



FIVE YEAR REVIEW OF 10 YEAR SHELTER PLAN 2014-2024

Review completed in 2019



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Preface

This document satisfies the requirements of the Housing Services Act, 2011, to review the County's 10-year shelter plan once every five years. As required, this document highlights changes in demographics and local needs as they relate to housing and homelessness. Significant work and accomplishments have occurred in the past five years since County Council approved the **Oxford County Shelter Plan (2014)** submitted to the Ministry of Municipal Affairs and Housing.

Throughout this document, there will be references to the **Draft Zero Poverty Plan**, approved by County Council in 2018, and the **Draft 100% Housed Plan** to be approved by Council in Q1 of 2020. Also, Oxford County has updated the needs assessment document, which assisted in developing the 10-year shelter plan for Oxford County, with 2016 Census Data and with stats provided by local sources or Canada Mortgage and Housing Corporation.





What is a 10-year shelter plan?

The **Oxford County Shelter Plan** (noted onward as, “the Plan”) is a vision for how housing services and supports should be delivered in Oxford County, and what types of services should be in place to meet the diverse needs of the community.

The Plan sets objectives and targets for a ten-year time frame (2014-2024) to support the vision of affordable housing for all. This review identifies strategies and actions for the next five years. It identifies local stakeholders, sets targets and outcomes, providing a process to measure progress.



Provincial requirements

The Housing Services Act, 2011, stipulates that, at least once every five years, all Consolidated Municipal Service Managers (CMSMs) must review their shelter plans and make amendments as necessary or advisable. Initial plans were due on or before January 1, 2014. Therefore, CMSMs must submit their amended plans by December 31, 2019. In 2016, the Ministry of Housing released a policy statement called “Service Manager Housing and Homelessness Plans” to update the 2011 *Ontario Housing Policy Statement*.

As part of the review process, CMSM’s need to provide a written report of their review to summarize any significant changes to the plan. The report must include:

- an assessment of current and future housing needs within the CMSM’s area;
- objectives and targets relating to housing needs;
- a description of how progress towards meeting objectives and targets will be measured;
- and strategies to measure and report publicly on progress under the plan.



Vision and guiding principles of the Plan

The **Oxford County Shelter Plan** (noted onward as, “the Plan”) is a vision for how housing services and supports should be delivered in Oxford County, and what types of services should be in place to meet the diverse needs of the community.

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Definitions of housing options in Oxford County

Emergency: This is short term accommodation for those who are homeless or experiencing a crisis. Emergency housing offers basic necessities, including a place to sleep, shower, do laundry, get clothing, and eat or get money for food.

Transitional: Housing for the specific segments of the homeless population, including working poor with insufficient wages to secure affording long-term housing. This type of accommodation is set up to transition residents into permanent, affordable housing and usually has a targeted duration of stay. This form of housing includes on-site support services to assist with the transition to permanent housing.

Housing with related supports (Supportive): Housing that is permanent, affordable, and provides support services intended to help people live more stable lives. Supportive housing works well for individuals and families confronted with homelessness, serious and persistent issues with substance abuse, mental health, diverse disabilities (e.g., intellectual disabilities, mobility or sensory impairments), or other serious challenges that prohibit stable housing.

Rent-Geared-to-Income (RGI) or community housing: Housing that offers financial assistance to low-income households who would otherwise pay a higher amount. Rent is based on income, and tenants receive a monthly subsidy based on total gross monthly household income (before taxes and deductions). Typically, the rent is calculated at 30% of a household's total gross monthly income. Household Income Limits are established under the *Housing Services Act, 2011, Ontario Regulation 399/17* for these units. Rent for persons in receipt of Ontario Works or Ontario Disability Support pay rent (shelter allowance) following a scale established in the *Housing Services Act, 2011 Ontario Regulation 379/11*.

Affordable rental: Rents are typically set at or below the average market rent for the service area, as determined annually by the Ministry of Housing. To qualify for an affordable rental unit, total household income must fall below an established income threshold. Oxford County's maximum household income is defined in By-law 5799-2016 as 60% of median household income or \$38,178 per year (2016 Statistics Canada).

Market rental: The private sector primarily offers this type of housing. The amount of rent charged is typical for the area and similarly sized units. In 2018, the average market rent for a one-bedroom apartment in Oxford County was \$908. Many landlords are charging \$1,200, or more, for a one-bedroom unit in Oxford County.

