury and Rockland on July 9, 2019. Participants were asked to tell their personal stories of how they lost their housing and asked to speak about the various supports that they were accessing from community service and housing providers. They were also encouraged to assess how helpful the various social supports have been in addressing homelessness, and to share their personal observations of recent changes in services and supports.

Community Stakeholder Workshop

A community stakeholder workshop of 3 hours was held with service and housing providers of Prescott-Russell. The workshop invited stakeholders to review the needs assessment developed using the previous phases of research, to reflect on current and future needs of the housing insecure population in Prescott-Russell, to take stock of achievements toward the Plan to date, and to begin to identify opportunities and set priorities for the future, while identifying parts of the current plan which will need to be updated.
2.2 Phase 2: Action Plan Development

The second phase of the project engaged the working group to discuss the results of the consultation and envision the desired next steps. This phase included a workshop of 3 hours to develop a revised action plan and agree on key performance indicators to reflect the community’s progress on the Housing and Homelessness Plan. The development of an evaluation framework aimed to move the overall evaluation from outputs to outcomes with clearly defined targets.

A total of two subsequent conference calls took place to further refine the action plan and finalize the evaluation framework.
C. Assessment of Current and Future Housing Needs

1. Assessment of Current Housing Needs

1.1 Communities of Prescott and Russell

The service area of Prescott-Russell is composed of eight municipalities. Clarence-Rockland, Russell and Casselman are described in this report as the Western communities (highlighted in blue in Figure 1), while Alfred-Plantagenet, The Nation, Champlain, Hawkesbury and Hawkesbury East (in yellow) are considered the Eastern Communities.

Figure 1: Map of Prescott-Russell
1.2 Population Trends

Population Growth

The population of Prescott-Russell was 89,000 in 2016 (up 4.6% since 2011). It appears that the population growth trends projected in the development of the Plan, continue to be relevant today, with continued growth to the overall population of Prescott-Russell. With the exception of Casselman, the western communities of Prescott-Russell (which represented 50% of the overall population of Prescott-Russell in 2016) are expected to experience the most rapid growth, and in fact Census data from 2016 (see Table 2) shows a population growth of well over 5% in the communities of Clarence-Rockland and Russell. La Nation is also experiencing rapid growth, as demonstrated by a population growth of 9.8% in 5 years. Members of the working group observed that much of this growth is due to population from Ottawa moving to Prescott-Russell to take advantage of lower municipal tax rates, and lower home prices. The influx of people is assumed by the working group to be primarily composed of first-time homeowners or higher income commuters working in Ottawa. At the same time more eastern communities have seen population decreases (Hawkesbury and Hawkesbury-East have seen a population decline of 2.7% and 1.2% respectfully).

Table 2: Population growth per township. Source: Statistics Canada 2016 Census Profiles

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<tbody>
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<td>#</td>
<td>%</td>
<td>#</td>
<td></td>
<td></td>
<td>#</td>
</tr>
<tr>
<td>Alfred-Plantagenet</td>
<td>8,654</td>
<td>9,196</td>
<td>542</td>
<td>6.3%</td>
<td>9,196</td>
<td>9,680</td>
</tr>
<tr>
<td>Casselman</td>
<td>3,294</td>
<td>3,626</td>
<td>332</td>
<td>10.1%</td>
<td>3,626</td>
<td>3,563</td>
</tr>
<tr>
<td>Champlain</td>
<td>8,683</td>
<td>8,573</td>
<td>-110</td>
<td>-1.3%</td>
<td>8,573</td>
<td>8,706</td>
</tr>
<tr>
<td>Clarence-Rockland</td>
<td>20,790</td>
<td>23,185</td>
<td>2,395</td>
<td>11.5%</td>
<td>23,185</td>
<td>24,512</td>
</tr>
<tr>
<td>Hawkesbury</td>
<td>10,869</td>
<td>10,551</td>
<td>-318</td>
<td>-2.9%</td>
<td>10,551</td>
<td>10,263</td>
</tr>
<tr>
<td>Hawkesbury-East</td>
<td>3,368</td>
<td>3,335</td>
<td>-33</td>
<td>-1.0%</td>
<td>3,335</td>
<td>3,296</td>
</tr>
<tr>
<td>La Nation</td>
<td>10,643</td>
<td>11,668</td>
<td>1,025</td>
<td>9.6%</td>
<td>11,668</td>
<td>12,808</td>
</tr>
<tr>
<td>Russell</td>
<td>13,883</td>
<td>15,247</td>
<td>1,364</td>
<td>9.8%</td>
<td>15,247</td>
<td>16,520</td>
</tr>
<tr>
<td>Prescott-Russell</td>
<td>80,184</td>
<td>85,381</td>
<td>5,197</td>
<td>6.5%</td>
<td>85,381</td>
<td>89,333</td>
</tr>
<tr>
<td>Ontario</td>
<td>12,160,282</td>
<td>12,851,821</td>
<td>691,539</td>
<td>5.7%</td>
<td>12,851,821</td>
<td>13,448,494</td>
</tr>
</tbody>
</table>

Age of the Population

Prescott-Russell is an aging community (6 of 8 communities saw an increase in the median age between 2011 and 2016), with a median age of 44.3, just over the median age for the province of Ontario of 41.3 (see Table 3). There are no significant variances from the trends identified in the original plan from 5-years ago. The eastern communities of Hawkesbury, Champlain and Hawkesbury East continue to have the highest median ages (this was attributed in the Plan to the migration of that segment of the population between the ages of 25 and 44 to urban centres). The 3 communities closest to the National Capital Region (NCR) have the lowest median age. The working group predicts that future demographic trends in Prescott-Russell will include an aging population, as well as an increase in retirees, some of whom will likely be low-income.

Table 3: Age (by township: median age, age range distribution, senior population). Source: Statistics Canada 2016 Census Profiles.
Language Spoken

The population of Prescott-Russell continues to include a large and growing majority (63%) of francophones. In fact, the proportion of francophone residents increased in all municipalities but Alfred-Plantagenet between 2011 and 2016. Russell continues to be the only municipality where francophones do not represent the majority of the population, however, the proportion of francophones in Russell grew by 4.5% between 2011 and 2016 from 38.3% to 42.8%.

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hawkesbury</td>
<td>76.9%</td>
<td>77.7%</td>
<td>+0.8%</td>
</tr>
<tr>
<td>Casselman</td>
<td>76.4%</td>
<td>79.1%</td>
<td>+2.7%</td>
</tr>
<tr>
<td>Alfred-Plantagenet</td>
<td>80.0%</td>
<td>75.4%</td>
<td>-4.6%</td>
</tr>
<tr>
<td>La Nation</td>
<td>61.3%</td>
<td>67.0%</td>
<td>+5.7%</td>
</tr>
<tr>
<td>Prescott-Russell</td>
<td>59.2%</td>
<td>63.0%</td>
<td>+3.8%</td>
</tr>
<tr>
<td>Clarence-Rockland</td>
<td>57.4%</td>
<td>62.5%</td>
<td>+5.1%</td>
</tr>
<tr>
<td>Champlain</td>
<td>57.8%</td>
<td>61.0%</td>
<td>+3.2%</td>
</tr>
<tr>
<td>Hawkesbury-Est</td>
<td>57.2%</td>
<td>59.5%</td>
<td>+2.3%</td>
</tr>
<tr>
<td>Russell</td>
<td>38.3%</td>
<td>42.8%</td>
<td>+4.5%</td>
</tr>
<tr>
<td>Ontario</td>
<td>2.2%</td>
<td>4.0%</td>
<td>+1.8%</td>
</tr>
</tbody>
</table>

1.3 Economic Context

The Plan identified several economic trends that impacted how UCPR responded to the issue of housing and homelessness, including:

a) Lower levels of education when compared to the Ontario population, as well as a higher proportion of holders of apprenticeships and/or trade certificates according to 2006 figures.

b) A decrease in manufacturing and construction jobs, resulting in retail, fabrication, agriculture and finance, insurance and real estate becoming the biggest employers in Prescott-Russell in 2012.

c) Western communities benefitted from the Ottawa job market, while the eastern community of Hawkesbury had the lowest rates of employment, in fact less than 50% of the population of Hawkesbury was employed in 2006.
Overall employment was forecast to remain relatively stable, growing by an estimated 3,800 jobs, or roughly 13% over the 2036 horizon\(^3\). However, it should be noted that the 2012 growth forecast indicated that Prescott-Russell was a significant exporter of labour, with just over half (52.8%) of the total number of residents employed in the workforce both living and working in Prescott-Russell. The western communities of Clarence-Rockland and Russell were net exporters of labour with just 32.2% of the total residents employed in the workforce both living and working in the community\(^4\).

Two prominent documents were made public relevant to the economic context and labour market in Prescott-Russell since the development of the Plan:


The following sections provide updated information pertaining to the economic context based on the information contained within the two recent documents and the opinions of service providers collected as part of the consultation process.

**Level of Education**

As shown in Table 4 Prescott-Russell continues to see lower overall education levels than the provincial average. While the proportion of people holding a certificate or degree has increased, Prescott-Russell continues to have a smaller proportion of holders of university degrees compared to the provincial average, as well as a larger proportion of people who hold no certificate or degree (and the gap is growing). Prescott-Russell does continue to have a higher proportion of the population holding apprenticeship and trades certificates relative to the provincial average.


<table>
<thead>
<tr>
<th>Level of Education</th>
<th>2006</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>No certificate or Degree</td>
<td>Prescott-Russell</td>
<td>Ontario</td>
</tr>
<tr>
<td></td>
<td>26.2%</td>
<td>22.2%</td>
</tr>
<tr>
<td>High School Certificate or Diploma</td>
<td>Prescott-Russell</td>
<td>Ontario</td>
</tr>
<tr>
<td></td>
<td>29.7%</td>
<td>26.8%</td>
</tr>
<tr>
<td>Apprenticeship or Trades Certificate</td>
<td>Prescott-Russell</td>
<td>Ontario</td>
</tr>
<tr>
<td></td>
<td>10.5%</td>
<td>8.0%</td>
</tr>
<tr>
<td>College Diploma or Non-University Credential</td>
<td>Pontiac-Russell</td>
<td>Ontario</td>
</tr>
<tr>
<td></td>
<td>19.3%</td>
<td>18.4%</td>
</tr>
<tr>
<td>University Certificate, Diploma or Degree</td>
<td>Prescott-Russell</td>
<td>Ontario</td>
</tr>
<tr>
<td></td>
<td>14.1%</td>
<td>24.6%</td>
</tr>
</tbody>
</table>


Workforce

In 2018, the workforce participation rate (15-65 years) in Prescott-Russell was 66.7% and the unemployment rate was 5.3%. However, these rates varied widely within the region. In eastern areas of the census sub-division in communities like Hawkesbury, workforce participation was 50.7% and the unemployment rate was 9.6%. By comparison the western community of Russell had a workforce participation rate of 72.6% and unemployment rate of 4.1%.  

Overall, workforce participation continued to decrease for the region, due to the outward migration of the population aged 18-24, and overall aging of the population between 2011 and 2016. In western communities, much of the workforce is employed in the National Capital Region. In Russell, for example, 70% of the workforce commutes to employment outside of Prescott-Russell.

The BR&E report identified an issue with a shortage in the local labour supply. Based on the sample studied in the report, only 24% of business owners in Prescott-Russell judge the availability of qualified workers as good or excellent, and 33% judged it poor. The three main reasons for recruitment difficulties in Prescott-Russell were the insufficient number of candidates, the lack of training/appropriate skills, and the lack of relevant experience. Among employers in Prescott-Russell, 43% believe that recruitment difficulties were related to the community rather than the industry that businesses are in, and 57% believed that recruitment difficulties were related to the industry.

Service providers who participated in the stakeholder consultation process for this project made a number of observations around trends in the labour market, based on their interactions with the clients they serve. While this information cannot be verified with statistical accuracy, it still may offer some useful considerations for this project and so is summarized for that purpose. Service providers have observed the followings:

1) Older segments of the population are becoming unemployed and are unable to transition to a new career or find employment, often because they are missing the skills needed in today’s job market.
2) A larger number of job seekers have limited or no work experience and are looking for help
3) A greater number of young people with mental health issues are seeking employment

Labour Market Demand

According to the BR&E report the majority of employers in Prescott and Russell are small or very small (80% of them have less than 20 employees, which is consistent with other rural Ontario communities). At the same time, Prescott-Russell counts fewer large employers (more than 50 employees) than other surveyed rural communities (6% compared to an average of 8% for rural Ontario communities), and fewer employers operate in more than one location (16% against an average of 19% for rural Ontario communities).

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Between June 2016 and June 2018, there was a net increase of all 397 businesses in Prescott-Russell. However, the majority (373) of these were owner-operated businesses with no employees. In 2 years, 65 businesses with employees opened and 41 closed, resulting in a net increase of business with employees by 24.

In Prescott-Russell, the sectors with the greatest increase in the number of businesses with employees between 2016 and 2018 were:

- a) Construction (25 businesses);
- b) Personal and Household Services (11 businesses);
- c) Transportation (8 businesses);
- d) Information and Cultural Services (8 businesses).

Further understanding of the labour market in Prescott-Russell can be gained by looking at the size of the workforce by sector. According to the 2016 Statistics Canada Census, Health Care and Social Assistance, Public Administration and Educational Services combined employed 40,345 or 37.6% of the workforce in Prescott-Russell; the Public Administration sector alone employs a further 16.3% of the workforce.

Local Labour Market Plan

The challenges presented by the labour market contribute to the vulnerability of many segments of the population of Prescott-Russell. This was recognised in the 2019 Eastern Ontario Training Board’s 3-year Plan for Workforce Development, which identified strategies to address 4 key priorities:

1. Transitioning workers to meet labour market shortages.
2. Advancing workforce development and succession planning.
3. Encouraging community planning that leverages talent and supports prosperity.
4. Gathering, analyzing and communicating meaningful labour market information.

The four priorities have the benefit to address some of the documented workforce issues. Among its priority actions, the plan suggests different forms of training geared to specific needs. It supports vulnerable groups such as differently abled people, youth, at-risk youth and immigrants in finding employment. It also recognizes the issue of mental health in the workplace and proposes training for employers. However, there are gaps in supporting some vulnerable populations in finding employment. For example, there is no specific program for older people whose skills are no longer relevant to the market needs. There is also a lack of mental health support for individuals seeking employment. If left unaddressed, those specific needs identified by Service Providers during the consultation will contribute to housing insecurity for vulnerable segments of the population. The Plan could further support vulnerable population in finding employment.

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1.4 Household Income and Housing Affordability

The demographic and economic context of Prescott and Russell resulted in disparities between the western and eastern communities. Geographic disparities are seen across all 3 measures of low income: household income, number of households in low income (LIM-AT), and proportion of households who spend more than 30% of their income on the costs associated with shelter.

The after-tax income of populations in Prescott and Russell is presented in Figure 2. The diagram shows a disparity among municipalities, where the western communities of Russell and Clarence-Rockland has the highest concentration of high-income households, while low after-tax income are proportionately more represented in Hawkesbury.

*Figure 2: Household after-tax income by municipality in 2016*

Low-income households of Prescott and Russell are described in Figure 3: Proportion of low-income households by municipality in Prescott-Russell using the Low-Income Measure After Tax (LIM-AT). Data source: 2016 Census

*Figure 3: Proportion of low-income households by municipality in Prescott-Russell using the Low-Income Measure After Tax (LIM-AT). Data source: 2016 Census*

using the Low-Income Measure After Tax (LIM-AT). The figure shows that Hawkesbury is the municipality that has the highest proportion of low-income households (32%), and that Russell, Clarence-Rockland and The Nation are where there is the lowest proportion of low-income households.
Given the proportion of low-income household by municipality, it is not surprising that there is a higher proportion of households that spend more than 30% of their income on shelter costs in Hawkesbury (34%) and a lower proportion in Russell (17%) (See Figure 4).

