

Recommended Actions

Strategic Direction 1.0

Increase housing supply options to meet projected need.

OBJECTIVE 1.1: Increase the mix and supply of housing options, including the number of affordable rental units, market rental units, condo units, and affordable homes in the City of St. Thomas and the County of Elgin.

Actions	Targets	Measure	Time frame	Resp.	2015 Progress Report	2016 Progress Report	2017 Progress Report	2018 Progress Report
1.1.1	<p>Encourage municipalities to work with private and non-profit builders/developers to ensure the construction of a mix of new housing and/or conversion of existing buildings with a focus on new units in the areas of highest demand and for the types of housing in areas of highest demand. This should include a portion of ownership housing priced below affordability levels and a specific focus on building one bedroom units in St. Thomas, including accessible rental units.</p> <p>Increase the supply of affordable one-bedroom rental units.</p> <p>Increase the supply of accessible apartments.</p> <p>Increase the supply of affordable condo apartments, townhouses and single family homes.</p>	<p>Number of new one-bedroom apartments created.</p> <p>Number of new accessible apartments created.</p> <p>Number of new affordable ownership condo apartments, townhouses and single family homes created.</p>	2014-24	City	<p>City Council approved three new affordable housing projects in July 2015 under the IAH program:</p> <ol style="list-style-type: none"> 10 units at 560 Talbot (Capitol Theatre) 12 units at 207 Ross 10 units at 33 Elysian <p>All are one-bedroom units.</p>	<p>City Council approved two new affordable housing project under the IAH or SIF Programs:</p> <ol style="list-style-type: none"> 10 units at 10 Wellington St., Aylmer 12 units at 49 Myrtle (11 units are affordable). 	<p>City Council approved 9 affordable 1 BR units in a 12 unit housing project with elevator at 40 Locust St, using funding originally dedicated to the 10 unit project at 560 Talbot approved in 2015. 6 of the 9 units are fully accessible.</p> <p>City Council approved the use of SIF Program funds together with the proceeds from the sale of units of City-owned housing to fund the construction of 28 units of affordable housing above the planned Social Services building at 230 Talbot St. 24 of the 28 units are 1 BR and 4 are fully accessible.</p>	<p>Following receipt of funding for a childcare center on the City-owned site at 230 Talbot, the City initiated planning for the development of additional units of affordable and rent-geared-to-income housing to be built above the childcare center. Project completion is scheduled for late 2020. The cost of the housing units in this project will be covered in part by the sale of older City-owned family housing units for which there is a lesser demand than for the planned new units.</p>

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1.1.2 Encourage City and lower-tier municipalities to establish municipal incentives that promote the development of mixed density neighbourhoods.	Establish new multi-residential tax class Reduce or eliminate development fees and other charges for affordable housing.		2014-19	City/ County/ Twps	OW Director met with Elgin County Council in June 2015 and Aylmer Town Council in July 2015; encouraged municipalities to consider providing financial incentives for the development of affordable housing	Work on an Affordable Housing Strategy is in progress.	An Affordable Housing Strategy Report addressing this issue is scheduled for Council review in the first half of 2018.	Council reviewed the St. Thomas-Elgin Long-Term Affordable & Social Housing Strategy in June. The Strategy was presented to County Council in July. The Strategy includes detailed information regarding a variety of potential municipal incentives to promote the development of affordable housing and made a number of recommendations with respect to the use of specific incentives. Staff from Planning and Social Services have been working together on recommendations for Council to consider in 2019.
1.1.3 Permit secondary suites—all areas within St. Thomas and Elgin County should ensure their planning policies permit secondary suites/garden suites in single	All City and lower tier municipalities establish policies to permit secondary suites	Number of municipalities which have established policies.	2014-19	City/ County/ Twps		Work on an Affordable Housing Strategy is in progress	An Affordable Housing Strategy Report addressing this issue is scheduled for Council review in the first half	Council reviewed the St. Thomas-Elgin Long-Term Affordable & Social Housing Strategy, which includes detailed