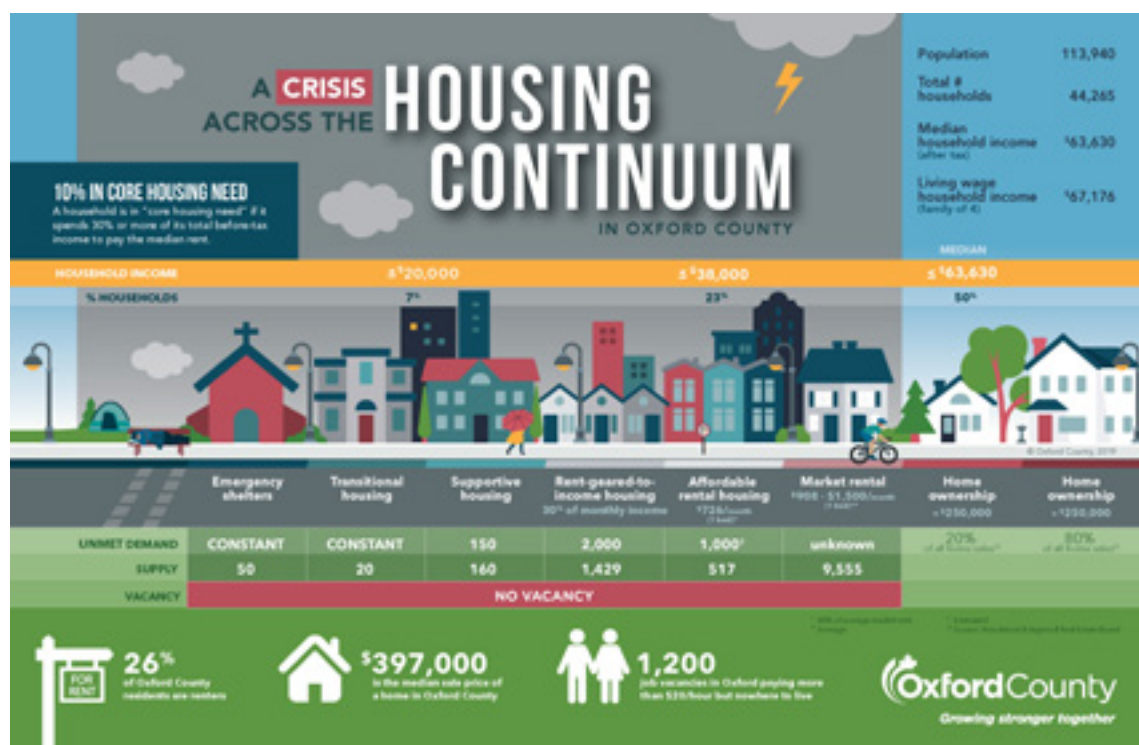


Definitions of housing options in Oxford County

Affordable home ownership: Homeownership is identified as “affordable” when the monthly housing expenses (including mortgage principal, interest and property tax, but excluding insurance and utility expense), does not exceed 30% of gross monthly household income. Also, the purchase price is at least 10% below the average purchase price of a resale home in Oxford County. These rules apply to people interested in a down payment loan.

Illustration 1 depicts Oxford County’s Housing Continuum, capturing each type of housing. The illustration includes statistics that impact or play a role in the current housing crisis. Following the diagram is a snapshot of current trends and data for the service area. Many statistics have changed since 2014. As required by the Ministry, only the significant changes are highlighted.

Illustration 1. Oxford County Housing Continuum (2019)





Highlights of trends and data

As reflected in the **Draft 100% Housed Plan**, preliminary assessments have been undertaken. Key highlights of trends and data are included in this document.

DEMAND

Examining the demographic context

The following provides a high-level overview of the demographic context, including changes in population, households (counts, sizes, and characteristics) and other economic indicators.

We expect the County population and household counts to continue growing rapidly

Between 2016 and 2046, Oxford County's population is expected to grow to 161,000, representing approximately 46% growth, or 47,200 people. Over the same period, the number of households in the County is expected to increase to 62,000, representing a 36.71% increase in household counts, or 18,300 households. (Hemson Consulting, Ltd., 2019).

Growth in household counts has primarily taken place around the three urban centres: Woodstock, Tillsonburg, and Ingersoll. When examining the 2016 Census Population by Generations, some differences are evident between the municipalities. The population is older in Tillsonburg, younger in Norwich and South-West Oxford, and, compared to Oxford County, there are more baby boomers in all rural municipalities except Norwich. Areas with older populations may require different dwelling types to serve their residents.

Household sizes have been declining over time

According to the **Oxford County Phase 1 Comprehensive Review** prepared by Hemson Consulting, household counts are growing more rapidly than population, indicating shrinking household sizes. This may be due, in part, to an aging population (particularly in communities outside major urban centres). The result is a greater number of dwelling units is required to house the same size population.



Highlights of trends and data

Other household characteristics in Oxford also indicate specific dwelling-type needs

- Proportionally there are more **two-person households** in Oxford County (50%) than Ontario (47%). Tillsonburg has the highest proportion of two-person households (59%), while there are larger families in the rural municipalities.

Numbers provided by the updated Housing Needs Assessment; to be reviewed.

- Woodstock is expected to have the largest proportion of **growth in household counts** (47%), followed by Tillsonburg (17%), and Ingersoll (13%), with the remaining 25% in the rural municipalities.
- There are 4,675 (31.9%) seniors aged 65 and older who are not living in a census family. While this is lower than the provincial rate of 33%, **more of these seniors live alone in Oxford County** (86.8%) compared to Ontario (77%).

The average income of a one-person private household in Oxford is \$35,476, which falls below Ontario (average \$39,367)

The average income of a one-person private household in Oxford is \$35,476, which falls below Ontario (average \$39,367). However, the income of one-person private households has increased more rapidly than the average income for all households. This group may find it challenging to find housing that they can afford on their own. The **prevalence of low income** in Oxford is highest for female, lone-parent families (16.9%), and persons 15 years and over not in economic families (15.2%).