In 2016, the median monthly costs for an owned dwelling in Prescott and Russell was $1,262, while the median cost of a rented dwelling was $873. Housing costs were highest in Russell, Clarence-Rockland and The Nation. It was lowest in Hawkesbury and Champlain.
1.5 The Needs of the Populations at Risk of Homelessness in Prescott-Russell

A region at a crossroads

Service providers consulted as part of the stakeholder consultation express that they have observed in recent years higher numbers of people who are homeless transiting through the region. Service providers as well as individuals with lived experience of homelessness offered the following hypothesis to explain this increase:

- Individuals are attracted to the region’s bilingual community and services.
- They seek a more affordable housing market in comparison with the large centres of Ottawa and Montreal.
- Some migrations are a consequence of service availability in nearby Ontario urban centres, such as Ottawa and Cornwall, often working with UCPR to share the respective load of shelters and transitional housing. When people cannot be served in Prescott-Russell – for example, when the needs are too high - they are sent to services in Ottawa.
- Finally, the quality of system navigation services that some providers in Hawkesbury and Rockland offer and the higher social assistance allowances that Ontario provides in comparison to Quebec are seen as factors that attract people.

It was noted that the transiting population has unique needs, for short-term stays (less than 2 weeks) in shelters or transitional housing. These needs are not currently being met by housing service providers.

Homeless Enumeration

In 2018, a Homeless Enumeration survey was conducted in Prescott-Russell which gathered data through local community agencies using the Period Prevalence Count (PPC) method over a 2-week period. A total of 23
respondents completed a questionnaire contributing to the development of a profile of homeless individuals in the area. It should be noted that homelessness enumerations in rural communities are known to be more challenging and less accurate than in urban areas. In particular, people who may be under-housed, or staying with a friend or relative ("couch-surfers") are unlikely to be counted in the enumeration.\textsuperscript{14} The Plan recognised this and identified that homelessness was largely a hidden issue in Prescott-Russell.\textsuperscript{15} As such the homeless enumeration survey likely does not provide a complete picture of the homelessness situation in the region. Nonetheless, the enumeration does offer data that can be used to help understand the needs of homeless people. The profile of the 23 respondents of the study is developed in Table 5.

\begin{table}[h]
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\begin{tabular}{|l|}
\hline
\textbf{Table 5: Results of the homeless enumeration in Prescott-Russell (2018)} \\
\hline

Of 23 respondents of the enumerating ... \\

65\% were women. \\
35\% were men. \\
81\% identified themselves as being white (Euro-Canadian) \\
48\% reported having a place to stay, but feeling unsafe there. \\
39\% considered having a mental illness. \\
39\% were between 20 and 30 years of age. \\
35\% were staying at a friend’s house. \\
33\% reported having a chronic/acute illness. \\
31\% indicated having children staying with them. \\
26\% considered themselves as physical disability. \\
22\% reported being a victim of domestic abuse. \\
22\% reported having an addiction. \\
21\% identified as being of indigenous descent. \\
18\% of respondents reported being over the age of 50. \\
9\% were living in shelters. \\
\hline
\end{tabular}
\end{table}

\textsuperscript{14} United Counties of Prescott and Russell. (2018). \textit{Homeless Enumeration} \\
The three most common reasons identified as causes of homelessness were **job loss (n=5)**, **eviction for non-financial reasons (n=5)** and **being victim of mistreatment (n=5)**.

Homelessness periods ranged from **2 days to 9 months**.

**Methodology:** Period Prevalence Count (PPC) method over a 2-weeks period.

The enumeration indicates an over representation of women, youth, people with mental health illness and people who identify as being of indigenous descent. It is also interesting to note that only 2 of 3 most identified reasons for homelessness are not financial reasons. This highlight the importance of continuing to support victims of violence, and the mediation of landlord-tenant disputes to avoid evictions.

Service providers expressed that homelessness continues to be a hidden issue in Prescott-Russell and noted that they had seen an increase in the number of individuals living in their cars.

In addition, while several clients of supportive and transitional housing reported that they were very satisfied with the system navigation services of their housing provider, the service providers themselves expressed regret about the lack of housing search assistance, which leaves many people unaware of the services to contact in order to get supports.

**At Risk and Priority Populations**

The Plan conducted a comprehensive analysis of the lived experience of homelessness and the priority populations needing social supports. The population of Prescott-Russell continues to be characterised by growing poverty. Segments of the population who are struggling with poverty include single parent families, seniors over 60, single people who are experiencing unemployment, people experiencing mental health challenges, people with a disability and victims of domestic violence. Additionally, the provincial directive identified Indigenous people, Anglophone and visible minorities (newcomers, and ethno-cultural communities) as priority populations to focus on.\(^{16}\)

In June 2019, service providers were asked to identify the most vulnerable population segments in their communities. A total of 63 service providers from the housing, social service and health sectors ranked groups of populations in Prescott and Russell from the most to the least vulnerable to housing insecurity and homelessness.

This shows that individuals with mental health issues, those struggling with addictions, and those with physical or developmental disabilities were considered the top 4 most vulnerable. Youth transitioning from the welfare system, seniors and children and youth were also perceived very vulnerable. Language spoken had a lesser impact on the vulnerability of the population.

_Figure 6: Opinion of 63 service providers about the groups the most at risk in UCPR_

Indigenous populations also ranked lower in the respondents’ priority than might have been anticipated. This is likely a result of the relatively small population of indigenous people in the area. It is important to note, however, that the number of Indigenous people living in Prescott and Russell has continued to increase in the recent years. The population doubled between 1996 to 2006, and doubled again in 2016, reaching 2,800 people, or 3.2% of the population of Prescott and Russell.

The following needs assessment is based on the survey responses collected from 63 service providers. The description of segments of the population is supplemented by two recent reports: A 2018 United Way/Centraide’s report on the profile of vulnerable seniors in the counties and a 2019 situational assessment report from the Prescott-Russell Coalition to End Violence towards Women. These new reports highlight detailed information about two important vulnerable population segments.

**Persons with Mental Health Issues**

Individuals living with mental health issues continue to struggle to meet their housing needs, and there is a lack of resources to support them. Service providers report that people with mental health issues tend to access housing that is not adapted to their needs. Many of them would benefit from on-site supports such as counselling services, medication reminders and some supportive and caring social interaction. Service providers commented that in some instances, the inadequate facilities places people with mental health issues at further risk of homelessness. Additionally, service providers reported that many of those who struggle with isolation are often unaware of the variety of supports that exist.
More recently the issue of hoarding has gained attention in the area. The newly developed Hoarding Coalition of Prescott-Russell has worked to raise the awareness of service providers, and provide a multi-disciplinary team (often including housing providers) to help address these complex cases. In particular, service providers are pointing at the example of a successful initiative in Cornwall to address hoarding cases, from which UCPR could get inspired.

There are in fact several partnerships that exist to support mental health patients including: inter-agency referrals, one-stop reception at the UCPR social services offices and integrated supportive models of housing for people with mental health/addiction issues. The following organizations provide resources to the communities:

- Canadian Mental Health Association
- Prescott and Russell Community Mental Health Centre
- Regional Mental Health and Addiction Centre, at the Hawkesbury General Hospital, including the Prescott-Russell Crisis Team
- Montfort Renaissance Inc. (Supportive housing)
- Prescott-Russell Assertive Community Treatment Team, at the Hawkesbury General Hospital

**Persons with Accessibility Challenges**

Due to the rural nature of the counties and the lack of public transportation there are significant barriers that exist for individuals with accessibility challenges when it comes to being able to access services and navigate the system. The recent development of a transportation pilot project is expected to help meet the needs of this population. Additionally, the new development at the Centre J. Urgel Forget includes 3 units that have been adapted for the needs of individuals with accessibility challenges.

**Persons Struggling with Addiction**

Similar to other jurisdictions, service providers report that housing is harder to find for individuals struggling with addictions as they are often stigmatized. They also observed that on occasion private landlords overstep the landlord-tenant relationship and privacy boundaries. The Plan references 7 organizations supporting people with mental health needs or addiction. However, one service provider expressed that the supports needed by this population is sometimes beyond the capacity of existing social service providers. The needs assessment that was conducted for the development of the Plan mentioned that some silos still existed between organizations. The development in 2017 of Prescott-Russell Situation Table, led by the Hawkesbury OPP Detachment represents an attempt to address the specific needs of this population by providing multi-agency rapid response to issues involving people struggling with addiction.

**Seniors**

The percentage of low-income seniors living in Prescott-Russell is 14.5% according to the 2016 census, this is just 1% higher than the provincial average. The largest concentrations of low-income seniors live in the Township of

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Champlain, the Town of Hawkesbury and the Township of East Hawkesbury. Women are seen as being more at risk of vulnerability due to their longer life expectancy, lower income levels during their productive years, and higher rates of family abuse or violence. Additionally, the onset of disabilities such as dementia, combined with the rural context of the area, puts seniors within limited reach of accessible lodging, transportation services and access to specialized health services. While many in the area express a desire to age-in-place, service providers report a lack of affordable housing for seniors and members of the Working Group indicated that there is a growing demand for assisted living facilities.

According to service providers, seniors with low income often struggle with social integration, and don’t access services that could help them integrate in their community. In Prescott-Russell, several social and community services are available to support seniors, including Prescott-Russell Community Services (PRCS), Groupe Action, and Champlain Community Care Access Centre. Most of these services are located in Hawkesbury but some offer home visits and others offer transportation services.

**Children and Youth**

Service providers observed that there is a need for supports for children who are living in poor housing conditions, and who are unable to advocate for their needs. Service providers also report that youth (particularly those between the ages of 16 – 18 and those no longer under the responsibility of the local children’s aid provider (Valoris) are at very high risk. Several service providers reported that some youth are victims of human trafficking and recruited drug dealers in Prescott-Russell. These youth often face significant challenges in accessing appropriate housing options, and they are often stuck couch-surfing. The enumeration results showed that 39% of identified homeless were between the ages of 20 and 30 years old.

In 2017, the Ontario government announced it would provide funding to 10 Youth Wellness Hubs. One of them is expected to open in Rockland in August 2019. The hub will support youth 12-25 years old with mental health, addiction, primary care, employment and housing.

The Plan referenced 3 organizations supporting youth and children: 100% Actifs, Valoris pour enfants et adultes de Prescott-Russell (children and youth shelter), Réseau meilleur départ. Since December 2016, Réseau meilleur départ was replaced by the Early Years Community Partners’ table.

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**Women Victims of Domestic Violence and Sexual Exploitation**

The Prescott-Russell Coalition to Eliminate Violence Against Women has 13 representatives from 12 organizations, and recently published a situational assessment on this segment of the population.\(^{22}\) The 2018 report mentions that finding housing for women who are victims of violence and their children is very difficult due to the long waitlist for housing.\(^{23}\) Housing needs for women victims of violence is exceeding capacity in Ottawa. As a result, victims from Ottawa are sometimes served in Hawkesbury.\(^{24}\) There are several shelters welcoming women victims of violence in Prescott-Russell, Ottawa and the Counties of Stormont, Dundas and Glengarry. The shelters work collaboratively to support and refer women to the adequate location. Maison Interlude House, in Hawkesbury, has capacity to house 10 people. Other shelters outside of Prescott-Russell include Maison d’Amitié in Ottawa, Maison Baldwin House à Cornwall in Stormont, and Naomi’s Family Resource Centre in Winchester (Dundas). The occupancy rate of 76% in 2017-2018 for Maison Interlude is relatively lower compared with other facilities in the surrounding areas. Hypotheses for this include: lack of awareness, preference to stay in Ottawa or a reliance on supports from personal networks.\(^{25}\) In particular, one service provider mentioned that women with children who are from Ottawa are less likely to be served in Prescott-Russell because their children may attend school in Ottawa, and communities near Ottawa, like Russell, are deficient in affordable housing options.

UCPR started a Portable Housing Benefit program in 2016 to support women victims of violence in finding housing. The program supported 8 households in 2016, 27 households in 2017 and 22 households in 2018.\(^{26}\)

Interlude House supports women who are victims of sexual exploitation, however transitional housing model of Interlude House do not always meet the needs of these women, who sometimes have challenges adapting or are triggered by to the rules of the shelter. In addition, the policies and procedures of the intake process can also create barriers.

**Persons Released from Custody or Under Community Supervision**

Service providers reported that the housing needs of criminalized individuals are not well met, and that landlords often have strong prejudice against people coming from the justice system. There are 2 facilities (16 units) that provide housing for people transitioning from psychiatric institutions and the criminal justice system.\(^{27}\)

**LGBTQ Youth**

One service provider mentioned that a large portion of homeless youth identify as LGBTQ in Prescott-Russell. This information is corroborated by a Canadian research that demonstrates that 25-40% of homeless youth in

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\(^{22}\) Lalande & Gougeon. (2019). État des lieux: la violence faire aux femmes dans Prescott et Russell (p.5)

\(^{23}\) Lalande & Gougeon. (2019). État des lieux: la violence faire aux femmes dans Prescott et Russell (p.11)

\(^{24}\) Lalande & Gougeon. (2019). État des lieux: la violence faire aux femmes dans Prescott et Russell (p.11)

\(^{25}\) Lalande & Gougeon. (2019). État des lieux: la violence faire aux femmes dans Prescott et Russell (p.15)


Canada identify as LGBTQ2S. In 2017, a LGBTQ committee was initiated by the CMHA to bring awareness and advocate for the needs of the LGBTQ community in Prescott-Russell.

**Indigenous Peoples**

While Indigenous Peoples were ranked relatively low as a needs group by service providers, there is some context that should be considered when looking to fully understand how well the needs of this population is met. While there are no reserves in Prescott and Russell, the number of Indigenous people living in Prescott and Russell has continued to increase in the recent years. As mentioned in the previous section, the Indigenous population is growing, it doubled between 1996 to 2006, and doubled again between 2006 and 2016, and now represents 3.2% of the population of Prescott-Russell. By comparison, 21% of the 23 respondents to the homeless enumeration identified themselves as being indigenous, or of indigenous descent. While the sample size of the enumeration doesn’t provide statistical representation, it appears to indicate that as with other areas in the province, Indigenous peoples represent a disproportionate number of the homeless population. It is possible that due to the relatively small numbers and lack of representation among service providers, the need of specific needs of the Indigenous community are being under-represented.

The Plan referenced the Ottawa Aboriginal Coalition as only Indigenous organization. However, as part of this consultation service providers identified a number of supports to which they refer indigenous people, all of which are located outside of Prescott-Russell:

a) Akausivik Inuit Family Health Team, Vanier  
b) Gignul Non-profit Housing Corporation, Ottawa  
c) Inuit Non-profit Housing, Vanier  
d) Jordan’s Principle (Provincial initiative)  
e) Kagit Mikam, Aboriginal Employment & Training Services, Ottawa  
f) Métis Nation of Ontario, Ottawa  
g) Minwaashin Lodge, Indigenous Women’s Support Centre (21-bed), Ottawa  
h) Odawa Native Friendship Centre, Ottawa  
i) Ontario Native Women Association, Thunder Bay and Kenora  
j) Ottawa Aboriginal Coalition, Ottawa  
k) Ottawa Inuit Children’s Centre, Ottawa  
l) Tewegan Transition House (women aged 16-29), Ottawa  
m) Tungasuvvingat Inuit, Urban Inuit Community Centre, Ottawa  
n) Wabano Centre, Vanier

**Newcomers and Transiting Population**

Service providers indicated that they are serving an increasing number of newcomers and visible minorities, and that overall the number of newcomers living with financial issues has increased in Prescott-Russell. For this population, the issues of homelessness are often hidden, as they are often couch surfing.

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29 Canada Census 2016.  
Victims of Human Trafficking

As mentioned previously, service providers identified that due to Prescott-Russell’s location near urban centres the region prone to issues of human trafficking.

A note on Inclusion and Cultural Appropriateness

Members of the Working Group expressed that UCPR has no policies or strategies in place that address the cultural appropriateness of service delivery. The general approach to service delivery is to provide service on a first come first serve basis. Although the population of visible minority and ethno-specific groups is relatively small to the overall population, developing strategies for delivering services in culturally appropriate ways is needed. In fact, service providers have observed discrimination in the local housing market and identified a general lack of support for the social integration of those who are marginalized and at risk of homelessness in Prescott-Russell.

1.6 Conclusion

Moving forward it will be important to continue to work to understand and reflect upon the growing disparity of the trends between the West and the East. Where Russell ranked as the 3rd best place to live in Canada in 2018 by MoneySense Magazine (based on relatively high income levels, affordable housing prices, many schools, low crime, transport system to Ottawa). Hawkesbury, in contrast, was ranked among the 10 worst places to live in Canada in 2012 by Canadian Mortgages Inc. (based on loss of the manufacturing industry, lack of commercial development and very low household income).