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detached and row houses in compliance with Provincial direction.	or garden suites.						of 2018.	information about secondary suites and a recommendation regarding incentivizing the development of more secondary suites in the community. Staff from Planning and Social Services have been working together on recommendations for Council to consider in 2019.
1.1.4 All municipalities to include directions in their Official Plans that support the development of new affordable rental housing to meet the needs of their communities.	All upper and lower tier municipalities include provisions for the development of affordable housing in their Official Plans, to comply with the 2008 housing affordability targets.	All municipalities have established affordable housing targets in their Official Plans.	2014-19	City/ County/ Twps	.	Work on an Affordable Housing Strategy is in progress	An Affordable Housing Strategy Report addressing this issue is scheduled for Council review in the first half of 2018..	Council reviewed the St. Thomas-Elgin Long-Term Affordable & Social Housing Strategy, which includes recommendations regarding amendments to the City Plan and Zoning Bylaws to enable the wider development of affordable housing and permit the creation of secondary suites. Staff from Planning and Social Services have been working together

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								on recommendations for Council to consider in 2019.
1.1.5 Actively advocate for a commitment from municipal and provincial governments as well as school boards for a more flexible approach to consider the use of publicly owned land (including surplus school sites) for affordable housing, even if affordable housing is only a part of the redeveloped publicly owned sites.	Council/staff advocate or lobby to provincial gov't and school board to consider this request.	Examples of flexible new approaches achieved.	2014-19	City/ County/ Twps/ Prov/ Fed			An Affordable Housing Strategy Report addressing the issue of municipally-owned land is scheduled for Council review in the first half of 2018.	Council reviewed the St. Thomas-Elgin Long-Term Affordable & Social Housing Strategy, which included recommendations regarding affordable housing development on current City-owned housing sites, and regarding the purchase of greenfield sites for potential future affordable housing development. Staff from Planning and Social Services have been working together on recommendations for Council to consider in 2019.

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1.2 Increase the number of rent supplements available to low and moderate income families.	Expand RS program as funds become available. Increase number of portable RS.	Number of new RS units.	2014-19 As funding becomes available.	City/ Prov/ Fed	\$84,000 was invested in the Housing Allowance component of the IAH program to provide \$150/month in rent supplements to about 50 households in the private sector	\$100,000 was invested in Year 3 of IAH Housing Allowance component. An average of \$170 per month was provided to support about 56 households in the private sector. Using funding available through the new SIF (Social Infrastructure Fund) program, thirty new households have received Rent Supplement assistance to help with rent affordability. This program runs to March 2020.	An additional \$100,000 was invested in Year 4 of the IAH Rent Supplement component. An average of \$175 per month was provided to support 55-65 households in the private sector. Using funding available through the SIF Rent Supplement component 28-30 households have received Rent Supplement assistance to help with rent affordability. This program runs to March 2020.	An additional \$100,000 was invested in Rent Supplements for year 5 of the IAH-E program. An average of \$197 per month was provided to support 48 households in the private sector. Using funding available through the Rent Supplement component of the SIF program 31 households were subsidized by an average of \$151 per month.
1.2.1 Undertake strategic outreach to landlords to encourage them to rent to low-income households through the provision of Rent Supplements and/or ongoing tenant support from community workers, building on the model	Increase collaboration with private sector landlords, and number of RS in private sector.	Number of new RS landlords. Number of new landlords partnering with the City.	2014-19	City	Several new private sector landlords entered into Housing Allowance or Strong Communities Rent Supplement agreements with the	New private landlords entered into agreements in 2016 under the Strong Communities Rent Supplement Program, the Housing Allowance	No additional progress in 2017. Number of vacant affordable units in the community at lowest level in many years.	No progress was made in 2018, but this task is part of the workplan for the Co-ordinated Access working group which was created by the Housing and Homeless

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CMHA has developed for its clients. Where possible, accessible units should be a priority when entering into rent supplement agreements.					OW Dept. in 2015.	program, and the new SIF Rent Supplement program		Action Group in 2018. Vacancy rates for rental units remain at extremely low levels, particularly for lower rent units

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Provide supports to keep people in the sustainable housing they currently have.

OBJECTIVE 2.1: Ensure that a coordinated system of supports is available to those currently in sustainable housing.