The number of households on social assistance has increased, mainly due to more individuals receiving ODSP benefits, and many cannot afford the cost of housing

- From 2008-2012, the social assistance caseload for Ontario Works (OW) and Ontario Disability Support Program (ODSP) increased by 39%.

(ODSP, Oxford, 2013; Oxford County Human Services, 2013)

- Between 2012 and 2015, the OW caseload remained near-constant. Since 2016, the OW caseload has slowly declined, and as of 2018, the average monthly caseload is 1,300.



Highlights of trends and data

Home ownership is the most common tenure in Oxford, especially for households earning roughly \$50,000 and over

While homeownership remains the most common tenure in Oxford (73.76%), the rate decreased from 2011 to 2016 by 2%. The proportion of households by tenure varies by municipality, with more homeowners in the rural municipalities. Homeownership becomes the most prevalent type of tenure in Oxford County once the household income reaches between \$48,875 and \$60,601.

SUPPLY

Examining the current housing stock

The following provides a high-level overview of the housing supply context, including a snapshot of the current housing stock.

Higher-density housing options exist predominantly in Woodstock and Tillsonburg

- The highest proportion of dwelling units in Oxford County is in Woodstock (39%), Tillsonburg (16%), and Ingersoll (11%).
(Statistics Canada, 2017)
- Over 72% of dwellings in Oxford County are single-detached households. The majority of apartment buildings with five or more storeys are in Woodstock and Tillsonburg. Compared to Woodstock and Ingersoll proportionally, Tillsonburg has fewer semi-detached and row houses but a higher proportion of apartment buildings with fewer than five storeys.
(Statistics Canada, 2017)

Approximately 25% of dwellings in Oxford are rental units; with almost half located in Woodstock

Approximately 25% of dwellings (9,535) in Oxford County are tenant-occupied rental units (Statistics Canada, 2016), of which 47% are in Woodstock. Over the years, vacancy rates have fluctuated and fell to 4% in 2011. Tenants live in a variety of structures, including apartment buildings with fewer than five stories (33%), single detached homes (25%), apartments with five or more storeys (15%), row houses (12%), and other (15%).



Highlights of trends and data

There is some need for regeneration of the older housing stock in Oxford, especially among rental dwellings

Oxford County has an older housing stock than Ontario, yet a smaller proportion of homes in Oxford need major repairs compared to Ontario. The proportion of homes needing major repairs is higher than the rate for Oxford County in Norwich, South-West Oxford, Ingersoll, and Zorra (Statistics Canada, 2017). A higher proportion of rental dwellings require major repairs (9.7%) compared to owned units (4.8%) (Statistics Canada, 2017).

House prices and rental rates have increased over time

The cost of homeownership has increased over time, but not at the same rate as Ontario. With this increase in home cost, housing costs have increased for homeowners, mortgage payments, specifically (Statistics Canada, 2001, 2006). From 2007 to 2011, the cost of renting increased by 7% for a one-bedroom and 14% for a two-bedroom.

From 2014-2019, according to a Rental Report from Canada Mortgage and Housing Corporation, rent for a one-bedroom apartment in Woodstock increased from \$773 per month to \$830 per month. The vacancy rate in Woodstock remained steady at 1.5%. While in Tillsonburg, rent for a one-bedroom apartment increased from \$637 per month to \$750 per month, and the vacancy rate declined from 4% to 1.3%. In Ingersoll, rent for a one-bedroom apartment increased from \$717 per month to \$816 per month, while the vacancy rate declined from 5.4% to 2.0%.

The reader needs to know that although many statistics indicate a balanced or unbalanced rental market, many landlords use the well-known website, kijiji, for advertising available rental units. As the CMSM, a review of local ads posted on kijiji shows a one-bedroom apartment in Woodstock can cost \$1,000 per month or higher.

This increase in rental prices is further evidenced by Ontario Works recipients seeking rooms to rent rather than apartments, because apartments are rare and out of reach for clients receiving \$733 per month with a shelter budget of \$390 per month. We're also seeing landlords evicting tenants for a variety of reasons and then renovating units and increasing rents.



Highlights of trends and data

THE GAP

A summary of Oxford's housing needs

Based on the current demographic context in relation to the current housing supply context and despite efforts to ensure everyone has a home they can afford in Oxford, there remain several supply gaps along the continuum.

There is unmet need and demand across the housing continuum

The following table (reproduced from the Oxford Housing Continuum) indicates a need for a range of housing options to meet different income and support needs.

	Emergency shelters	Transitional housing	Supportive housing	Rent-geared-to-income housing	Affordable rental housing	Market rental housing
Average monthly rent				30% of monthly income	~\$726	~\$908-\$1,500
Affordable to households earning...	< \$20,000		< \$38,000		< \$63,000	
Proportion of households in Oxford	7%			23%		
Supply	50	20	160	1,429	517	9,555
Unmet demand	Constant	Constant	150	2,000	1,000	Unknown

Also, according to the Woodstock and Ingersoll Real Estate Board, approximately 20% of home sales have been affordable to the median household (after-tax) income of \$63,630—a home price of under \$250,000. The remaining 80% of sales have been at prices above \$250,000, and thus not likely affordable to the median-income household.