It is also clear that the need for housing and homeless supports are growing due to overall population growth, as well as an increase in the overall percentage of the population considered to be low-income. While it is clear that there are strong supports available in Prescott-Russell, it is also clear that there is a dependence on Ottawa to support the needs of individuals with more complex needs, as well as those within the Indigenous or other marginalized (e.g. LGBT, newcomer) communities.

The valuable groups identified as most in need of supports include people with mental illnesses people with accessibility challenges or developmental disabilities and people struggling with addiction. Seniors and youth can be considered high priority groups.

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2. **Housing Stock**

The Plan highlighted that Hawkesbury has historical importance to the Prescott-Russell economy. This history is the reason that many of the social and community services offered in Prescott-Russell as located in Hawkesbury, including Prescott-Russell’s only hospital, the Hawkesbury and District General Hospital. When considering the affordable housing stock of Prescott-Russell it is important to not lose sight of the fact that Hawkesbury continues to attract many people who wish to reside close to the social and community services they access. By the same token, it is also important to consider how to address the needs of the growing population in western communities.

2.1 **New Housing Stock**

Over the past 5 years, UCPR has supported the development of 2 new affordable housing facilities for seniors in the western communities of Embrun and Rockland (see Table 6 for detail).

<table>
<thead>
<tr>
<th>Location</th>
<th>Russell</th>
<th>Rockland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Centre J.Urgel Forget</td>
<td>Coté Complex</td>
</tr>
<tr>
<td>Year of Completed Development</td>
<td>2017</td>
<td>2017</td>
</tr>
<tr>
<td>Ownership</td>
<td>Russell Township Non-Profit Housing Corporation</td>
<td>Private: Residential Service Home</td>
</tr>
<tr>
<td>Users</td>
<td>Senior</td>
<td>Senior</td>
</tr>
<tr>
<td>Total # of Units</td>
<td>25</td>
<td>4</td>
</tr>
<tr>
<td># of Unit with Rent Geared to Income (RGI)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td># of Units with Rent 80% or Less Than Average Local Market Price</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td># of units with rent supplement</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Adapted Units</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>

2.2 **Updated Housing Stock by Municipality**

The distribution of affordable housing units in Prescott-Russell is presented in Figure 7. The figure includes all units with rent geared to income, rent supplements and rent that is 80% or less than average market price. While residential service home units are relatively equally distributed throughout Prescott-Russell, social housing units have historically been concentrated in Hawkesbury, with significantly fewer units in the western communities of Russell and Clarence-Rockland. Non-profit housing units are also spread across Prescott-Russell with a higher concentration in Hawkesbury. In total in 2019, there were 311 public housing units with rent geared to income, 258 non-profit housing units with rent geared to income, 88 private housing units with rent below 80% of the local market rent, 94 private housing units with rent supplement, and 450 units in private residential service homes with rent supplement. In total they represent 1,201 housing units.
Figure 7: Distribution by municipality (from West to East) of public, non-profit and private housing units with rent geared to income, rent supplement or rent 80% or less than average local market price.

The reported housing stock above does not include resources managed by Valoris: 22 supervised units 33 shared housing, and 52 group homes beds in Prescott-Russell. Also not counted in the housing stock above, CMHA partners with a local hostel to provide rooms for up to 7 days to people experiencing mental health issues or additions.

2.3 Housing Waiting List

As shown in Figure 8, the waitlist for both public housing and non-profit housing has continued to increase since 2014. The waiting list for families tends to be larger than the waiting list for seniors, however the waiting list for seniors tends to grow at a faster pace. In addition, the number of beds for senior housing with minimal supports went from 500 down to 450 over the 2014-2019 period because of an increase to the per diem cost set by...
private housing owners. In short, UCPR’s annual budget for ‘seniors housing with minimal supports’ has remained constant while the fees that private landlords charge have been increased. The resulting decrease in the number of beds with minimal supports has resulted in more seniors waiting for this type of housing. Service providers have observed that people are often displaced due to the unavailability of affordable housing in their communities.

Table 7 depicts waiting lists by municipality for public housing, and by facility for non-profit housing. The non-profit housing facility that has seen the biggest increase of their waiting list are Place Victor Bruneau in Hawkesbury and Domaine des Érables in Rockland. Most lists have more than doubled in size between 2014 and 2019, except for Place Nelson in Hawkesbury, Domaine des Érables and Manoir Belle Vue in Rockland. Only Villa St Paul in Plantagenet has seen its waitlist decrease.

Reductions to waiting lists cannot be made without more construction or rental supplements to fill unmet housing needs. Between 2014 and 2019, the waitlist for family housing has grown by 10% and the waitlist for senior housing has grown by 19%. Assuming that the waitlist continues to grow at the same pace, the waitlist for affordable housing will include 5,042 family households and 11,484 senior households by 2035.

*Figure 8: Size of waiting lists in Prescott-Russell over time for public and non-profit housing, separated for families and seniors*
After observing that people often place themselves on multiple waiting lists, the Plan aimed to consolidate the social housing waiting list with 11 of the 12 non-profit housing corporations. To date, only the Centre J. Urgel Forget in Embrun has not joined the centralized waitlist.
2.4 Condition of Housing Stock

In terms of the overall condition of the housing stock in Prescott-Russell, this report covers a basic overview of the housing stock and any identifiable needs for capital improvements. The focus of this section is primarily on social housing and affordable housing that is run by non-profit organizations in the area and excludes affordable housing units that are in the private market. Indeed, the general finding about private housing stock is that according to members of the Working Group, many private units in Prescott-Russell are in almost brand-new condition, with the oldest project being only 11 years old. This means that the needs for upgrades, retrofits and other types of capital improvements and general maintenance is minimal at this time.

The public and non-profit housing stock is self-reported as being in very good condition, despite which many will have scheduled site work, upgrades to mechanical systems, work on the building exterior, upgrades to their electrical systems and renovation to their parking garages. Some will also require work on the exterior of their buildings, safety systems and improving access with installation or maintenance on their elevators. It is highly recommended that each facility has an updated asset management plan which includes regular building assessments to keep their asset management plan up to date. Integrated into the Asset Management Plan is requirements for regular maintenance as well as scheduled capital improvements to be undertaken every year.

The self-reported data shows that most non-profit run and social housing facilities in Prescott-Russell are 25 or more years old and will require significant investments in the maintenance of these capital assets. The capital improvements to the non-profit operated and social housing stock in Prescott-Russell is not insignificant. In fact, it is advisable for the UCPR to set up a local capital improvement fund that would help non-profit housing corporations finance these capital improvements. Perhaps, the lower tier municipalities could also make a contribution to the fund, essentially pooling their resources together.

In addition, service providers in the housing sector did identify several concerns that they had related to the condition of the housing stock in Prescott-Russell. The Working Group members pointed out that the affordable housing projects (in the private market) did not have to abide by or give preference to tenants on the Ontario government waiting list and therefore they were able to screen and pick their tenants with more care, thereby having tenants that were less vulnerable. This had the net effect of reducing their cost to maintain their facilities, because the tenants they picked were less likely to damage or contribute to the wear and tear of the buildings commons spaces and units. As an example, the project that was built 5 years ago in Hawkesbury is all elderly people so cost of maintenance is lower as they are not hard on their private apartments or common space.

A few housing providers mentioned that the housing stock is worsening in condition, which raises concerns about general maintenance that has become prevalent in many other communities throughout Ontario. One service provider working with woman mentioned that housing units that are affordable are not always safe for women. This may mean that existing and future developments can integrate new safety and security measures to ensure women feel safe and secure.

Members of the Working Group noted that investing money in family projects is starting to be seen as a poor investment as family units are increasingly more expensive to maintain and harder to manage due to greater
wear and tear from families compared to other types of tenants, such as, seniors. This general trend may need to be curbed using incentives or a financial mechanism to encourage family size units.

### 2.5 Accessibility and Adapted Units

There are currently 29 adapted units across the public and non-profit housing stock, plus about 10 adapted housing occupied in the private sector by rent supplement beneficiaries. UCPR does not have a full understanding of the number of adapted units existing in the private housing stock.

Among the new facilities developed since the start of the Plan, 3 new adapted units were developed. The new Centre J. Urgel Forget was designed with wider doors and wider corridors, and all units have walk-in showers, which allows to make any unit fully accessible in the future.

While progress has been made in terms of accessibility since the development of the Plan, an objective to adapt 6 public housing units has not moved forward due to lack of funding.

**Table 8: Number of adapted units per type of housing and by municipality in 2019**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Social Housing Units with Rent Geared to Income</th>
<th>Municipal Non-Profit Units with Rent Geared to Income</th>
<th>Private Affordable Housing*</th>
<th>Private Housing units with rent supplement</th>
<th>Residential Services Homes with Rent Supplement</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russell</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Clarence-Rockland</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>9</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>Casselman</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Alfred-Plantagenet</td>
<td>0</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>The Nation</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Champlain</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Hawkesbury</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>Hawkesbury-East</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2</strong></td>
<td><strong>27</strong></td>
<td><strong>0</strong></td>
<td><strong>10</strong></td>
<td><strong>0</strong></td>
<td><strong>39</strong></td>
</tr>
</tbody>
</table>

* Rent 80% or less than average local market price

There is currently no municipal policy related to accessible housing, and the Planning Department has no information on what proportion of housing is AODA compliant in Prescott-Russell. Since the development of the Plan the Service Manager has put forward a grant application to convert 6 public housing units to full accessibility. Unfortunately, the application was not successful.
2.6 Climate Change and Environmental Sustainability

The UCPR Official Plan of 2018 made a number of commitments towards energy conservation, air quality and climate change. Table 9 provides a summary of the key points from the Official Plan as they pertain to the affordable housing stock.33

Table 9: Abstract of UCPR’s Official Plan of 2018, section 3.6 Energy conservation, air quality and climate change.

The United Counties shall support energy efficiency and improved air quality through land use and development patterns which:

- e) Promote compact form and a structure of nodes and corridors;
- f) Promote the use of public transit and other alternative transportation modes in and between residential, employment (including, commercial, industrial and institutional uses) and other areas where these exist or are to be developed;
- g) Focus major employment, commercial and other travel-intensive land uses on sites which are well served by public transit where these exists or is to be developed, or designing these to facilitate the establishment of public transit in the future;
- h) Improve the mix of employment and housing uses to shorten commute journeys and decrease transportation congestion; and
- i) Promote design and orientation which maximize the use of alternative or renewable energy, such as solar and wind energy, and the mitigating effects of vegetation.

3.6.1. Alternative/Renewable Energy Systems

Alternative and/or renewable energy systems shall be permitted in all land use designations within the County, subject to the development and use of alternative and/or renewable energy systems being in accordance with Provincial and Federal requirements, including appropriate separation distances to address land use compatibility.

The points contained in the Official Plan are considerations that impact how affordable housing is developed. They provide guidelines and a supportive framework for energy conservation, air quality and the reduction of greenhouse gas emissions (GHG), and they demonstrate a commitment to climate change and environmental sustainability that will need to be reflected in all new developments. However, more commitments will be needed to support Ontario’s mid-term greenhouse gas pollution reduction target of 37% below 1990 levels by 2030.

The 21 housing providers who participated in the stakeholder survey indicated that none of their facilities were located in an area that is at risk of flooding, a factor linked to climate change. Many housing providers express that they have continued to work to increase the energy efficiency in their buildings (further detail on this is provided in the following sections).

**Public Housing**

In public housing, the following actions were taken towards environmental sustainability and energy conservation:

- 5-year Energy Conservation and Demand Plan in place.
- Energy Audits being done.
- Participated in the Save on Energy Program with Green Saver.
- Lighting retrofits to LED ongoing.
- Replaced all existing baseboard heater to energy efficient models.

**Municipal Non-Profit**

Many of the non-profit housing corporations have replaced their heating systems over the past 5 years. Changes were made to hot water heaters, low flow shower heads and light bulbs. Fridges and stoves should be upgraded to more efficient models, however it has not been the focus of the corporations at this point.

Additional actions reported by individual municipal non-profits include (Note: items in this list may not have been implemented by all providers, but reflect the variety of initiatives that have taken place):

- Replacing electric heating with natural gas water heater
- Installation of new windows and doors
- Installation of new windows in common areas
- Installation of energy efficient windows and watertight doors in common area
- New lighting installation for indoor and outdoor
- Internal awareness campaign on water conservation
- Conversion to natural gas furnace
- Interior lighting retrofit to LED lights (T4 to T8)
- Exterior lighting retrofit to LED lights
- Installation of in-unit thermostats
- Installation of movement sensors for the lighting of hallways
- Renovation of roof insulation
- Installation of safety element on stoves
- Upgrade of electrical water tank
- Change of base-boards when apartments are turned over

**Private Affordable Housing**

Private residential service homes have also improved efficiencies in their facilities.

Actions reported by residential service homes include (Note: items in this list may not have been implemented by all providers, but reflect the variety of initiatives that have taken place):

- Exterior lighting retrofit to LED lights
• Interior lighting retrofit to LED lights
• Installation of new windows
• Installation of energy efficient washer
• Installation of natural gas water heater
• Installation of natural gas furnace and compressor
• Installation of energy efficient kitchen stove

**Policies related to Storm Water Management**

The UCPR Official Plan requires storm water management plans for any new development consisting of more than four lots or for commercial or industrial developments with large amounts of impervious area. Stormwater management may not be required for small scale developments such as lots created through the consent process or minor developments subject to site plan control where there is no impact on the watershed.  

This requirement of the Official Plan to take into consideration the watershed and to manage storm water is becoming increasingly important as climate change increases the likelihood of flooding.

### 2.7 Conclusion

UCPR was able to implement 2 affordable housing projects, adding 18 affordable housing units to the affordable housing stock of the western communities in the service area, including 3 adapted units. While the addition of these affordable housing units supports UCPR in further meeting the needs of its communities, the number of affordable units needed in the community are considerably higher than what is available. The affordable housing stock has increased of 1.5% in 5 years, while the average waitlist per social and non-profit housing facility has increased by 10% for families and 19% for seniors. Based on the evidence, the demands for affordable housing stock are far outpacing the supply.

The housing stock for social housing and non-profits housing is in good condition, but nonetheless is aging and will require regular maintenance and upkeep. As all facilities were built before 1995, it is anticipated that facilities will need new building condition assessments, as well as sufficient capital reserve funds to follow through with ongoing maintenance and capital improvements as necessary.

Since the start of the Plan, new policies were developed towards increasing the environmental sustainability of these buildings and facilities. The UCPR Official plan of 2018 supports energy efficiency and air quality improvements, and the Conservation and Demand Management Plan was updated in 2019. Several initiatives have allowed social housing and non-profit housing providers to become more energy efficient, but more opportunities exist to continue to make progress on this front.

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3. Assessment of Future Housing Needs in Prescott and Russell

The housing needs assessment study of 2009 referenced multiple trends, which were still relevant at the writing of the Plan. These included the decreasing rental market size resulting in price pressure, decline in private affordable housing, and insufficient public support for vulnerable households. As a reminder, the population of Prescott-Russell was expected to have a modest growth of 32% between 2011 and 2036, to reach nearly 117,000. The Ontario Ministry of Finance predicted in 2006 a growth of 22% between 2006 and 2031, with more significant growth of the segment of 55-64 years of age (a 34.2% growth) and the segment of people over 65 (a growth of 149.6%).

Conversations hosted with community organizations, social service providers and housing providers as part of this project identified several priorities for housing. The most prominent included a need for affordable housing outside of Hawkesbury, as well as the need of an emergency shelter and/or transitional housing facility for men in the western communities.

3.1 Projected Population Growth

UCPR’s 2018 Official Plan references population forecasts from December 2012. At the time of forecasting, the total population of Prescott-Russell was expected to grow to approximately 115,720 by 2035, an additional 27,037 residents compared with 2011. Migration from the City of Ottawa was expected to continue to be a key driver of growth. The number of housing units was projected to grow by 9,704 between 2011 and 2035.

The 2012 growth forecast indicated that population growth will continue to be higher in the communities of Clarence-Rockland, Russell and The Nation, and its lowest progression in Hawkesbury East and Champlain. Members of the Working Group anticipated that the proportion of low, medium, and high-income segments will remain at similar ratio in the western communities. As seen in section Error! Reference source not found., the average income of western communities was higher than in the east; despite this, the Working Group pointed at the increasing population in the west as a sign that the needs for social services will increase in the west.