Actions	Targets	Measure	Time frame	Resp.	2015 Progress Report	2016 Progress Report	2017 Progress Report	2018 Progress Report
2.1.1 Continue to fund existing programs that help people maintain housing, evaluating effectiveness, enhancing where needed, as funds become available (such as Focus Fairview).	Continue to offer HeLP, LEAP and other homelessness prevention programs currently in place, monitoring, modifying and enhancing delivery as required.	CHPI Performance Indicator reports. Client satisfaction surveys.	2014-19	City/ Prov	A new pilot program similar to Focus Fairview was opened by Elgin & St. Thomas Housing Corporation at a public housing complex on Confederation, called Connect Confed.		An additional \$425,000 in HeLP funds were delivered to members of the community, enabling 607 households to retain housing in 2017 The terms and conditions for access to and the use of those funds evolve to serve best outcomes based on analysis of past experience	\$421,349 in HeLP funds were delivered to the community, enabling 742 households to retain housing in 2018. The terms and conditions for access to and the use of those funds evolve to serve best outcomes based on analysis of past experience
2.1.2 Ensure that new programs and services are developed according to client-centred (not system centred) principles, using strategies and measurements devised by Ontario Municipal Social Services Association (OMSSA).	Consider single point of entry, minimizing referrals to other sources, flexibility and coordination among services providers, using measures developed by OMSSA.	Alignment with OMSSA strategies and measurements.	2014-19 As funding becomes available	City		Client-centred principles guide the development of all new programs and services.	Work continued on increasing collaboration between Social Services and multiple community agencies to ensure that clients receive the services they require to find and retain housing (with supports where required)	Work continued on increasing collaboration between Social Services and multiple community agencies. The use of commonly shared assessment tools for clients has increased. New CHPI agreements with supportive housing providers and shelter tie funding to working collaboratively.

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								CHPI funding was used to pay for additional training open to all agencies in the community in the use of the SPDAT assessment tool and in housing-based case management.
2.1.3 Establish a Community Worker position to be shared between the public housing corporation, non-profits and co-op housing providers to provide residents with connections and assistance to access community support agencies with the objective of preventing evictions and promoting successful tenancies.	Improve understanding of the importance of housing stability Increase the number of successful tenancies.	Compare number of evictions, late rent, N4's reduced prior to program intervention. Number of interventions by worker with current tenants and actions taken to maintain housing. Number of evictions averted due to intervention.	2014-19 as funding permits	City		A third Housing Programs Coordinator (HPC) position was added in the Social Services Dept. with the amalgamation of Elgin & St. Thomas Housing Corporation in Sept. 2016. Community outreach is one of the duties of this position.	One HPC now works with the local Situation Table on crisis intervention situations, many involving homelessness. Another HPC now works with Housing and Homeless Action Group on collaborative strategies to reduce homelessness. All 3 HPCs have been trained in use of SPDAT (Service Prioritization Decision Assistance Tool) and housing-based case management so as to	One HPC now also works with the working group for Co-ordinated Access (see details in 3.1.5)

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							<p>be able to better collaborate with agency partners.</p> <p>All HPCs support City housing tenants with disability issues in addressing problems in maintaining tenancies. Measurements are not yet being kept.</p>	
2.1.4 Incorporate basic life/living skills, and financial literacy programs where possible in supports and services to people who are currently housed and for those in transition.						<p>Basic life skills, financial literacy, and other supports are provided at Fair Winds, Harmony House, Second Story, Fresh Start, YWCA Women's Residence, and various other transitional housing programs.</p>	<p>Community agencies are increasingly collaborating in the use of the SPDAT assessment tool in the design of appropriate support programs for clients to ensure successful future tenancies.</p> <p>An additional \$80,000 in CHPI funds was dedicated to CMHA-supported residential care home beds, where residents are regularly reassessed and assisted with the</p>	<p>Community agencies continue to increase their collaboration in the use of the SPDAT assessment tool in the design of appropriate support programs for clients to ensure successful future tenancies.</p>

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							use of SPDAT assessments.	
2.1.5 Endorse the need, and actively pursue funding for a Social Worker through the YWCA to support emergency and transitional housing residents in the community.	Increase the number of successful tenancies by emergency and transitional housing residents.	Number of residents securing stable housing and maintaining it for a period of at least six months.	2014 Dep. on available funding	City/Community		A Social Worker began work in 2016 at YWCA as part of the Youth Homelessness Protocol to work with homeless youth, funded through a \$360,000 3-year provincial Poverty Reduction grant	<p>Poverty Reduction grant funding for 2 YWCA youth-focused housing workers continued through all of 2017.</p> <p>The funding for the housing workers also includes a consultant's ongoing assessment of the work of the Youth Homelessness Protocol in facilitating successful tenancies for homeless youth, recommending improvements where appropriate.</p> <p>38 homeless youth were successfully housed in 2017</p>	<p>CHPI funding was allocated to the YW in the latter part of 2018 to maintain two youth-focused housing workers following the expiry of funding for their positions from other sources.</p> <p>55 homeless youth were successfully housed largely through the efforts of those YW workers in 2018</p>