Highlights of trends and data

Housing affordability issues are shown to have implications on employer recruitment and retention

According to statistics from the Workforce Development Partnership and Work in Oxford (a website that gathers employment information in Oxford), there are approximately 1,200 job vacancies in Oxford paying roughly \$20 per hour. Individuals seeking these jobs may have a difficult time finding housing in Oxford, as their affordable rental rate (spending 30% of their income on rent and other housing costs such as utilities) is around \$1,000 per month. This was a key issue raised by stakeholders during the 2019 Housing Forum. Refer to the Draft 100% Housed Plan for further information.



How we engage community partners

The Plan developed from input received at multiple committee meetings, including:

- Zero Poverty Committee
(see pages 22 – 28 of Draft Zero Poverty Plan for a complete list of membership)
- Ontario Health Team (Housing Sub-Committee)
- Oxford Mental Health and Addictions Network
- Workforce Development Partnership
- Non Profit Housing Provider Committee meeting
- Accessibility Advisory Committee
- Housing Coalition of Oxford

Although Oxford County does not benefit from a formal First Nations presence, efforts are made to reach out to those in our community who identify as indigenous, in the hope that they will share feedback related to housing needs. See the [Housing Needs Assessment](#) document for the number of renter households by indigenous identify as reported by the [Rental Housing Index for Canada](#).



What we heard

- Need for more rental housing stock
- Maintain existing housing stock
- More mental health supports
- Supports for people to remain housed
- More rent supplements
- More awareness of poverty, food insecurity and unstable housing
- Incentives for private developers to build more housing suitable for those earning \$38,000 or less

Refer to [Draft 100% Housed Plan](#) for additional information gathered from stakeholders at the [2019 Housing Forum](#) held in London and hosted by Oxford County.



Identified vulnerable groups in Oxford County

Many committees identified groups that are more likely to have difficulty finding and sustaining housing. These groups are as follows:

- People who need support due to mental health or addictions
- Youth
- People on Ontario Works or Ontario Disability Support Program
- Seniors with fixed incomes
- Survivors of domestic violence
- The working poor
- Indigenous

Although Oxford County does not benefit from a formal First Nations presence, efforts are made to reach out to those in our community who identify as indigenous, in the hope that they will share feedback related to housing needs. See the [Housing Needs Assessment](#) document for the number of renter households by indigenous identify as reported by the [Rental Housing Index for Canada](#).



Community partners supported

Through the **Community Homelessness Prevention Initiative**, Oxford County was able to support community groups delivering homelessness supports across a wide geographic area. Services provided through supportive and emergency housing include shelter, meal programs, laundry services, medication management, service navigation, finding accommodations, and a variety of other emergency costs.

Oxford County Circles®

In November 2019, Oxford County launched a program called “Circles.” Circles is a proven program that brings together families living in poverty (Leaders) who want to get off of social assistance, stabilize their housing and find employment. They work with people from the socio-economic class who act as their Allies as they make positive changes to their lives. Allies and Leaders meet weekly as a group, to problem solve, share ideas, learn and develop a future story outside of poverty.

Oxford County Circles® has three primary goals:

1. Invite the community to join the human service system in helping people out of poverty.
2. Inspire and equip the community to eradicate poverty.
3. Develop genuine and lasting relationships across socio-economic class lines with an intention to facilitate low-income people moving permanently out of poverty.

The Circles® program promotes the vision to end poverty by:

- Building intentional relationships across class and race lines, including matching middle-class allies with people living in poverty and working together on a plan to raise the family out of poverty.
- Identifying barriers that keep people in poverty
- Implementing innovative solutions such as creating micro credit loans to meet transportation needs
- Creating effective partnerships to help families

Habitat for Humanity Heartland

Oxford County works with Habitat for Humanity Heartland and local municipalities to find suitable properties to develop into homes for families who are eligible for a Habitat home. Over the past five years, four habitat homes have been constructed in Oxford County.



Outcomes achieved since the release Oxford County Shelter Plan (2014)

Draft Zero Poverty Plan

On November 22, 2017, Oxford County Council passed a resolution committing to zero poverty in Oxford County, an achievement to be mapped out through the development of a community-led Zero Poverty Oxford Plan. With the adoption of the report, the CAO, along with the directors of Human Services, Public Health, and Community Planning, in collaboration with community partners from various sectors (municipal, health, social, education, business, and others) committed to work together to develop a strategy to eliminate poverty in Oxford County. Such a commitment is similar to the visionary goals of 100% renewable energy and zero waste initiatives, which all contribute to the Future Oxford Community Sustainability Plan.

Eliminating poverty in Oxford County is the responsibility of the whole community. It will take the collective efforts of all sectors to address the long-term root causes of poverty. The poverty reduction declaration arose from the Poverty Reduction Town Hall sessions sponsored by Operation Sharing on September 26 and 27, 2017.