3.2 Housing Needs Reported by Community Stakeholders

A total of 63 service providers from the housing, social service and health sectors were asked to rank the type of housing that is the most needed in Prescott and Russell. Responses highlighted a priority need is affordable housing in general, followed by the need of more specialized housing such as emergency shelters and housing with mental health supports. Figure 9 shows the type of housing needed from most to least as identified by service providers.

Affordable Housing

Service providers estimated that there is a significant number of low-income people, including people living well below the poverty line in Prescott-Russell. In addition, the population of the counties is aging, and includes a growing number of seniors on fixed and/or low income. Concurrent to these demographic trends, housing is becoming less affordable for the lower-income segments of the population, and increasingly for middle class families as well.

Many service providers recognize that affordable housing, can help to prevent many of the risk factors that lead people to need other forms of housing such as emergency shelters and other types of supportive housing. Despite this understanding, waiting lists are perceived as extremely long, a long-standing problem that shows no signs of resolution. Service providers report that the lack of affordable housing is disproportionately impacting youth (who may have to pay off student loans), immigrants, and people receiving social assistance through Ontario Works (which has not been adequately adjusted to reflect current housing prices).

Members of the Working Group and Service Providers identified the following specific needs with regards to the type of housing needed:

- 1-bedroom units are needed for singles or couples without children, and below 60 years old.
- 2-bedroom units are needed for singles or couples with children.
- Family units are needed in the western communities.
- Demand for townhouses is increasing due to the growing number of lower income households, which includes entry level homeowners, and seniors who are looking to downsize.
- The locations reported to be most in need include Rockland, Clarence and the township of Russell. In particular, Clarence and Rockland are in great need of family units.
Emergency Shelters

The current availability of emergency shelter beds in Prescott-Russell is insufficient to support the demand. In fact, there is only one emergency shelter for women in Hawkesbury (Maison interlude). Many service providers agree that an emergency shelter with crisis support would be an essential need for future development. The current solution that uses hotels for emergency shelter is perceived as inappropriate by some, because hotels do not provide needed supervision and support. Additionally, some service providers identified a lack of coordination between neighbouring municipalities in offering emergency shelter services, as each case is treated differently depending on the service agencies involved.

Housing with Mental Health Support

Many service providers report that mental health and addiction are serious issues in the counties. There is a high and increasing number of individuals having mental health issues who are not supported or housed. Many recognize that housing for this segment of the population is urgently needed.

Currently, many people with mental health issues are housed in places that don’t provide the mental health supports they need, and one service provider reported that housing staff might not be trained to support tenants with mental health issues. In particular, there is no emergency shelter that supports people with mental health or addiction issues, whether it is for youth or adults. Currently, people in mental health crisis or living with addiction may access an emergency shelter that is not adapted to their needs, or alternatively they are sent to Ottawa.

Service providers highlighted a number of groups who particularly in need of housing that integrates mental health supports. Groups include youth, victims of violence, victims of human trafficking, people experiencing addictions and those who are socially isolated.

Supportive and Transitional Housing

For some individuals accessing affordable housing is only half the battle, they need a broader array of wrap around supports to help them to successfully live independently, and this is not widely available in Prescott-Russell. One service provider shared that most evictions they see are due to the lack of on-site support. Tenants may not be aware of or might not meet responsibilities, resulting in conflicts with neighbours or landlords. This is despite the efforts of UCPR to educate tenants about their rights and responsibilities. Many service providers think a model with case management and integrated social services should be further implemented in the counties.

Other service providers point at the success of supportive or transitional housing model such as Place Rideau and Interlude House in Hawkesbury. While there has not been a systematic review of the benefits of such housing models, interviews of clients demonstrated a high level of satisfaction with the supports provided by Place Rideau and Interlude House. Clients appreciated the structure provided by scheduled activities (e.g. meal time, curfew, recurring meetings), the guidance provided to navigate social assistance, and the availability of staff to listen to their stories. There is an opportunity to further qualify and quantify the impact of such models in order to confirm findings that are to-date only anecdotal, and to further share lessons learned from these models with other housing providers in Prescott-Russell.
**Accessible Housing**

Accessible and affordable housing is an ongoing challenge for people with limited mobility. People needing adapted housing are currently on the same waiting list as people waiting for regular affordable housing. One service provider recommended that the list of people with accessibility needs should be separated to prioritize and serve them. These individuals often have additional health related needs and are at-risk of injury if their accessibility needs remain unmet. Currently, the wait list for people with accessibility needs is separate, but not prioritized.

**Seniors Housing**

As a greater portion of the population of the counties continues to age, many service providers recognize an increasing demand for seniors affordable housing, while availability is limited. Waiting times are perceived as very long, for seniors who are often vulnerable and living on low income. In particular, some service providers consider senior housing prices to be exorbitant, resulting in the need for affordable housing options for seniors. A variety senior housing options would require different types of support services (e.g. nursing support, personal support workers, and medical care) that could meet the unique needs of individual seniors. Another increasing need identified by the Centraide/United Way report of 2018 is for home adaptation to increase accessibility and prevent injuries for seniors aging in place. As the cost of home improvement can be prohibitive, seniors need to be supported in acquiring federal or provincial grants that support such renovations. Home adaptation and the provision of senior housing is increasing more rapidly in the east communities of Prescott-Russell, where the population is aging faster than in the western communities.

3.3 **Planned and Approved Private Market Developments**

Members of the Working Group noted that many single detached homes are being built in Embrun and Rockland, which will facilitate the influx of individuals and families who are willing to commute to work in Ottawa. A review of 19 projects approved for land development in UCPR at the time of the consultation identified that the majority of construction projects are set to occur in the western communities of Clarence-Rockland, Russell and La Nation. Few developments are expected in the East, as shown in Table 10. The majority of developments are single detached dwellings and apartments.41

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41 Social Services Plan – Residential Developments (document provided by UCPR)
Table 10: Projects Approved for Land Development in UCPR, in 2019

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Single Detached Dwelling</th>
<th>Semi-Detached Dwelling</th>
<th>Townhouse</th>
<th>Apartment</th>
<th>Condominium</th>
<th>Multiple</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russell</td>
<td>604</td>
<td>112</td>
<td>111</td>
<td>107</td>
<td>14</td>
<td>-</td>
<td>948</td>
</tr>
<tr>
<td>Clarence-Rockland</td>
<td>943</td>
<td>26</td>
<td>382</td>
<td>281</td>
<td>-</td>
<td>-</td>
<td>1632</td>
</tr>
<tr>
<td>Casselman</td>
<td>279</td>
<td>98</td>
<td>18</td>
<td>190</td>
<td>-</td>
<td>-</td>
<td>585</td>
</tr>
<tr>
<td>Alfred-Plantagenet</td>
<td>3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8</td>
<td>-</td>
<td>11</td>
</tr>
<tr>
<td>La Nation</td>
<td>195</td>
<td>144</td>
<td>119</td>
<td>337</td>
<td>14</td>
<td>139</td>
<td>948</td>
</tr>
<tr>
<td>Champlain</td>
<td>30</td>
<td>84</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>114</td>
</tr>
<tr>
<td>Hawkesbury</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>12</td>
<td>-</td>
<td>12</td>
</tr>
<tr>
<td>Hawkesbury-East</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0</td>
</tr>
<tr>
<td>Prescott-Russell</td>
<td>2054</td>
<td>464</td>
<td>630</td>
<td>915</td>
<td>48</td>
<td>139</td>
<td>4,250</td>
</tr>
</tbody>
</table>

As developed in section 3.1, the number of additional housing units required to meet the needs of the population is 9,704 between 2011 and 2035. The number of projects currently approved for land development would meet 44% of the required growth in the region and could be completed in the next 5 to 7 years. The repartition of approved units by community is aligned with projected housing unit requirements between 2011 and 2035. The table above also shows that the highest number of new units required and approved are in Russell, then Clarence-Rockland and then the Nation. Overall, the planning department anticipates that development projects that are planned for the next 2 to 3 years will meet the demand for new housing, with reservations about the ability to meet the needs in Hawkesbury.

At the time of submitting this Plan review, information about the number units slated to be affordable at 80% of local market rent or less was not monitored by UCPR. The planning department is working on developing a method and system to monitor progress toward achieving different affordable housing targets. The application is expected to be implemented in early 2020. Still, cooperation from the local municipalities is paramount to the success of the accuracy of information. The application will allow UCPR to understand how the needs for affordable housing is being met by private providers (see section E.1).

3.4 Conclusion

The UCPR Official plan of 2018 is targeting the percentage of new residential units to be affordable at least 10%. For private development, this corresponds to 10% of new residential units to be rented or sold at 80% of the local market price. Expected development is enumerated in Table 10, which would correspond with 425 units. This preliminary target will be discussed and revised later in the report, in section D.2.5.

D. Objectives, Targets and Achievements

This section develops in more detail key achievements and general progress made towards the goals of the Plan and the revised policy statement.

1. Accountability to the Plan

The Plan is composed of 16 Strategic Initiatives and 49 objectives. The responsibility for the strategic initiatives of the plan were assigned to the Ontario Works and Housing Services teams, and it was expected at that time that the various distinct activities would require the allocation of human, financial, material and information resources. This section highlights initiatives that were started or accomplished by UCPR as of August 2019. Activities are organized in order of strategic initiatives of the Plan. This section also includes the opinion of 15 stakeholders, who participated in the July consultation workshop, and provided opinions about how well UCPR has progressed on various objectives, and what objectives should be prioritized moving forward. While this information is useful to understand perceptions and motivations of some of the most engaged stakeholders, the limited sample of respondents indicates that results cannot be taken as conclusive about the opinion and priorities of all stakeholders in Prescott-Russell.

1.1 Partnerships and Collaborations

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A: Partnerships and Collaborations</td>
<td>A.1: Collaborate to serve common client groups</td>
<td>***</td>
<td>**</td>
</tr>
<tr>
<td></td>
<td>A.2: Collaborate with CMSM suppliers</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A.3: Strengthen partnerships among community stakeholders</td>
<td>***</td>
<td>**</td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders acknowledged excellent progress on the development of partnerships and collaborations, and continue to place these activities as priorities for the future. While section 2.1 provides more details on many agency-led collaborative initiatives that contributes to the perception of progress, one initiative can be attributed to UCPR’s leadership and is highlighted below.

**Biannual breakfast with all service agencies** - Starting in 2014, breakfast meetings were hosted twice a year and were well attended by up to 40 agencies and up to 120 participants. Starting in 2015, the biannual breakfast included agency presentations to inform the service agency network on the initiatives implemented in the various communities of Prescott and Russell. A total of 30 agencies have presented their work over 3 years, providing multiple opportunities to showcase successes of different agencies, to better understanding available services and supports in Prescott-Russell, and to envision multi-stakeholder collaborations.

**Biannual Meeting with Non-Profit Providers** – This ongoing activity allows to review policies and procedures, resolve issues and obtain feedback on a range of issues. Over the years, issues discussed
included the End of Operating Agreements, the Portable Housing Benefit program, cannabis legalization, Community Paramedics, hydro credits, Social Welfare of tenants, annual reviews, 5-year review of 10-year Housing and Homelessness Plan, smoking in units and grandfathering existing smokers, subsidy reconciliation, National Housing Strategy, Wait list, and electric stations for e-cars.

1.2 Access to CMSM Services and Programs

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>B: Access to CMSM Services and Programs</td>
<td>B.1: Increase access to community services</td>
<td>***</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B.2: Build bridges between client groups and services</td>
<td>***</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B.3: Equitably distribute service provision across the region</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B.4: Develop promotional tools</td>
<td>**</td>
<td></td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholder acknowledged progress towards accessing CMSM Services and Program, but interestingly did not place this activity as a priority. One interpretation is that providing access to services and programs is the core of social services activities, and do not need additional focus.

UCPR has concentrated a large portion of its efforts towards offering multiple services and programs to support housing insecure individuals. It was able to stretch its budget to support a large number of individuals and households with rent supplements, a home ownership program, an Ontario Renovates program, and the Housing allowance program. These interventions incentivized homeownership to low-to-moderate income households, address affordability issues of households in modest rental units, provide financial assistance to homeowners so they can conduct urgent home repair, and overall allowed people to retain housing.

The following table summarizes the number of recipients and, when relevant the funds spent for each services and programs.

Table 11: Outputs of CMSM services and programs between 2014 and 2018

<table>
<thead>
<tr>
<th>Program</th>
<th>Unit</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home ownership program</td>
<td># Recipients (households)</td>
<td>-</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Rent supplement program</td>
<td># Recipients (households)</td>
<td>97</td>
<td>88</td>
<td>97</td>
<td>112</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>Funds spent</td>
<td>$186,350</td>
<td>$199,463</td>
<td>$232,214</td>
<td>$293,507</td>
<td>$291,906</td>
</tr>
<tr>
<td>Ontario Renovates program</td>
<td># Recipients (households)</td>
<td>12</td>
<td>33</td>
<td>15</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td>Funds spent</td>
<td>$110,227</td>
<td>$381,054</td>
<td>$199,595</td>
<td>$151,380</td>
<td>$277,875</td>
</tr>
</tbody>
</table>
1.3 Prevention

Scores use a qualitative scale of 0-3 stars.

Stakeholders acknowledged progress in homelessness prevention and continue to place the strategic initiative as a priority.

UCPR has concentrated a large portion of its efforts towards offering multiple programs that prevent homelessness. Those include housing loss prevention, housing retention, a housing assistance fund, a Low-Income Energy Assistance Program (LEAP) and a new program to support victims of household violence, developed below.

**Portable Housing Benefit for Victims of Household Violence** – the new subsidy program was initiated in 2016 and benefited 57 households between 2016 and 2018. The program was developed to support women with a new form of rent supplement, which is flexible and provides a quick solution to victims of violence with urgent needs for housing.

The table below summarizes outputs of each homelessness prevention program. Overall housing loss prevention recipient have decreased, while recipients of other programs have remained steady.

**Table 12: Outputs of homelessness prevention program between 2014 and 2018**

<table>
<thead>
<tr>
<th>Program</th>
<th>Unit</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing loss prevention</td>
<td># Recipients (households)</td>
<td>705</td>
<td>717</td>
<td>524</td>
<td>359</td>
<td>210</td>
</tr>
<tr>
<td>Housing retention</td>
<td># Recipients (households)</td>
<td>479</td>
<td>490</td>
<td>460</td>
<td>460</td>
<td>447</td>
</tr>
<tr>
<td>Housing Assistance Fund</td>
<td># Recipients (households)</td>
<td>705</td>
<td>717</td>
<td>749</td>
<td>433</td>
<td>712</td>
</tr>
<tr>
<td>LEAP Program</td>
<td># Recipients (households)</td>
<td>39</td>
<td>10</td>
<td>14</td>
<td>10</td>
<td>12</td>
</tr>
</tbody>
</table>
1.4 **Transportation**

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>D: Transportation</td>
<td>D.1: Address public transportation issues that affect a large part of the vulnerable population in the entire area</td>
<td>***</td>
<td>**</td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

This strategic has seen great progress, which was acknowledged by stakeholders. The transportation study and pilot that was initiated in 2019 is well received by the community. Public transportation is greatly needed and will continue to be a priority in the coming years. Below is a description of the initiative.

**Transportation Study** – UCPR received $2 million over 5 years for the development of 3 scenarios for transportation routes, and the piloting of the most viable scenario over a period of 36 to 42 months. A financial analysis of the 3 scenarios started in April 2019, and a pilot will start in October 2019 or after the winter in April 2020. $500,000 of the $2 million will be allocated to the adaptation of a wheelchair accessible van, which will be operated by UCPR’s non-profit partners in the pilot, Carefor - a charitable non-profit organization providing home health care and community support - and Prescott-Russell Community Services.

1.5 **Education and Training**

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>E: Education and Training</td>
<td>E.1: Assess regional labour force needs (and trends)</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E.2: Educate vulnerable client groups and their families</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E.3: Educate the community regarding homelessness in Prescott-Russell</td>
<td>***</td>
<td>**</td>
</tr>
<tr>
<td></td>
<td>E.4: Enhance and coordinate the skills of staff members</td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders have noticed progress made with education and training and see a priority in educating the community regarding homelessness in the future.

Education initiative implemented by UCPR between 2014 and 2018 included the followings:
- Encouraging tenants to seek legal advice as needed.
- Meeting with Legal Aid and share concerns and suggestions.
- Organizing a yearly lunch event for seniors, during which available services are presented and education is provided about bullying and fraud, with the help of other agencies.
- Encouraging knowledge sharing between at biannual meeting for housing provider of for service providers.
- Informing tenants about their rights and obligations through a yearly bulletin.
- Providing ongoing education by the Community Relation Worker visiting tenants of the public housing portfolio about rights, obligations and safety issue.
- Providing education tailored to employment trends as part of the Economic Development Department’s 2014-2019 plan.
- Publishing a homelessness enumeration report, which improved understanding of the prevalence of homelessness in Prescott-Russell.

1.6 Delivery of Programs and Services

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>F: Delivery of Programs and Services</td>
<td>F.1: Prioritize inclusion measures</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>F.2: Support participants in the management of their needs</td>
<td>***</td>
<td>**</td>
</tr>
<tr>
<td></td>
<td>F.3: Improve the level of support services</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>F.4: Prioritize housing access and retention</td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholder acknowledged progress in the delivery of programs and services, especially in supporting participants in the management of their needs. The later objective is perceived as a future priority, reflecting stakeholders’ commitment to taking a client-centred approach to housing and homelessness prevention.

UCPR reported the following activities that deliver programs and services:
- Maintaining good working relationship between the Community Relation Worker, health services and community agencies.
- Integration of Social Services Reception Desks. The social services offices in both Rockland and L’Orignal adopted an integrated reception model for 3 services to simplify the client experience and reduce stigma. Several clients interviewed for this report acknowledged the change and reported positive outcomes such as simplicity of navigation and better guidance.
- Participating in the LGBTQ Committee. UCPR’s Community Relations Worker sat on the committee in 2017. The lack of resources resulted in ending this community participation in 2018.
1.7 Resources (Financial, Human and Material)

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>G: Resources</td>
<td>G.1: Grant the CMSM the financial means necessary to realize its ambitions</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>G.2: Optimize the work effort of human resources</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>G.3: Acquire the material resources needed for the implementation of the ten-year plan</td>
<td>**</td>
<td>*</td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders acknowledged mild progress for this strategic initiative and placed a light priority on furthering this strategy. One interpretation is that stakeholders have little leverage to increase financial, human and material resources, and as a result place their efforts on more attainable strategic initiatives.

UCPR has used available resources strategically over the year and was able to obtain the following resources:

- Bringing into service one two full-time employees of the Ontario Works program to manage the Community Homelessness Prevention Initiative (CHPI) between 2014 and 2017, and two full-time employees as of 2018.
- Hiring an Affordable Housing Coordinator. Since 2015, this permanent position administers provincially funded programs, such as Ontario Renovates and rent supplements. The change from a contract position to a permanent position allowed for retained expertise withing the team.
- Utilizing all funding allocation for Ontario Renovates, homeownership and rent supplements.
- UCPR applied for funding to hire a Street Coordinator. However, the funding application was not successful.

1.8 Input of Municipalities

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>H: Input of Municipalities</td>
<td>H.1: Modify regulations to improve access to affordable housing for citizens</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>H.2: Adopt inclusion measures</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>H.3: Support residential intensification in the area</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>H.4: Encourage municipalities to adopt measures conducive to homelessness prevention</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>H.5: Secure the commitment of elected officials to the ten-year plan of Housing Services</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>H.6: Interest municipalities to adopt measures favourable to the construction of affordable housing</td>
<td>**</td>
<td></td>
</tr>
</tbody>
</table>
Scores use a qualitative scale of 0-3 stars.

Stakeholders recognized some progress in seeking the input of municipalities, however they placed low future priority in this strategic initiative. While the prioritization seems low, the topic of engaging municipalities in thinking about and supporting the development of affordable housing was discussed several times during the stakeholder workshop, indicating that this activity is an important aspect of housing and homelessness prevention planning.

Over the years, UCPR has led the following activities to meet the objectives of the Plan:
- Providing reports to council on how UCPR intend to make the best use of funding to meet the objectives of the Plan.
- Engaging municipalities in preparing and addressing the End of Operating Agreements. As of 2019, one agreement was successfully re-negotiated in North Plantagenet, on the basis of maintaining its operating funding. Five more agreements are planning to be re-negotiated between 2020 and 2021, as shown in Table 13.
- Encouraging the provision of affordable housing through the UCPR Official Plan.
- Encouraging municipalities to adopt provision of affordable housing through their zoning by-laws.

Table 13: End of Operating Agreements in UCPR Non-Profit Housing Corporations

<table>
<thead>
<tr>
<th>Corporation</th>
<th>Year of Operating Agreements Renewal</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Plantagenet</td>
<td>2018 (Jan)</td>
<td>Complete</td>
</tr>
<tr>
<td>Casselman NonProfit Housing Corp</td>
<td>2020</td>
<td>Upcoming</td>
</tr>
<tr>
<td>Longueil/L’Orignal non-Profit</td>
<td>2020</td>
<td>Upcoming</td>
</tr>
<tr>
<td>Village of Plantagenet</td>
<td>2021</td>
<td>Upcoming</td>
</tr>
<tr>
<td>Rockland Non Profit (manoir Belle-vue)</td>
<td>2021</td>
<td>Upcoming</td>
</tr>
<tr>
<td>Township of Russell NonProfit HC</td>
<td>2021</td>
<td>Upcoming</td>
</tr>
</tbody>
</table>

1.9 Needs Assessment

Scores use a qualitative scale of 0-3 stars.

Stakeholders recognized great progress towards needs assessment, and place low future priority in this strategic initiative. Indeed, in the past 5 years, several documents and plans have supported the increase of need understanding of specific groups, such as seniors, women victim of domestic violence and the workforce in Prescott-Russell.
As for activities led by UCPR, several were implemented:

- Requesting BDO Canada to produce a study on the impact of End of Operating Agreements to the Service Managers.
- Conducting a homelessness enumeration to guide UCPR in meeting the needs of residents in locations where housing is most needed. Over a 2-week period, the 2018 study identified 23 individuals who were able to provide information about the profile of the homeless population.

1.10 Performance Measurement

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>J: Performance Measurement</td>
<td>J.1: Set performance targets that are demanding but realistic</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>J.2: Ensure performance targets are met</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>J.3: Develop the ability to demonstrate the performance of CMSM</td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Performance measure was the strategic activity that collected some of the lowest scores in terms of achievement and future priority. It is important however to note that the new provincial requirement request that housing and homelessness prevention plan get updated with targets and key performance indicators that will further assess progress over the next 5 years.

UCPR implemented the following activities towards performance measurements:

- Conducted a building condition assessment of the Public Housing Portfolio in 2014, allowing to better evaluate budget needs until 2019.
- Switched housing management software to YARDI Voyageur 7s, offering enhanced statistical information, reporting features and allowing, in the future, to support online application to social supports.

1.11 Housing Stock

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>K: Housing Stock</td>
<td>K.1: Support affordable housing initiatives</td>
<td>***</td>
<td>**</td>
</tr>
<tr>
<td></td>
<td>K.2: Support improvement in the quality of affordable housing</td>
<td>***</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>K.3: Maintain current housing capacity</td>
<td>***</td>
<td></td>
</tr>
<tr>
<td></td>
<td>K.4: Extend the provision of affordable housing across Prescott-Russell</td>
<td>***</td>
<td>***</td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.
Stakeholders acknowledged excellent progress towards developing housing stock in Prescott-Russell and continue to place the strategic initiative as a priority, especially for extending the provision of affordable housing across Prescott-Russell.

As described in section C.2.1, two new housing facilities were developed between 2015 and 2019, one private facility in Rockland and one non-profit facility in Embrun. UCPR advanced approximately $500,000 to start the project in Embrun.

UCPR also applied to funding in order to make 6 units fully accessible, however, the funding application was not successful.

1.12 Public Awareness

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>L: Public Awareness</td>
<td>L.1: Promote the programs and services of CMSM</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>L.2: Raise public awareness regarding the actual experience of vulnerable people</td>
<td>**</td>
<td>***</td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders acknowledged some progress towards public awareness, even though no activity was recorded between 2015 and 2019 towards increasing public awareness of the issues of affordable housing and homelessness. They do, however, place great priority in raising public awareness regarding the actual experience of vulnerable people.

To raise public awareness, activities were limited to the update of program information on UCPR’s website. During the July stakeholder workshop, the idea of developing a public awareness raising communication campaign was raised by participants.

1.13 Awareness among Government Authorities

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>M: Awareness among Government Authorities</td>
<td>M.1: Awaken provincial authorities to the needs of vulnerable people in Prescott-Russell</td>
<td>**</td>
<td></td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders recognized some progress on raising awareness among government authorities with the development of the Plan, and place low importance towards raising the awareness of government authorities.

No developments were made by UCPR beside the publication the 10-year housing and homelessness prevention plan.
### 1.14 Complementarity between Programs and Services

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>N: Complementarity between Programs and Services</td>
<td>N.1: Firmly establish the plan for affordable housing and homelessness prevention</td>
<td>***</td>
<td>**</td>
</tr>
<tr>
<td></td>
<td>N.2: Optimize intra-service complementarity</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N.3: Optimize inter-service complementarity</td>
<td>***</td>
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</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders acknowledged good progress towards this strategic initiative and some need to prioritize the firm establishment of the Plan.

Over the past 5 years, UCPR lead or was a key player in the following two activities.

**Integrated Social Services Reception** – the social services offices in both Rockland and L’Orignal adopted an integrated reception model to simplify the client experience and reduce stigma. Several clients interviewed for this report acknowledged the change and reported positive outcomes such as simplicity of navigation and better guidance.

**Participation in the Prescott-Russell Situation Table** – see section 1.2

### 1.15 Policies, Standards and Guidelines

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>O: Policies, Standards and Guidelines</td>
<td>O.1: Update policies on access to services</td>
<td>**</td>
<td></td>
</tr>
<tr>
<td></td>
<td>O.2: Adopt fundamental principles for services</td>
<td>*</td>
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<tr>
<td></td>
<td>O.3: Update conflict management procedures</td>
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<tr>
<td></td>
<td>O.4: Establish minimum quality standards</td>
<td>*</td>
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<tr>
<td></td>
<td>O.5: Update anti-discrimination policies</td>
<td>*</td>
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</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders acknowledged little progress and placed no priority on policies, standards and guidelines.

UCPR led the following policy, standards and guidelines initiatives:

- Encouraging mediation between tenants and landlords before going to tribunal for arrears or damage to a unit.
- Utilizing CHPI funding before going to mediation.
- Encourage repayment agreements.
- Allowing tenants to make e-transfers for rent payments since 2018.
- Developing and using a consent form identical for Ontario Works, Child Care and Housing services.
1.16 Waiting Lists

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objectives</th>
<th>Progress Score</th>
<th>Future Priority Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>P: Waiting Lists</td>
<td>P.1: Optimize the usability of the waiting list in the work effort of CMSM</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

Scores use a qualitative scale of 0-3 stars.

Stakeholders acknowledged a small progress on waiting lists and saw little future priority for this strategic initiative.

Since 2014, UCPR has encouraged non-profit housing providers to join a centralized waiting list. The first corporation joined the centralized waiting list in 2015, and to date, 5 municipal non-profit providers have joined the waiting list in addition to the 6 municipal non-profit providers that have the legislated obligation to do so. In total 11 of the 12 non-profit housing corporations have joined the consolidated waiting list. Centre J. Urgel Forget in Embrun is the only municipal non-profit provider that has not joined the list.

Clients interviewed for the development of this report acknowledged that the centralized waiting list was positive. While they perceived that the waitlist would feel longer, it was also perceived as more fair.

1.17 Conclusion

In conclusion, UCPR can celebrate the implementation of the majority of key initiatives identified by the Plan as priorities in the horizon of 2024. These actions have been vital to distribute service provision across Prescott-Russel in a manner that meets the needs of residents. To date, only two activities recommended in the plan were not fully implemented for lack of resources: the hiring of a Street Coordinator and the adaptation of 6 units into full accessibility. Aside from key initiatives that the Plan committed to implement, the review of UCPR accomplishments toward the Plan highlighted a few areas that UCPR needs to progress on. They include the following:

- Raising public awareness about the issues of affordable housing and the homelessness in UCPR, in order to gain public support and ultimately Council support in developing more initiatives that prevent homelessness.
- Continue to extend the provision of affordable housing to meet the increasing demand.
- Developing an evaluation framework which identify outcomes that UCPR will commit to measure and report on.

2. Accountability to the New Provincial Requirements

2.1 System of Coordinated Housing and Homelessness Services

The UCPR is a small jurisdiction, where “everyone knows everyone”, and people have close working relationships. UCPR’s working group attached to the revision of the Plan believes that though informal, the
network of housing and service providers in Prescott-Russell is effective. Additionally, UCPR encourages partnerships and collaboration between organizations, and participate in many committees.

A number of collaborative activities are currently in place to coordinate actions that assist people to improve their housing stability and prevent homelessness. The consultation process for this housing plan review identified 14 collaborative initiatives in Prescott-Russell, many of which are led by service providers in communities. The most common activities are multi-agencies tables, coalitions or committee that tackle specialized needs, as developed below:

**Prescott-Russell Situation Table** – in 2017, the Situational Table was formed by the Hawkesbury OPP Detachment for service providers to discuss complex cases of individuals at risk of hurting themselves or other people, and provide a multi-agency rapid response. The Situational Table meets every two weeks and is attended by 20 organizations, including mental health services, the police, victim services, the hospital, social services, probation and parole officers, school boards, children’s aid services, and developmental services. The table helps organizations to align their understanding of cases and to choose the most appropriate intervention, by the appropriate service or services.

**Health Links** – The Champlain LHIN, primary care providers, the ODSP office, home and community care organizations, specialists and other community partners – as well as the patient and caregivers – work with a Health Links care coordinator, to develop one coordinated care plan that focuses on the patient’s goals and what is important to them.

**Committee for Adults with Intellectual Disabilities** – This planning table is led by Valoris, and includes the Employment Service Centre, Groupe Convex Prescott-Russell, the Ministry of Social Services and Developmental Service Ontario (DSO). The committee works collaboratively to support adults with intellectual disabilities.

**Aging Well Committee in Prescott and Russell** - Led by United Way Centraide of Prescott-Russell, the committee addresses vulnerability of seniors in Prescott-Russell. In a report titled *A Profile of Vulnerable Seniors in the Counties of Prescott and Russell, Lanark County and Renfrew County*, published in February 2019, the United Way Centraide of Prescott-Russell called for a community-wide response to support the growing senior population. The Aging Well Committee of Prescott And Russell have committed to meet regularly as an advisory group to provide leadership, direction and support to improve the well-being of seniors.\(^{43}\)

**LGBTQ Committee and Awareness Training** – The committee was initiated by the CMHA and includes members of the LGBTQ community working together with service providers to bring awareness to and advocate for the needs of the LGBTQ community. In the community, the Eastern Ontario Health Unit, Valoris, Novas Centre, the Canadian Mental Health Association, the Hawkesbury General Hospital and the OPP have implemented initiatives around the needs of LGBTQ youth, through staff training or the development of specific action plans or policies.

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Prescott-Russell Hoarding Response Coalition – The committee has raised awareness among service providers about cases of hoarding. These complex cases often require the involvement of a multi-disciplinary team including housing providers.

Prescott-Russell Coalition to End Violence Against Women – The Coalition is an incorporated non-profit, that serves as a network since 2007. It has been mandated by the Ministry of Community and Social Services to raise awareness and educate the public about violence against women, and to promote partnerships and coordination between community organizations. The Coalition has representatives from 8 voting members and 4 non-voting members. UCPR Social Services are a member of the coalition since 2017.

Coalition Against Human Trafficking – The development of a coalition was reviewed however the coalition did not move forward. Cases are referred to the Ottawa Coalition the End Human Trafficking, which is better resourced to answer the needs of victims.

Biannual Service Provider Breakfast – see section 1.1.

Other ways through which service providers collaborate is by implementing joined programs utilizing the resources of several agencies, if only to amplify each other’s voices. Some of these collaborative initiatives are developed below.