“Poverty reduction in Oxford County is achievable and will strengthen well-being for all. It’s the right thing to do. Through leadership, innovation, and the transformation of relationships, in working to eliminate poverty. Oxford County will deliver improved health and well-being for all residents and enhance community prosperity.”

Refer to the [Draft Zero Poverty Plan](#) for more information about poverty in Oxford County.

100% Housed Plan

[SHS Consulting Inc.](#) completed the [Draft 100% Housed Plan](#) in December 2019. The document stems from a moment of collaboration with system stakeholders and players from across Southwestern Ontario at a Housing Forum held in February 2019. The housing forum engaged participants in discussing design principles for housing and explored where we want to be as a community. Many of these principles spoke to a need for increased housing supply. The solutions developed as a result of Forum will become methods to achieve strategy one, “Increase Affordable Rental Housing,” included in the shelter plan. Other strategies will have no cross over. The 100% Housed Plan aims to stimulate housing supply, while the Oxford County Shelter Plan includes strategies not captured in the [Draft 100% Housed Plan](#) or the [Draft Zero Poverty Plan](#).

For a full list of tools to influence the development and provision of affordable housing, refer to the appendix of additional resources at the back of the [Draft 100% Housed Plan](#).



Outcomes achieved since the release Oxford County Shelter Plan (2014)

Inn of Woodstock (formerly known as the Inn Out of the Cold)

In April of 2018, the **Inn of Woodstock** (formerly known as the Inn Out of the Cold) announced it would extend operations throughout the year, rather than only during the winter months. The Coordinator of the Inn noted, “homelessness is not a seasonal issue; therefore, the need to shelter people year-round is a necessity.” For the previous 13 years, the homeless shelter operated from November through April between the hours of 7:00 p.m. and 7:30 a.m. Operation Sharing, in partnership with Oxford County, decided to run the shelter year-round to combat homelessness in Oxford County. The cost of extending the shelter’s operations is covered 100% by the **Community Homelessness Prevention Initiative**. While the shelter is currently a necessity, the community must work together to find stable and affordable housing for individuals, while helping people maintain housing once they find it. Continued funding must remain available to house those most vulnerable in our community on an ongoing basis.

For additional information refer to page 37 of the **Draft Zero Poverty Plan**.

Housing with Related Supports

Oxford County provides annual operating dollars through client subsidies to support four housing providers with related supports to approximately 70 individuals at any given time. This type of supportive housing ensures people who require assistance with the activities of daily living receive housing, meals, medication management, community referrals and supports, and a healthy living environment to improve their quality of life.

Emergency Housing

The **Community Homelessness Prevention Initiative (CHPI)** funds an emergency house in Woodstock for families experiencing homelessness. The house accommodates ten individuals at any one time, with a maximum stay of six weeks. During these six weeks, the Salvation Army, in cooperation with the County and Housing Stability Workers, assists the families in securing safe and affordable housing. The CHPI fund also supports three emergency beds at the **Domestic Assault Services of Oxford** for women experiencing homelessness in the community. This same fund supports motel stays for working people or families in Tillsonburg who cannot stay at The Inn, a service facilitated by the Salvation Army of Tillsonburg.



Outcomes achieved since the release Oxford County Shelter Plan (2014)

Table 1. Number of New Units Created in 5 years between 2014-2019

Address	# of AHP units	Occupancy	Fed/Prov capital funding	County capital funding	Comments	Total project costs	Target group
18 Vansittart Ave. Woodstock (Phase 1)	54	July 2015	\$725,604	\$0	DC exempt + \$356,880 annual funding	\$9,700,000	MH & A
31 Maple Lane Tillsonburg	12	April 2016	\$0	\$0	DC exempt	\$1,700,000	Seniors
34 Riddell St. Woodstock	28	May 2016	\$483,900	\$500,000	DC exempt	\$3,400,000	Seniors
31 Balsam St. Innerkip	16	June 2016	\$0	\$688,000	DC exempt	\$2,900,000	
55 Woodstock St. Tavistock	19	Nov. 2016	\$1,032,400	\$0	DC exempt	\$1,900,000	low-income households
18 Vansittart Ave. Woodstock (Phase 2)	26	Nov. 2017	\$0	\$1,031,800	DC exempt	\$5,100,000	MH & A
13 Sanders St. Tillsonburg	16	May 2019	\$0	\$1,080,000	DC exempt	\$3,400,000	Seniors
373 Blossom Park Rd. Woodstock	34	July 2019	\$1,126,795	\$1,026,475	DC exempt	\$7,200,000	MH & A
45 Delatre St. Woodstock	34	Sept. 2019	\$1,889,200	0	DC exempt	\$5,600,000	low-income households
786 Southwood Way Woodstock	24	N/A	\$1,534,600	0	DC exempt, County donated land, construction start September 2019	\$5,400,000	Seniors
Total	263	--	\$6,792,499	\$4,326,275	--	\$46,300,000	--

MH & A = Mental Health & Addiction | DC = Development Charges



Outcomes achieved since the release Oxford County Shelter Plan (2014)

Below are some other outcomes achieved since the release of the Oxford County Shelter Plan (2014).