Collaborative Transportation – UCPR Social Services, Hawkesbury General Hospital, Valoris, Interlude House and Groupe Convex, offer free transportation to clients of Ontario Works and ODSP. The collaboration also involves volunteer drivers. Interviews with beneficiaries demonstrated a high level of satisfaction for this transportation support.

Awareness Campaigns – awareness raising campaigns have been conducted in the past, such as the Homelessness Maze by the CMHA Champlain East, an event that leads members of the public to realistically experience what many individuals face when navigating the system to gain food, housing and finances. Since 2014, there has been no public awareness initiative led by CMHA or otherwise in Prescott-Russell, however the Homelessness Maize event is well-regarded by community stakeholders as a way to bridge the gap in understanding the experience of the most vulnerable groups.

Finally, other activities that support a system of housing and homelessness coordinated services are embedded in the daily practice of service providers, as described below:

Referral and System Navigation Support - UCPR Social Services (Ontario Works and ODSP) collaborates with housing providers, the OPP, the Hawkesbury General Hospital, 2-1-1 and the CMHA Champlain East crisis line workers to assist clients who need immediate assistance in finding emergency housing. Together they guide individuals asking for housing or government grants and advocate for their needs when relevant. People with lived experience who were interviewed found social services well-coordinated.

In conclusion, the high number and diversity of initiatives involving multiple organizations demonstrates a region-wide commitment to system coordination for the delivery of housing and homelessness services.
Working collaboratively supports the efficient utilization of resources, the sharing of knowledge, and the shared understanding of community and individual needs. This is demonstrated, for example, by the decision of community stakeholders to abandon the idea of forming a coalition against human trafficking, after confirming that Ottawa was better suited to respond to the needs of human trafficking victims.

### 2.2 Strategies to Promote Client-Centred, Coordinated Access to Housing and Homelessness Prevention Services

Prescott-Russell has a growing and integrated network of service providers who are increasingly finding ways to work together to be effective at decreasing homelessness. The Plan identified the following organization located in Prescott-Russell or nearby communities that serve clients in Prescott-Russell: 8 organizations/associations serving seniors, 13 organizations serving people who are food insecure, 2 legal aid organizations, 1 newcomer-serving organization, 1 indigenous-serving organization, 8 education organizations, 2 organizations providing employment services, 2 organizations supporting people with disabilities, 3 organizations providing emergency shelter, 7 organizations supporting individuals dealing with mental health and addiction issues, and 5 organizations supporting victims of violence. These organizations offer services that address a diversity of needs and are exploring opportunities to provide more client-centred coordinated access to services.

There are many ways in which service providers offer client-centred and coordinated access to housing and homelessness Prevention Services. A first category includes initiatives that are designed after pastoral understanding of community needs in Prescott-Russell. Those include initiative that are adapted to a rural environment or that address identified gaps in the community. A few are listed below.

- **Home Visits** – Case managers and public health nurses visit clients in their home or supportive housing facility, which was revealed to be greatly appreciated by clients. Several clients interviewed for this report acknowledged the benefits of home visits. It is convenient and they feel cared for and supported.

- **Free Transportation** – UCPR Social Services, Hawkesbury General Hospital, Valoris, Interlude House and Groupe Convex, offer free transportation to ODSP clients who don’t have a vehicle. Interviews with beneficiaries identified great satisfaction for this type of support.

- **24hr Shelter Space at Place Rideau** - A recent policy of Place Rideau (transitional housing in Hawkesbury) allows individuals without housing to stay at the facility for up to 24 hours.

- **Increased allocations for addiction service** – in addition to providing addiction supports, UCPR raised the number of addiction service clients who qualify for rent supplement and case management to 20-25, in response to an observed need.

- **Centralized Waiting List** – Having to only register to one waiting list contributes to supporting the needs of clients because it removes efficiencies waiting list redundancies that ultimately will help clients get affordable housing sooner. Clients interviewed for the development of this report indicated that a centralized waiting list is helpful to them.

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Priority Waiting List – The development of a priority waiting list for victims of domestic violence contributes to supporting the needs of this vulnerable group, who may have to immediately leave an unsafe household, sometimes with their children.

Other services are considered client-centred because they start with the needs of clients and provide an array of supports adapted to the identified needs. Some examples are listed below:

Health Links – see section 2.1.

Thorough Assessment of Needs – Many service providers meet with their clients one-on-one to identify appropriate services to support them. This includes activities such as involving clients in home visit charting, and developing programs informed by client needs.

“Open Door” Approach – Supportive housing providers and case managers makes sure that clients know that they can ask for support any time they need. Several clients interviewed for the development of this report expressed that they have built strong relationships with their case managers and supportive housing staff. They feel supported, listened to, and free to speak their mind.

Client-Centred Program Design – The CMHA Champlain East, The Eastern Ontario Health Unit and the Prescott-Russell Community Services indicated that they involve clients in the development of their programs. The CMHA indicated that they use a co-design approach.

Finally, some initiatives aim to develop the capacity of service providers in better meeting the needs of clients.

Staff Training – Service provider staff acquire knowledge about their services and other services available in the community in order to offer appropriate supports to clients.

Diversity and Inclusion Policies and Practices – Many organizations, including Valoris and Prescott-Russell Employment Services, report having implemented diversity and inclusion practices, such as internal policies and staff training.

This list of client-centred initiatives meets various and important needs in the community. As service providers continue to recognize the importance of developing services that are centred around the needs of vulnerable groups, and the benefits of involving clients in service design, new opportunities to access housing and homelessness supports will continue to emerge. Finding solutions to support people living with mental illnesses, seniors wanting to age in place, or people living in isolation due to the rural nature of their environment, will greatly benefit from taking a client-centred approach.

2.3 Public Consultation and Engagement with Diverse Communities, Including Those with Lived Experience of Homelessness

UCPR engaged people with lived experience of homelessness for the development of the Plan and has continued to engage with this population in the 5-year review process. This was accomplished through one-on-one interviews with individuals with lived experience and through reflection on the results of those interviews at the
service provider workshop. Nonetheless, there was recognition among members of the Working Group that more data and more frequently collected data from people with lived experience of homelessness and housing insecurity is needed. Yearly data collection would benefit decision making with up to date information.

In addition to work done by UCPR, organizations like Valoris, CMHA Champlain East, The Eastern Ontario Health Unit and the Prescott-Russell Community Services indicated that they regularly involve clients in the development of their programs, utilizing satisfaction surveys and imbedding the collection of feedback into their service delivery models. In contrast, few housing providers reported involving their tenants in a feedback process. The gap in consultation practices between service providers could be addressed by sharing best practises in Prescott-Russell about community consultation and engagement.

2.4 Coordination and Integration with All Municipalities in Prescott-Russell

There are multiple ways that the United Counties of Prescott and Russell plans to work with area municipalities to ensure the needs of the population are met and these commitments are clearly outlined in the 2018 Official Plan. First there are development ratios set for urban and community/rural split, and these have been established for both the western portion of the Counties (including Casselman and Wendover) and the rest of the united counties. This corresponds to a higher focus on the urbanization (85% urban vs. 15% community/rural) of the western part of the Counties, whereas the rest of Prescott-Russell will aim for a 70% urban and 30% community/rural split. These target ratios for the western part of the counties and the rest of the counties is consistent with the land resources and infrastructure capacities available. This means that these target ratios are reasonable and manageable given current resources.

Perhaps much more relevant than these broader urban-rural target ratios, the 2018 UCPR Official Plan made 22 strategic recommendations around the development of affordable housing to meet the projected demographic and market requirements of current and future residents of the United Counties. These include a focus working with area municipalities in order to:

3. Monitor the needs for social assisted housing for households and seniors
4. Identify specific needs and work with the Ministry of Municipal Affairs and Housing and Social Services Department to meet the needs

There are many aspects of the work that require working closely with local municipalities to support the achievement of regional targets and ensuring the right mixture of housing types and tenures is maintained appropriately. In addition, the UCPR aims to work closely with local municipalities, builders and other partners to encourage and incentivize new housing development corresponds with new forms of affordable housing (e.g. singles, linked bungalows, maisonettes, quad and six-plexes). This includes local municipalities including “inclusionary zoning policies” to help create affordable housing opportunities in high growth areas. Working in partnership with local municipalities UCPR seeks to encourage the creation of rental housing especially in commercial buildings that have been vacant.

Definition of Affordable Housing

Three definitions of affordable housing are provided below: the definition is the Provincial Policy Statement, the Canada Mortgage and Housing Corporation, and provincial program affordability criteria for rental units (COCHI/OPHI), applied to rental units created with program funds. It’s less of a definition and more of a threshold for provincial funding eligibility.

**Provincial Policy Statement (PPS)**

a) in the case of ownership housing, the least expensive of:
   - Housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for low and moderate income households;
   - or
   - Housing for which the purchase price is at least 10 percent below the average purchase price of a resale unit in the regional market area;

b) in the case of rental housing, the least expensive of:
   - A unit for which the rent does not exceed 30 percent of gross annual household income for low and moderate income households;
   - or
   - A unit for which the rent is at or below the average market rent of a unit in the regional market area

**Canada Mortgage and Housing Corporation (CMHC)**

In Canada, housing is considered “affordable” if it costs less than 30% of a household’s before-tax income. Many people think the term “affordable housing” refers only to rental housing that is subsidized by the government. In reality, it’s a very broad term that can include housing provided by the private, public and non-profit sectors. It also includes all forms of housing tenure: rental, ownership and co-operative ownership, as well as temporary and permanent housing.

**COCHI/OPHI Guidelines – rental component**

COCHI/OPHI Guidelines define a threshold for provincial funding eligibility. Affordability is defined as having rents that are at or below 80% of Canada Mortgage and Housing Corporation Average Market Rent at the time of occupancy.

**Targets in the Official Plan**

An over target of 10% of all new residential units should be affordable; this has been set in the official plan as a target which includes new development and intensification through conversion of non-residential structures, infill and redevelopment.

Specific affordable housing annual targets for new construction of rental ownership units were set in the UCPR Official Plan as follows:

a. West: 48 to 68 units
b. Central-East: 33 to 47 units
To date, the successful implementation of those targets has been permitting as-of-right second units and reducing the restrictions for group home provisions in municipalities that reviewed their local Official Plan and/or their Zoning By-law. The UCPR Official Plan review is scheduled for 2021 and will establish goals that can be incorporated in the official plan for implementation by local municipalities. Section 2.5 discusses recommended targets.

Changes to the Comprehensive Zoning By-laws

The UCPR also expresses its commitment to implement changes to the Comprehensive Zoning By-laws that govern and guide all development in Prescott-Russell. Through the local municipalities Comprehensive Zoning By-laws, a definition of affordable housing as per the Provincial Policy Statement will be added. The challenge with this is that the definition of affordable housing is defined as “below-market” in the PPS (2014) and service managers are able to determine thresholds based on the median income in the area. This means that a clear definition is difficult to determine and explain, and will change from year-to-year, making it difficult to effectively track progress towards the goals that are set.

Another change to the Comprehensive Zoning By-law is the to permit “accessory apartments” as a “as-of-right” use in new and existing development. This will impact Rural and Agricultural Policy Areas in the United Counties and will essentially permit landowners with land that is used primarily for agricultural use to create and offer “accessory apartments” in and on their property. Accessory apartments will be the most effective means of increasing housing affordability in these Areas.

In addition, encouraging local municipalities to promote intensification and infill in settlement as an affordable housing option. This increases density in urban areas and utilizes available land to accommodate more people, while meeting the needs of low-income homeowners and renters.

Lastly, UCPR is looking to support and work with local municipalities to evaluate their group home by-laws to ensure that they are not acting as an inappropriate barrier to the development of supportive housing. This has been the case in many municipalities based on their group home by-laws being overly restrictive and creating a disincentive for new group home development. Because most supportive housing falls with the “group home” designation, this can have detrimental effects on the ability for non-profit and private sector partners from pursuing the development of these important facilities.

The full list of 22 strategic recommendations are detailed in Table 14 below. 47

<table>
<thead>
<tr>
<th>Table 14: UCPR Official Plan Measures on Affordable Housing</th>
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<tbody>
<tr>
<td>1. Monitoring the need for social assisted housing for households and seniors through periodic surveys in co-operation with area municipalities. Where specific needs are identified, Council will work with the</td>
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</table>

46 An accessory apartment is an old concept and simply means having another small dwelling or apartment on a residential property. Examples include having a tiny house on a small foundation in a homeowner’s backyard or an apartment over the garage.

Ministry of Municipal Affairs and Housing and the Social Services Department of the United Counties of Prescott and Russell to meet identified needs.

2. Encouraging infill and housing intensification particularly in urban core areas. This may be achieved through the conversion of single detached dwellings to multiple units, through re-development at higher densities, through land severances on large under-utilized lots which create opportunities for development on the severed lot (subject to the relevant policies elsewhere in this plan) and through infill on vacant lands.

3. Ensuring a minimum 10-year supply of residential land at all times.

4. Working with the development industry to ensure that a 3-year minimum supply of registered or draft approved lots and blocks for new residential development is available at all times.

5. Monitoring population projections and the residential development targets.

6. Making provision for alternative housing types such as garden suites and accessory dwelling units.

7. Within the Urban Policy Area, encouraging cost-effective development standards and densities for new residential development to reduce the cost of housing.

8. Encouraging the local municipalities to support regional targets by developing policies which contribute to an adequate mix of housing, including tenure and type.

9. Encouraging the local municipalities, builders and other involved in new housing development to consider building small lot singles, linked bungalows, maisonettes, quad / six-plexes, and other affordable housing forms.

10. Encouraging the local municipalities in high growth areas to consider implementing inclusionary zoning policies to help create affordable housing opportunities in their communities.

11. Encouraging the local municipalities to promote the creation of rental housing using tools/initiatives such as adaptive reuse, with an emphasis in village areas, especially in existing commercial buildings experiencing ongoing vacancies.

12. Discouraging the conversion of rental units to condominium and the demolition of affordable private rental housing, where appropriate.

13. Striving to ensure that at least 10% of new residential units resulting from new residential development and residential intensification through conversion of non-residential structures, infill and redevelopment, to be affordable housing.

14. Reviewing the affordable housing component in any new development where 25 or more single and/or semi-detached dwelling units or 50 or more multi-family dwelling units are proposed. The County will ensure that new subdivision development will provide a variety of housing types and densities to support the County housing targets.

15. Implementing through the local municipalities Comprehensive Zoning By-law a definition of affordable housing as per the Provincial Policy Statement. The affordable housing annual targets for new construction of rental ownership units shall be as follows:

   • West: 48 to 68 units
• Central-East: 33 to 47 units
• Hawkesbury: 10 to 14 units

16. Implementing through the local municipalities Comprehensive Zoning By-law accessory apartments as a permitted as-of-right use in new and existing development areas as appropriate. In the Rural and Agricultural Policy Areas affordable housing opportunities are not readily available. Accessory apartments will be the most likely means of increasing housing affordability in the Rural and Agricultural Policy Areas.

17. Encouraging local municipalities to promote intensification and infill in settlement, as an affordable housing option that meets the needs of low income home owners and renters.

18. Encouraging the local municipalities to evaluate their group home by-laws to ensure that they are not acting as an inappropriate barrier to the development of supporting housing.

19. Supporting the development, at appropriate locations, of residential facilities that meet the housing needs of persons requiring specialized care.

20. Supporting the endeavours of non-profit groups to develop non-profit and co-operative housing projects.

21. Coordinating through an OPA the implementation of the Housing and Homeless Plan being prepared by the regional service manager.

22. Considering any recommendations

As the UCPR Official Plan is more recent than all local official plans, with the exception of Russell, the alignment of the different local plans with UCPR plan cannot be expected at this time, but as these plans are updated the alignment will become increasingly important. When comparing the Official Plan for Russell township to the Official Plan of UCPR, alignment is noticeable as policies reference the encouragement of intensification and adaptive reuse where appropriate and a target to have 10% of new residential units classified as affordable. The official plan for the township of Russell also stipulates that reference must be made to the UCPR Official Plan for additional policies. This demonstrates how the UCPR Official Plan is providing guidance and direction that is being adopted by local area municipalities.

Despite the inability to compare plans, working group members indicated that the target to have 10% of new residential units considered to be affordable will be implemented in all municipalities. Additionally, members of the Working Group highlighted the need for a culture change regarding the perception of social housing, noting that “the older generations are less open to social assistance”. Developing a definition and justification for affordable housing needs to be further developed to allow UPCR to get municipal staff and politicians “on board”. A greater degree of alignment and commitment is still desired by many stakeholders who think that local area municipalities and UCPR can work more closely together to gain buy-in for achieving affordable housing targets and goals.

Overall, members of the Working Group commented that the UCPR Official Plan is a good place to target changes, however the language could be clearer in places, and would benefit from setting more tangible targets specific to each local municipality. While most presented very encouraging comments about the progress that is
being made in the UCPR Official Plan, some felt that ambiguities in the current plan could detract from their ability to achieve goals and targets.

When reviewing and comparing local area municipality’s Official Plans, it was difficult to determine the alignment between their targets and the UCPR Official Plan. This may point to a need for a comprehensive Master Planning process that harmonizes local area municipality Official Plans with UCPR’s in the future.

**Casselman**

- The Casselman official plan of 2008 breaks down housing needs by housing type and projects needs out to the year 2031 with an estimated total of 1,009 singles, semis, row houses, and apartments being required. Total dwelling unit requirements for the village were estimated at 2,234 by 2031. As of 2008, affordable housing and rental accommodation was not noted as a significant need. Casselman future housing stock is expected to favour medium and higher density development e.g. low-rise apartments, row houses due to smaller household sizes, higher land costs, and affordability issues. This means the expected trend is towards a more diverse mix of dwelling types.
- In Casselman, demand for seniors housing is anticipated to increase as the population in Casselman and the Region ages over the coming decades. The 2008 report expects a trend towards increased specialized housing, e.g. (congregate care residences, care homes, retirement residences).

**Clarence-Rockland**

- Clarence-Rockland key housing planning objectives from 2013 report focus on a diverse mix of housing types to serve seniors, new families, low income population segments, and those with special needs.
- Members of the Working Group members explained in interviews that the west side of UCPR needs affordable housing for family units (Rockland/Embrun). Need for 2- and 3-bedroom units but no one wants to build units for families because of increased maintenance. They are however happy to build for the elderly.

**Hawkesbury**

- Hawkesbury’s Official plan supports the provision of affordable housing by encouraging densification and the appropriate housing mix. The provision of non-profit housing is encouraged provided that it is not concentrated in any particular part of the municipality and it is compatible with surrounding development.

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Russell

- Russell’s Official Plan of 2018 seeks to increase the supply of affordable housing within villages in order to accommodate social diversity and suit the needs of a variety of households. 10% of new residential units should be affordable.\(^{55}\)

Alfred and Plantagenet

- The official plan of Alfred and Plantagenet mentions a need to meet a wide variety of housing needs including the needs for affordable housing.\(^{56}\)
- The Official plan sets the definition of affordable housing as follow:
  - Affordable ownership housing is housing for which the purchase price is at least 10% below average purchase price of a resale unit in the regional market area.
  - Affordable rental housing is housing for which the rent is at or below the average market rent of a unit in original market area.\(^{57}\)
- Using the set definitions, the house resale price was considered affordable if below $223,200, and the rental cost was considered affordable at or below $605. These determinations were based on MMAH, Market Housing Branch, and based on Canadian Real Estate Board MLS data for 2005.
- The plan recognizes the need for UCPR to set affordable housing targets, objectives, opportunities and municipal incentives for affordable rental and special need housing. It also encourages partnerships with government and non-government agencies to support the creation of affordable rental and special need housing in the community. The plan provides policies that support the creation of affordable rental units. \(^{58}\)

Champlain

- Take official plan of the Township of Champlain indicates that affordable housing is needed so that the villages offer housing options for people of all ages and incomes. \(^{59}\) For example, proponents of development projects are requested to provide sufficient details on how their projects including affordable housing, \(^{60}\) and affordable housing will be required in accordance to the UCPR Official Plan\(^{61}\).
- The Official Plan defines affordable housing as rental or ownership housing, for which a low or moderate-income household pays no more than 30% of its gross annual income. It recognizes that for year 2013, the rent at the 30th income percentile was $420 and the price of a home at the 30th income percentile was $124,000, and that these numbers needed to be adjusted for inflation and the consumer price index. \(^{62}\)

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\(^{56}\) Township of Alfred and Plantagenet. (2010). The official plan of the urban areas of the township of Alfred and Plantagenet. p7.
\(^{57}\) Township of Alfred and Plantagenet. (2010). The official plan of the urban areas of the township of Alfred and Plantagenet. pp.75-76.
\(^{58}\) Township of Alfred and Plantagenet. (2010). The official plan of the urban areas of the township of Alfred and Plantagenet. pp.75-77.
\(^{60}\) Champlain Township. (2013). Official plan for the urban areas of the township of Champlain. p28.
Overall, all official plans are promoting affordable housing, but at this point there is no alignment in the definition and targets of affordable housing, more there is consistent commitment do provide additional shelter beds, transitional and supportive housing units. The present report provides a recommendation of affordable housing targets is section 2.5.

**Strategies to engage and support the non-profit housing corporations**

Outside of the biannual breakfast for non-profit housing providers there are no reported associations or documented working relationships between non-profit housing providers in Prescott-Russell, however, local non-profit housing providers meet with the UCPR Service Manager two to three times a year. It is also worth noting that there are no co-operative housing providers in the region.

Members of the working group reported that UCPR uses resources through the Ontario Non-Profit Housing Association to support non-profit housing providers. Members of the Working Group reported that in Prescott-Russell, all municipal non-profits have the land and are willing to build additions on to their facilities for greater density. Having numerous committed and willing partners will be important for increase the different types of housing stock in the future.

Ways to strengthen the working relationships with non-profit, and social housing providers may include:

- Connecting them to planning departments (that assist in helping these new developments get approvals),
- Funding essential wrap-around supports and programming,
- Helping access infrastructure dollars through the Federal-Provincial infrastructure fund,
- Potentially work to waive or reduce development charges,
- Guarantee and/or back loans for non-profit developments.

An example in the past 5 years, UCPR has collaborated with Résidence L’amitié (Hawkesbury) and Valoris to keep open the 9-bed residence for adults with disabilities. This demonstrates a strong working relationship between non-profit housing providers.

**Strategies to engage and support the private sector**

The main strategy for private market developers is to attract them and support them in offering affordable housing in the mix of new developments that they plan and undertake.

Members of the Working Group expressed opinions in interviews that if the Ontario government waiting list was imposed on private developers (e.g. if private developers were not able to choose their tenants) then private developers likely would not take on new development projects, due to the perception that the Ontario government waitlist of tenants often incur higher maintenance costs. These higher maintenance costs are often considered on ongoing operational expense that impacts the ability of recovering the initial capital investment in a new development.

Members of the working group indicated the following activities to support the private sector:

- Development criteria for group homes has been loosened (previously was too restrictive).
Some municipalities have made development easier by allowing for development chargers/fees to be paid by installments which decreases the initial burden of development.

There are proposed policy changes through provincial bill 108 which would see changes to development charges and changes to secondary suites. The bill will allow two residential units in a house as well as a residential unit in a building or structure ancillary to a house.

Internal policy: if a tenant in a 2-bedroom unit becomes single they will have to move to a smaller unit when they become available. This will open more 2-bedroom units for families.

Lower residential tax for the private and non-profit sectors: through the Planning Act, residential projects with more than 7 units will see their tax reduced.

2.5 Local Housing Policies and Short and Long-Term Housing Targets

The UCPR Official Plan has laid the foundation for the affordable housing and homelessness prevention plan, by including a county-wide target stipulating that 10% of new residential development should be affordable.

After considering multiple definitions, the Service Manager developed the following definition of affordable housing in Prescott and Russell.

- a) In the case of ownership housing:
  - Housing for which the purchase price results in annual accommodation costs which do not exceed 30 percent of gross annual household income for households within the 60% lowest earning of the income distribution by municipality;

- b) In the case of rental housing:
  - A unit for which the rent does not exceed 80 percent of the average market rent in the municipality.

With a definition of affordable housing, it is useful to now estimate the number of owned and rented housing units in Prescott-Russell that meet the definition. Table 15 represent the number of open market and builder sales for single family detached, semi-detached or multi-plex types of housing for which sales occurred between January 2014 and December 2018, while Table 16 represent the number of rental unit below 80% of average market rent in social private housing, non-profit housing corporations, social housing, as well as units receiving the rent supplement. These tables provide the minimum number of units that can be considered affordable according to the chosen definition.

Table 15: Sales between January 2014 and December 2018 meeting affordability criteria

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Affordable price</th>
<th>Number of sales under affordable price between 2014 and 2018</th>
<th>Total number of sales between 2014 and 2018</th>
<th>Median</th>
<th>60th Percentile</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prescott-Russell</td>
<td>$353,600</td>
<td>5100</td>
<td>6716</td>
<td>$285,076</td>
<td>$310,000</td>
<td>$290,056</td>
</tr>
<tr>
<td>Alfred and Plantagenet TP</td>
<td>$313,200</td>
<td>520</td>
<td>655</td>
<td>$225,000</td>
<td>$245,000</td>
<td>$244,344</td>
</tr>
</tbody>
</table>
### 2.6 Strategies to Measure and Report Progress Under the Plan

The Plan did not set a specific strategy to measure and report on the progress of the plan. To date, yearly reports have discussed annual progress and accomplishments towards meeting the strategic activities and goals developed in the plan. The following section (Section E) aims to develop key performance indicators to be implemented in the next 5 years.

### Table 16: Rental housing units below 80% of average market rent

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Private Housing</th>
<th>Non-Profit Housing Corporation</th>
<th>Social Housing</th>
<th>Rent Supplement</th>
<th>TOTAL BY MUNICIPALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alfred-Plantagenet</td>
<td>100</td>
<td></td>
<td>13</td>
<td>113</td>
<td></td>
</tr>
<tr>
<td>Casselma VL</td>
<td>$365,000</td>
<td>227</td>
<td>258</td>
<td>$272,000</td>
<td>$279,450.30</td>
</tr>
<tr>
<td>Champlain TP</td>
<td>$320,300</td>
<td>402</td>
<td>518</td>
<td>$230,000</td>
<td>$255,936.30</td>
</tr>
<tr>
<td>Clarence-Rockland C</td>
<td>$392,200</td>
<td>1654</td>
<td>1978</td>
<td>$295,000</td>
<td>$310,098.50</td>
</tr>
<tr>
<td>East Hawkesbury TP</td>
<td>$304,000</td>
<td>134</td>
<td>165</td>
<td>$210,000</td>
<td>$223,243.60</td>
</tr>
<tr>
<td>Hawkesbury T</td>
<td>$194,900</td>
<td>408</td>
<td>607</td>
<td>$168,000</td>
<td>$180,076.20</td>
</tr>
<tr>
<td>Russell TP</td>
<td>$463,500</td>
<td>1520</td>
<td>1644</td>
<td>$337,000</td>
<td>$345,476</td>
</tr>
<tr>
<td>The Nation / La Nation M</td>
<td>$380,600</td>
<td>785</td>
<td>891</td>
<td>$280,762.50</td>
<td>$284,521.80</td>
</tr>
<tr>
<td><strong>TOTAL BY MUNICIPALITY</strong></td>
<td><strong>Variable</strong></td>
<td><strong>5650</strong></td>
<td><strong>6716</strong></td>
<td><strong>274</strong></td>
<td><strong>1167</strong></td>
</tr>
</tbody>
</table>

Between January 2014 and December 2018, there were 5,750 sales of affordable housing units on the open market or through builder sales. It represents 85% of all sales over a period of 5 years. There were at least 1,167 rental housing units considered affordable in 2018, including 18 new rental ownership units (in the West) since 2014. Considering the two numbers combined there would be a minimum of 6,917 affordable housing units in Prescott-Russell, which is equivalent to approximately 1 in 5 occupied private dwellings in the service area.
Section E develops a full action plan, indicating intended outcomes and key indicators. UCPR will work collaboratively to implement a measurement plan that includes existing and new data tracking processes. This includes the following new measurement processes:

- Ongoing tracking of homelessness count and yearly report
- Tracking of client satisfaction
- Tracking homelessness public awareness metrics
- Tracking of output related to process improvements
- Tracking of affordable ownership and rental housing by municipality
- Tracking of amount spent and households served by the various housing programs

UCPR will report on measures of the action plan on a yearly basis.
## E. Planning

### 1. Strategic Priority: Ending Homelessness

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objectives</th>
<th>Strategies</th>
<th>Outcomes</th>
<th>Outcome Measure</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase understanding of housing insecurity and homelessness in Prescott-Russell</td>
<td>To raise awareness about the prevalence of homelessness and homelessness prevention services</td>
<td>Support a committee to develop a public awareness raising campaign that increases buy-in from multiple stakeholders (Coalition working group: Ongoing Engagement and Lived Experience Working Group, see strategic priority 3.)</td>
<td>Increased public awareness</td>
<td># of public mentions of homelessness in Prescott-Russell (in media and at Council meetings) # of press releases by UCPR about homelessness</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Organize a forum on National Housing Day to engage the public and municipal politicians in developing a shared understanding of the housing and homelessness situation in PR</td>
<td>Increased awareness through data sharing and learning around best practices</td>
<td># of attendees to the National Housing day event List of topics discussed during the event Optional: post event survey on understanding of the situation</td>
<td>Not started</td>
</tr>
<tr>
<td>To improve available data to understand the problem of homelessness and housing</td>
<td></td>
<td>Collaborate with service providers to put in place continuous homelessness count (Coalition working group: Ongoing Engagement and Lived Experience Working Group)</td>
<td>Improved quality and reliability of data</td>
<td># of organizations involved in ongoing homelessness counts Frequency of tracking homelessness</td>
<td>Not started</td>
</tr>
<tr>
<td>Strategic Goal</td>
<td>Objectives</td>
<td>Strategies</td>
<td>Outcomes</td>
<td>Outcome Measure</td>
<td>Accomplishments to date</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Improve access to housing assistance and related supports to obtain and retain housing</td>
<td>To support early detection of housing insecurity</td>
<td>Develop a housing focused Situational Table where OW, Housing Dept, housing providers and Ontario Provincial Police collaborate in detecting people at-risk of homelessness and decide on appropriate early intervention and prevention response</td>
<td>Increased capacity for appropriate preventative responses</td>
<td>A situation table (or sub-group) for early detection and intervention is established</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>To better fulfill the need for emergency shelter</td>
<td>Increase the number of emergency shelter beds in the western communities</td>
<td>Increased number of shelter beds</td>
<td># and location of shelter beds</td>
<td>Priority location identified (Rockland)</td>
</tr>
<tr>
<td></td>
<td>To increase access to eviction prevention supports</td>
<td>Continue to provide access to eviction prevention supports through the Service Manager</td>
<td>Decreased number of evictions</td>
<td># of evictions prevented per year</td>
<td>Advocated for an amendment to the Residential Tenancy Act (RTA) to increase access to eviction prevention supports through the Service Manager</td>
</tr>
<tr>
<td></td>
<td>To increase accessibility to current programs and supports</td>
<td>Offer the possibility to apply for supports online</td>
<td>Improved ability to access services and supports</td>
<td>Online application for support is established</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>To continue to simplify the housing waiting list process</td>
<td>Continue to garner broader participation in the centralized housing waiting list by non-profit corporations in Prescott-Russell</td>
<td>Increased participation in the centralized waitlist</td>
<td># of non-profit providers participating in the centralized housing waitlist</td>
<td>All but 1 non-profit housing provider are participating in the centralized housing waitlist</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Revisit waitlist criteria for waitlist prioritization</td>
<td>Increased ability to prioritize the people most in need</td>
<td>Prioritization is reviewed</td>
<td>Victims of domestic violence are currently prioritized</td>
</tr>
<tr>
<td>Strategic Goal</td>
<td>Objectives</td>
<td>Strategies</td>
<td>Outcomes</td>
<td>Outcome Measure</td>
<td>Accomplishments to date</td>
</tr>
<tr>
<td>----------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>-----------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>To improve efficiency of housing and homelessness service provision</td>
<td>Developing standard procedures between OW and Housing dept to address situations of homelessness</td>
<td>Creation of standard operating procedures</td>
<td>Standards operating procedures are established</td>
<td>Not started</td>
<td></td>
</tr>
<tr>
<td>Increase the stock of affordable and supportive housing to meet the targets of the Official Plan</td>
<td>To align long-term municipal planning with provincial and federal policies</td>
<td>Developing and pre-approve projects so they are shovel-ready when funding is made available</td>
<td>Increased ability to propose and implement affordable housing projects</td>
<td>One potential project identified</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strengthened relationship with the provincial government to align funding with timelines and expectations</td>
<td># and list of affordable housing projects ready for approval, as well as # of affordable housing units per project</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Add tracking and data collection component for affordable housing development (through the Planning Dept)</td>
<td>Improved ability to track development of affordable housing units (to document progress towards meeting 10% target)</td>
<td>UCPR is purchasing an online platform to track new development projects.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>To integrate housing clients into Prescott-Russell’s diverse communities</td>
<td>Develop affordable housing stock in Clarence-Rockland, Casselman, Embrun, Russell</td>
<td>Improved housing options in the western communities in Prescott-Russell</td>
<td>Location (municipality) of affordable housing projects approved</td>
<td>2 facilities developed in Embrun and Rockland since 2014</td>
</tr>
<tr>
<td></td>
<td>Continue to distribute rent supplements across communities of Prescott-Russell</td>
<td>Improved ability for individuals at-risk of homelessness to live anywhere in Prescott-Russell</td>
<td># of clients receiving rent supplement per year and per municipality</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Strategic Goal</td>
<td>Objectives</td>
<td>Strategies</td>
<td>Outcomes</td>
<td>Outcome Measure</td>
<td>Accomplishments to date</td>
</tr>
<tr>
<td>----------------</td>
<td>------------</td>
<td>------------</td>
<td>----------</td>
<td>-----------------</td>
<td>------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop ongoing relationships with neighbouring regions to address the displacement of the homeless population from municipalities outside of UCPR</td>
<td>Improved ability to work collaboratively with neighbouring regions</td>
<td>Examples of ways UCPR has developed relationships with neighbouring regions</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>To support housing providers in developing new supportive housing that are not available in the community, based on priority needs</td>
<td>Seek additional funding to support housing development for supportive housing for priority vulnerable group</td>
<td>Increased access to supportive housing</td>
<td># of tenants of supportive housing per year</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promote supportive housing models to housing providers</td>
<td>Increased awareness about supportive models of affordable housing</td>
<td>#, name and capacity of supportive housing facilities</td>
<td>Not started</td>
</tr>
</tbody>
</table>
2. **Strategic Priority: Indigenous Peoples**