Table 2. Additional Outcomes from other Housing Programs

Housing Programs		
New Rent Supplement Units	\$636,000- 2019	Rent subsidy housing provided to over 100 additional households.
Homeownership	\$260,000	Down payment loans provided to over 26 households.
Community Homelessness Prevention Initiative (CHPI)	\$1,369,677 Assists at least 1200 people per year.	Provincial funding expended to address local priorities and better meet the needs of individuals and families who are homeless, at risk of being homeless, and/or at risk of having utilities disconnected.
Social Housing Repair Program	\$1,080,500	Provincial funding provided to 9 nonprofit housing providers to complete capital repairs in an effort to preserve housing stock.



Outcomes achieved since the release Oxford County Shelter Plan (2014)

Coordination with other community services

Oxford County is a relatively small region, which relies on partnerships and the strengths drawn from working together. There are several established groups and partnerships that collaborate on a variety of human service-related issues. Housing is the priority due to the lack of vacancies and an acknowledgment that a safe and affordable home is the foundation for an improved quality of life. There are a variety of groups that meet for a variety of reasons. Still, more often than not, housing and homelessness become the paramount discussion and subsequent action item, as it impacts every other facet of one's life. The community services work well in partnerships and coordinated efforts due to service integration and co-location of services.

The Human Services department of Oxford County has been providing integrated service delivery for several years, and our clients have been the beneficiaries of this level of service since its inception. Each client who enters the department is considered "eligible for service," and while they may not qualify for traditionally-funded services, no one leaves without at least a referral, and destination for service, to assist them in their journey. Clients seeking funded services only need to tell their story once, to the same client service worker. This streamlined approach alleviates any stress caused by having to retell the same story, over and over, to multiple caseworkers. For those who are homeless or on the brink of homelessness, this "one-stop human service shop" alleviates time and energy spent going from service to service, retelling the same story.

The department also offers collaborative service delivery through the co-location of department staff. The department has workers at three Employment Ontario/Resource buildings, which allow clients to maneuver through a variety of services under one roof and enables essential communication between service delivery agents. Co-location helps clients get where they need to be quickly and efficiently. Human Services also has a staff member located at the local Community Health Centre, which allows for work with a variety of services related to housing, health, mental health, nutrition, dental and other services. This co-location has given clients numerable benefits through virtue of proximity.

Another component of service collaboration is through Community Care Plans (CCP) and wraparound services. These collaborations have assisted many clients with multiple barriers in an effective manner. Many of the members of the CCP are funded through the Local Health Integration Network (LHIN). Often, the priority of the CCP and wraparounds is to assist people with maintaining and/or finding housing. Also, a member of the management team from the department is part of the Oxford Health Team, which is preparing to become one of the communities eligible for the full application process.



Outcomes achieved since the release Oxford County Shelter Plan (2014)

Membership on the Oxford Health Team consists of LHIN funded services, and collaboration exists continually as this team meets monthly, at a minimum, and more frequently as required.

Oxford County also has an active “Situation Table.” This program is a police initiative that brings forward individuals who may pose an escalated risk to themselves or community to a group of service providers for assistance. A staff member from Oxford County’s Human Services department attends these weekly collaborative meetings, and a backup staff member also attends when necessary. During these meetings, a variety of issues come forward. Lack of stable housing often a problem, and Oxford County provides input as it relates to housing and any financial assistance available.

These collaborative efforts have helped achieve many positive housing outcomes. Individual circumstances vary, and often, many people are involved in helping someone successfully secure and maintain housing. Caseworkers share waiting lists and jointly prioritize individuals depending on what would be the best fit for the client. Once the client is successfully housed, supports are put in place to try to maintain that hard to come by housing.

The ongoing goals of collaboration with multiple partners continue to be finding safe and affordable housing for as many people as possible while looking for alternative housing solutions for those who do not fit into the typical housing options.

Non-profit housing corporations and non-profit co-operatives

The non-profit housing sector is in regular contact with Oxford County, through the coordinated waitlist and operational reviews. The non-profits have been recipients of the provincial funding options available to them, and have been polled to see if they will be continuing to provide subsidized housing beyond the expiry date of their operating agreement. All of the non-profit housing providers in Oxford have indicated they intend to continue offering subsidized housing despite provincial subsidies coming to an end. Some non-profit housing providers have expressed an interest in expanding their portfolio. Since the Oxford County Shelter Plan (2014) was submitted to the province, two non-profit housing providers have expanded, creating an additional 28 units in our service area. Other non-profit housing providers have recently expressed an interest in expanding, and Oxford County continues to be consulted and supports these types of plans. Non-profit housing providers are part of community planning groups and will continue to be, to create additional housing along the housing continuum.



Outcomes achieved since the release Oxford County Shelter Plan (2014)

Climate change and environmental sustainability

As noted in the [Draft Zero Poverty Plan](#), there have been significant efforts to build affordable rental housing in Oxford County to Passive House (PH) standard. PH is a performance-based building standard that is validated scientifically through energy modelling software. The PH standard focuses on the building envelope, with a major emphasis on comfort and indoor air quality. Compliance with PH can result in greater occupant comfort and affordability, while reducing energy consumption and greenhouse gas emissions.