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
<th>Strategies</th>
<th>Outcomes</th>
<th>Outcome Measure</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase access to culturally appropriate housing and homelessness services for Indigenous peoples</td>
<td>To offer culturally appropriate housing and homelessness prevention services to Indigenous peoples</td>
<td>Train UCPR housing and social services staff on cultural sensitivity to Indigenous peoples</td>
<td>Increased capacity of local organizations to deliver culturally sensitive and appropriate services</td>
<td># of staff trained on cultural sensitivity to Indigenous peoples</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Build relationships with Indigenous organizations to deliver culturally appropriate services</td>
<td></td>
<td>Increased service delivery and supports available to Indigenous people</td>
<td># of indigenous organizations reporting strengthened relationships with service providers</td>
<td>List of organizations documented</td>
</tr>
<tr>
<td></td>
<td>To facilitate an inclusive process for developing Indigenous supports and programs</td>
<td>Involve Indigenous peoples in the design of culturally appropriate supports and programs</td>
<td>Increased service delivery and supports available to Indigenous people Increased engagement and participation in the design of culturally appropriate services and programs targeting Indigenous people</td>
<td># of people identifying as Indigenous who report feeling they are meaningfully engaged in the design of supports and services</td>
<td>Not started</td>
</tr>
</tbody>
</table>
### 3. **Strategic Priority: Coordination with Other Community Services**

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
<th>Prioritized Activities</th>
<th>Outcomes</th>
<th>Outcome Measure</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Demonstrate commitment to working with partners across service systems</strong></td>
<td>To engage community stakeholders in current and future planning</td>
<td>Develop a housing coalition to support the implementation and monitoring of the housing and homelessness prevention plan</td>
<td>Greater engagement of community stakeholders in the planning process Stakeholders report an increase in sense of shared ownership over the plan and its implementation</td>
<td>Report of sense of shared ownership over the plan and its implementation</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>To further include the voice of people with lived experience of homelessness in planning</td>
<td>Continue to reflect on the needs of the homeless population and ensure that services remain relevant by engaging people with lived experience (coalition working group: Ongoing Engagement and Lived Experience Working Group)</td>
<td>Greater and more frequent engagement of people who have lived experience</td>
<td># of individuals with lived experience informing the implementation of the plan Example of initiatives that resulted from learning from people with lived experience</td>
<td>People with lived experience of homelessness were consulted in the revision of the Plan</td>
</tr>
<tr>
<td><strong>Progress toward integrated service delivery system</strong></td>
<td>To provide a coordinated response of service providers to manage cases effectively</td>
<td>Continue to support the Situational Table of Prescott-Russell and continue to improve its strategy and membership</td>
<td>Improved service coordination and case management</td>
<td># of cases managed collaboratively per year List of reported improvements</td>
<td>Situational table implemented</td>
</tr>
<tr>
<td></td>
<td>Implement a sector mapping activity to design collaborative processes for housing and homelessness prevention (Coalition working group: System Mapping and Service Co-Design Working Group)</td>
<td>Improved understanding of the sector Improved collaborative decision making about service coordination and delivery</td>
<td>List of new initiatives for improved service coordination/collaboration # and % of service providers who report an improved collaborative decision</td>
<td>Not started</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop a database for all client information shared by all service providers (Coalition working group: Outcome Tracking and Data Sharing Working Group)</td>
<td>A plan is developed for data sharing</td>
<td>A plan is developed for data sharing</td>
<td>Not started</td>
<td></td>
</tr>
<tr>
<td>Description</td>
<td>Action</td>
<td>Outcome</td>
<td>Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>--------</td>
<td>---------</td>
<td>--------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement ongoing inter-agency communication that identify and address the needs of people at risk of becoming homeless</td>
<td>Improved communication between agencies to serve the needs of people at risk of becoming homeless</td>
<td>% of client’s reporting improved satisfaction (survey)</td>
<td>Ongoing with our Community Relations Worker</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To provide a coordinated care plan for individuals with complex needs</td>
<td>Continue to collaborate with Champlain LHIN’s Health Link program to ensure that Housing Services is notified when a care plan requires housing.</td>
<td>Improved quality of care and the health care experience for patients with multiple chronic conditions who have housing needs</td>
<td># of HealthLink client that have been housed per year</td>
<td>Not started</td>
<td></td>
</tr>
</tbody>
</table>
### 4. Strategic Priority: A Broad Range of Community Needs

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
<th>Prioritized Activities</th>
<th>Outcomes</th>
<th>Outcome Measure</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase access to inclusive and culturally diverse services</td>
<td>To promote a culture of diversity and inclusion across housing and social service providers in Prescott-Russell</td>
<td>Deliver staff training in diversity and inclusion more broadly</td>
<td>Increased capacity of local organizations to deliver culturally sensitive and appropriate services</td>
<td># of staff trained on diversity and inclusion</td>
<td>Not started</td>
</tr>
<tr>
<td>Increase accessibility of housing for people with disabilities and limited mobility</td>
<td>To increase accessibility of affordable housing units</td>
<td>Renovate existing affordable housing units to make them accessible</td>
<td>Increased ability of people with disability and limited mobility to live in adequate and accessible housing</td>
<td># of accessible affordable housing units per municipality</td>
<td>One grant application (unsuccessful)</td>
</tr>
<tr>
<td></td>
<td>To provide public transportation and/or innovative options in UCPR that promotes independence and mobility</td>
<td>Pilot transportation routes in Prescott-Russell</td>
<td>Increased access to public transportation</td>
<td>Measured success of the transportation pilot</td>
<td>Pilot to be implemented in 2019/2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase wheelchair specific transportation</td>
<td>Increased access to wheelchair accessible transportation</td>
<td># of people with limited mobility served per year</td>
<td>Wheelchair accessible van purchased</td>
</tr>
<tr>
<td></td>
<td>To provide a coordinated response to support residents in need of affordable or free transportation</td>
<td>Continue to work collaboratively and with volunteer to provide free transportation for medical and housing supports</td>
<td>Increased access to affordable transportation for people with disabilities and limited mobility</td>
<td># of people with disabilities and limited mobility who have accessed affordable transportation per year</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Increase access to services and supports for vulnerable groups</td>
<td>To support the mental health of youth and prevent homelessness</td>
<td>Develop a youth centre in Rockland</td>
<td>Increased access to services geared to youth in Rockland</td>
<td># of youth enrolled in programs of the youth centre</td>
<td>Facility to open in 2019</td>
</tr>
<tr>
<td></td>
<td>To prioritize vulnerable groups (for people exiting)</td>
<td>Promoting and/or strengthening relationship with service</td>
<td>Vulnerable groups are supported in priority</td>
<td># or households who benefited from the</td>
<td>Not started</td>
</tr>
</tbody>
</table>
## Strategic Goal

<table>
<thead>
<tr>
<th>Objective</th>
<th>Prioritized Activities</th>
<th>Outcomes</th>
<th>Outcome Measure</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>detention, people with mental health and/or addiction, young adults with inadequate social network</td>
<td>agencies to make emergency funds more accessible</td>
<td></td>
<td>emergency funds per year (by vulnerable group) $ value of emergency funds per year (by vulnerable group)</td>
<td></td>
</tr>
<tr>
<td>To support emergency needs of victims of domestic violence</td>
<td>Continue to offer Portable Housing Benefits program to women victims of domestic violence</td>
<td>Victims of violence and their children are supported in priority</td>
<td># of households who benefited from the PHB program per year $ value of total funding for the PHB program per year</td>
<td>Program started in 2016. Women victims of violence prioritized on the wait list.</td>
</tr>
<tr>
<td>To address the growing hoarding issues in Prescott-Russell</td>
<td>Investigate the issue of hoarding and further formalize support and processes</td>
<td>Improved response to hoarding cases</td>
<td># of cases of hoarding successfully supported</td>
<td>Hoarding Coalition created</td>
</tr>
<tr>
<td>To increase access to employment supports for tenants of affordable housing</td>
<td>Work with the implementers of the Local Labour Strategy to offer on-site employment counselling for tenants of affordable housing</td>
<td>Improved access to employment supports for tenants of affordable housing</td>
<td># of tenants of affordable housing who attain or retained employment per year as a result of employment supports</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Work closely with employment centre to offer skills training, and work with employers to hire graduates of the training program</td>
<td>Improved access to skills training for tenants of affordable housing</td>
<td>List of programs offered to tenants of affordable housing # of tenants who attended skills training programs per year</td>
<td>Not started</td>
</tr>
<tr>
<td>To increase access to emergency food</td>
<td>Work with food agencies to provide emergency food 7 days/week and/or extended hours or provide an emergency number to a volunteer on call</td>
<td>Improved access to emergency food</td>
<td># of locations to access emergency food Extended operational hours of emergency food programs</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Integrate community gardens development into affordable housing</td>
<td>Improved capacity of households to grow their own food</td>
<td>List of community gardens in social housing and non-profit housing facilities</td>
<td>Not started</td>
</tr>
</tbody>
</table>
5. **Strategic Priority: Non-Profit Housing Corporations and Non-Profit Cooperatives**

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
<th>Prioritized Activities</th>
<th>Outcomes</th>
<th>Outcome Measures</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage non-profit housing providers in planning</td>
<td>To continue to engage non-profit housing providers in current and future planning</td>
<td>Continue to meet frequently with non-profit providers to move through initiatives with working groups, as part of the forming coalition</td>
<td>Improved collaboration with non-profit housing providers</td>
<td># and list of non-profit providers attending regular meetings</td>
<td>Biannual meeting implemented</td>
</tr>
<tr>
<td>Increase support in the delivery of non-profit and co-op housing</td>
<td>To maintain the number and quality of existing non-profit housing stock</td>
<td>Encourage experienced housing providers to share knowledge and mentor others in successfully renegotiating their EOA (Coalition working group: Knowledge and Best Practice Sharing Working Group)</td>
<td>Improved ability of non-profit housing providers to successfully renegotiate their EOA</td>
<td>List and date of renegotiated EOA</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>To increase awareness and capacity to access additional financial support that becomes available</td>
<td>Help non-profit housing providers and social service organizations to identify additional funds to meet the needs of communities</td>
<td>Improved ability of non-profit housing providers to get projects funded</td>
<td>List of funding sources for housing projects</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Help housing provider to improve their viability</td>
<td>Improved financial management and viability</td>
<td>List of non-profit housing provider that have implemented financial management improvements</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>To increase the stock of existing housing providers to meet community needs</td>
<td>Partner with non-profit providers to build new housing for 1-bedroom units near areas where community services are available (i.e. more urban areas)</td>
<td>Increase ability of single households to find affordable housing</td>
<td># of 1-bedroom units that are affordable.</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partner with municipalities on housing projects (joint projects to provide facilities)</td>
<td>Increased buy-in from municipalities on housing projects</td>
<td># of partnerships with municipalities on housing projects</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leverage all funding at the municipal provincial and federal level, and from private foundations to support new non-profit housing development</td>
<td>Improved ability of non-profit housing providers to get projects funded</td>
<td># of projects funded</td>
<td>$ value of projects and sources of funding</td>
</tr>
<tr>
<td>Task Description</td>
<td>Status</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Assess the feasibility of developing Prescott-Russell’s first non-profit housing cooperative</td>
<td>Not started</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved understanding of the potential viability of non-profit housing co-operatives in Prescott-Russell</td>
<td>A feasibility study is implemented</td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>
6. Strategic Priority: The Private Market

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
<th>Prioritized Activities</th>
<th>Outcomes</th>
<th>Outcome Measure</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage actions for municipalities and the planning department to support the role of the private sector in developing affordable housing</td>
<td>To maintain the number and quality of existing private sector affordable housing stock</td>
<td>Support the acquisition of funds from all levels of government to help cover additional maintenance costs incurred by private sector housing providers</td>
<td>Improved maintenance of the private housing stock</td>
<td># and % of renovated affordable housing units per year</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>To encourage the development of mixed housing and private with public investments</td>
<td>Partner with the private sector on affordable housing projects</td>
<td>10% of new unit development is affordable</td>
<td>% of affordable housing in new housing development</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Encourage rebates on development charges by municipalities</td>
<td>Reduced cost of affordable housing development charges</td>
<td>List of municipalities offering rebates on development charges</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>To raise awareness about available services and supports with the private sector</td>
<td>Organize meetings with private sector landlords to raise awareness about available services and supports (e.g. eviction support, rent supplement)</td>
<td>Increased awareness of available services and supports by frontline staff of housing providers</td>
<td># of service and support presented to staff of private housing providers</td>
<td>Not started</td>
</tr>
</tbody>
</table>
## 7. Strategic Priority: Climate Change and Environmental Sustainability

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Objective</th>
<th>Prioritized Activities</th>
<th>Outcomes</th>
<th>Outcome Measure</th>
<th>Accomplishments to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved energy efficiency of the affordable housing stock</td>
<td>To increase energy efficiency of new and existing affordable housing units</td>
<td>Enforce Conservation and Demand Management plan of 2019</td>
<td>Increased energy efficiency of new and existing affordable housing units</td>
<td>Progress against targets of the Conservation and Demand Management plan</td>
<td>Conservation and Demand Management plan established in 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implement the energy conservation and demand management plan in social and non-profit housing</td>
<td>Improved energy efficiency in non-profit and social housing facilities</td>
<td>Total energy use of social housing and non-profit housing Total energy use compared with 2017</td>
<td>Plan published in June 2019</td>
</tr>
<tr>
<td>To decrease GHG emissions</td>
<td>Prioritize affordable housing in fully serviced communities to promote active transportation</td>
<td>Increased use of active transportation methods</td>
<td># of new affordable housing projects in proximity of services</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote public transportation and active transportation in affordable housing</td>
<td>Increased access to public transportation</td>
<td># of tenants of affordable housing using public transportation regularly</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Prioritize LEED certified developments</td>
<td>Increased number of LEED certified developments</td>
<td># of LEED certified developments</td>
<td>Not started</td>
<td></td>
</tr>
</tbody>
</table>