Oxford County was motivated to pursue Passive House and/or Net Zero building after County Council approved the Draft 100% Renewable Energy (RE) Plan in 2016, updated in 2018, and when Council passed resolutions in 2017 recognizing that local governments are essential to the successful implementation of the Paris Agreement. It is a well-established fact that climate change is increasing the frequency of extreme weather and posing other risks (including drought, forest fires and rising sea levels) that threaten our natural environment, health, jobs and economy.

After Council approved the 100% RE Plan, staff met and decided to aim higher in regards to building performance in all new affordable housing projects. Oxford County demonstrates its commitment to visionary leadership and good community planning through action as it implements multiple plans that improve quality of life for all residents.

For more information about completed affordable housing projects that adhered to the Passive House standard visit www.oxfordcounty.ca/buildbetter.



Shelter Plan 2020-2024

Projected Outcomes

- Increase availability of affordable housing for low income households
- Increase availability of affordable housing for middle income earners
- Reduce chronic homelessness
- Increase availability of supportive housing
- Enhance community partnerships to better serve households in need

Five strategies to achieve our outcomes

1. Increase affordable rental housing supply
2. Preserve and optimize existing housing supply
3. Reduce chronic homelessness
4. Increase supportive housing
5. Increase rent supplement units in the community

#1

Strategy	Outcomes	Measures	Targets
Increase affordable rental housing supply	15 solutions identified in the 100% Housed Plan (2020) are examined and implemented where appropriate.	Additional affordable rental stock is created throughout the County. Government, non-profit and private sector resources are leveraged to stimulate housing supply.	100% of residents are housed.



Shelter Plan 2020-2024

#2

Strategy	Outcomes	Measures	Targets
Preserve and optimize existing housing stock	34 housing projects listed in Schedule 25 of Regulation 368/11 are maintained.	Rent subsidies are maintained in current non-profit housing portfolio and Oxford County housing portfolio. New Agreements are signed between the County and non-profit housing providers whose operating agreements are expiring. Building Condition Assessments (BCA) are completed for Oxford County housing stock. 5 year capital plans are completed based on BCAs.	100% of existing housing stock is preserved.

#3

Strategy	Outcomes	Measures	Targets
Reduce chronic homelessness	Increased the number of individuals who are successfully housed. Work with community partners to ensure secured housing is sustained.	Individuals and families are supported by community partners to obtain and sustain shelter or permanent housing.	100% of homelessness population is provided with shelter or permanent housing.



Shelter Plan 2020-2024

#4

Strategy	Outcomes	Measures	Targets
Increase housing with related supports (supportive)	Increased number of supportive housing units are available. The Ministry of Health and Long Term care increases funding to allow outreach workers to provide the necessary supports to individuals and families who require supports to sustain their home.	Provide rent supplements to allow individuals who require supportive housing to focus on their wellness. Advocate to the Local Health Integration Network or Ontario Health Team to ensure appropriate funding is allocated to Oxford to increase supportive housing units.	100% of those in need of housing with related supports (supportive) are accommodated.

#5

Strategy	Outcomes	Measures	Targets
Increase rent supplement units in the community including the Portable Housing Benefit program	Increased number of privately owned rental units allow tenants in receipt of a rent supplement to sign a lease.	Provide rent supplements to individuals and families and women fleeing an abusive living environment who are on the social housing wait list and who can secure housing in the private rental market.	100% of new rent supplement funding is offered to low income households.

These five strategic actions will be monitored over the next five years. As required by the Housing Services Act, 2011, an annual progress report will be provided to County Council and made available to the public. Each year Oxford County posts the annual progress report at <http://www.oxfordcounty.ca/Services-for-You/Human-Services/Resources>

Ministry Checklist

ZP = Draft Zero Poverty Plan | HP = 100% Housed Plan | 10YSP = 10 Year Shelter Plan

Topic #	Item	Section/page reference
1. Assessments		
1	Assessment of current and future housing needs	Refer to assessment document
1a	Assessment of current housing needs within the service area	
1b	Include evidence of existing local housing needs (for example, quantitative data from Statistics Canada or CMHC)	
1c	Include evidence to inform local housing needs	
2. Objectives, Targets and Achievements		
2a	Demonstrate a system of coordinated housing and homelessness services that assist households to improve their housing stability and prevent homelessness	Refer to ZP
2b	Include strategies to promote client centered, coordinated access to housing and homelessness prevention services	Refer to page 1 of 10YSP, no changes
2c	Be developed with public consultation and engagement with diverse local communities, including those with lived experience of homelessness	Refer to page 15
2d	Be coordinated and integrated with all municipalities in the service area	Refer to ZP, page 59
2e	Include local housing policies and short and long term housing targets	Refer to page 26
2f	Include strategies to measure and report publicly on progress under the plan	Refer to pages 26-28

Ministry Checklist

Topic #	Item	Section/page reference
2. Objectives, Targets and Achievements		
2g	Identify clear goals and objectives	Refer to pages 26-28
2h	Identify outcomes and outcome measures	
2i	Summarize achievements to date	Refer to pages 21-22
2j	Planning (Description of Measures proposed to meet the objectives and targets)	Refer to pages 26-28
3. Ending Homelessness		
3a	Be informed by the results of local homeless enumeration	No longer required
3b	Include a strategy to prevent and reduce homelessness, incorporating innovative approaches and a Housing First Philosophy	Refer to ZP
3c	Include strategies to reduce and prevent the number of people experiencing chronic homelessness and homelessness among youth and Indigenous peoples, as appropriate to the local context	
3d	Address collaboration with community partners and provincial ministries to reduce and prevent homelessness amongst those transitioning from provincially funded institutions and service systems, as appropriate to the local context	
3e	Identify clear goals and objectives	Refer to page 27
3f	Identify outcomes and outcome measures	
3g	Summarize achievement to date	

Ministry Checklist

Topic #	Item	Section/page reference
4. Indigenous Peoples		
4a	Include a strategy for engagement with Indigenous organizations and communities – including First Nation, Metis and Inuit organizations and communities, where present in the service area	Currently, there are no Indigenous housing providers in Oxford County
4b	Demonstrate a commitment to coordination and collaboration with Indigenous housing providers and service providers to support access to culturally appropriate housing and homelessness services for Indigenous peoples	
4c	Identify clear goals and objectives	
4d	Identify outcomes and outcome measures	
4e	Summarize achievement to date	
5. Coordination with Other Community Services		
5a	Demonstrate a commitment to working with partners across the service systems to improve coordination and client access to housing, homelessness prevention services and other human services	Refer to pages 23-24
5b	Demonstrate progress in moving toward integrated human services planning and delivery	Oxford County adopted an integrated service delivery model in 2006
5c	Address collaboration, where possible, with LHIN, to coordinate social and affordable housing and homelessness services with LHIN funded services	Refer to page 24
5d	Identify clear goals and objectives	Refer to page 28
5e	Identify outcomes and outcome measures	
5f	Summarize achievement to date	

Ministry Checklist

Topic #	Item	Section/page reference
6. A Broad Range of Community Needs		
6a	Include a strategy to address accessible housing and homelessness services for people with disabilities, as well as those who have mental health needs/and or addictions	Refer to this document Refer to ZP, page 19 Refer to 10YSP, page 24
6b	Include a strategy to address the housing needs for survivors of domestic violence, in coordination with other community based services and supports	Refer to this plan Refer to ZP
6c	Address the needs of different demographic groups within their community. This could include: seniors, Indigenous peoples, people with developmental disabilities, children and youth, LGBTQ youth, women, immigrants and refugees, persons released from custody or under community supervision, youth transitioning from the child welfare system and Franco-Ontarians	Refer to Needs Assessment
6d	Demonstrate a commitment to service delivery that is based on inclusive and culturally appropriate responses to the broad range of community need	Refer to ZP and HP
6e	Identify clear goals and objectives	See 10YSP, pages 19 & 24
6f	Identify outcomes and outcome measures	Refer to page 21
6g	Summarize achievement to date	
7. Non-profit Housing Corporation and Non-profit Co-operatives		
7a	Include strategies to engage non-profit housing corporations and co-operatives in current and future planning	Refer to page 24 Refer to 10YSP, page 23
7b	Include strategies to support non-profit housing corporations and co-operatives in the delivery of affordable housing	Refer to page 24
7c	Include strategies to support capacity building and sustainability in the non-profit housing sector	

Ministry Checklist

Topic #	Item	Section/page reference
7. Non-profit Housing Corporation and Non-profit Co-operatives		
7d	Identify clear goals and objectives	
7e	Identify outcomes and outcome measures	Refer to page 21
7f	Summarize achievement to date	
8. The Private Market		
8a	Identify an active role for the private sector in providing a mix and range of housing, including affordable rental and ownership housing, to meet local needs	Refer to HP
8b	Identify and encourage actions for municipalities and planning boards, where applicable, to support the role of the private sector, including the use of available land use planning and financial tools	
8c	Reflect a coordinated approach with Ontario's land use planning framework, including the Provincial Policy Statement and where applicable, the Growth Plan for the Greater Golden Horseshoe	
8d	Align with housing strategies required by the Growth Plan for the Greater Golden Horseshoe, where applicable	
8e	Identify clear goals and objectives	Refer to HP, pages 45-67
8f	Identify outcomes and outcome measures	
8g	Summarize achievement to date	Refer to page 21

Ministry Checklist

Topic #	Item	Section/page reference
9. Climate Change and Environmental Sustainability		
9a	Demonstrate a commitment to improve the energy efficiency of social and affordable housing stock. This can include support for energy conservation and energy efficiency, tenant engagement, and locating affordable housing near transportation. It can also include innovative investment decision such as installation of renewable energy and low carbon technologies	Refer to page 25
9b	Demonstrate a commitment to improve the climate resilience of social and affordable housing stock. This can include taking steps to limit vulnerability to flooding and extreme weather	Refer to page 25 Refer to HP, pages 29-30
9c	Identify clear goals and objectives	Refer to HP, pages 29-30
9d	Identify outcomes and outcome measures	
9e	Summarize achievement to date	



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519-539-9800 | 1-800-755-0394

communications@oxfordcounty.ca

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