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2.1.6 Continue to provide, and expand where possible, funding for low to moderate income home owners to undertake emergency or essential home repairs to allow them to continue to live in their own homes.	Assistance to at least 10 households per year.	Number of home owner households able to continue to live in their homes when necessary health/safety repairs completed.	2014-19	City/Community	\$50,000 through the IAH Home Repair Program helped 7 homeowners pay for new roofs (4), major foundation repairs (1), furnace replacement (1), and sewer line repairs (1).	\$50,000 was provided to 5 homeowners and one multi-residential operator in 2016 under the Home Repair program for such improvements as new roofs, wall insulation, structural repairs, and a new furnace.	An additional \$50,000 was provided to 5 homeowners in 2017 under the Home Repair program for such improvements as new roof, new furnaces, and accessibility enhancements. The YWCA also received funding for to assist with a structural repair in their building.	\$50,000 was provided to 6 homeowners and one multi-residential landlord under the Home Repair program for work necessary to sustain occupancy. This work included roofing, replacement of furnaces, and accessibility modifications.
2.1.7 Evaluate the current St. Thomas Home Repair Program for its effectiveness prior to 2015. If deemed effective in keeping these homeowners in their homes, continue/expand the program as federal/provincial funds become available.	Evaluation of effectiveness of program	Number of households assisted and housing retained	2014-15	City	See 2.1.6 above	See 2.1.6 above	See 2.1.6 above	Evaluation of the effectiveness of this program on a cost benefit basis was initiated in 2018 and will be conclude in 2019. The results will inform whether federal/provincial funds continue to be allocated to this purpose.

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Enhance the current service system to prevent homelessness, and when homeless “rapidly” move people into stable housing.

OBJECTIVE 3.1: Ensure that emergency and crisis services are accessible to persons experiencing episodes of homelessness, with a view to immediately setting goals, with supports, to move into stable, sustainable housing.

Actions	Targets	Measure	Time frame	Resp.	2015 Progress Report	2016 Progress Report	2017 Progress Report	2018 Progress Report
3.1.1 Ensure existing programs and services that help people maintain housing and prevent homelessness continue, new programs and services are developed according to client-centred (not system centred) principles, evaluating effectiveness, and enhancing where needed, as funds become available. Use strategies to measure outcomes devised by OMSSA.	See 2.1.2 above	See 2.1.2 above	2014-19	City		Elgin and St. Thomas Housing Corporation was amalgamated into the City of St. Thomas' corporate structure in September 2016 to provide better client-centred one-stop access to services including housing and homelessness services.	<p>An additional \$80,000 was added to the subsidies for residential care home beds in 2017.</p> <p>CMHA Elgin continues to enhance the supports provided to the residents of care homes. All residents are now assessed using the SPDAT to create a Housing Action Plan and connect to supports required to make their placement a success. Residents' action plans/ recovery plans change as needed or are reviewed every 3 months.</p> <p>Through its Housing Drop In Center CMHA Elgin provided support</p>	See 2.1.1 and 2.1.2 above and 3.1.5 below

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							to 141 individuals in obtaining the supports they required from other community services and agencies, as well as by assisting those who were homeless or at immediate risk of homelessness in accessing safe beds, group home beds, transitional housing placements, permanent housing, and waitlists for better housing opportunities within the community.	
3.1.2 Evaluate how attendance at Inn Out of the Cold, particularly for people regularly staying at the Inn Out of the Cold, is affected by the opening of the Second Story transitional housing and examine the need for increased services for the population served, including an evaluation of daytime programming, extending the season and the need for additional transitional or supportive housing.	Reduced use of emergency short-term housing. Shorten length of stay through rapid housing approaches Reduce recidivism	Quantitative/qualitative evaluation – occupancy Ability to assess mental health and other issues and capacity to assist	Spring 2015	Community /City		In 2016, 118 homeless individuals stayed overnight at Inn Out of the Cold for a total of 1,261 bed nights from Nov/16 to Apr/17. 172 others came just for the evening meal. The Inn also provided supplies such as clothing, toilet paper,	The Inn’s Board was approached to request that they examine the possibility of adding a support worker to assist Inn guests in accessing community resources and locating safe and secure housing. The Inn put forward a proposal for	A “system navigator” was funded under the CHPI program to assist the Inn’s guests in accessing community resources and locating safe and secure housing. This position was in place when the Inn opened in 2018.

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		Review where people transition to, need for supports to obtain housing, etc.				<p>shoes, diapers, and baby items as needed.</p> <p>Analysis of the need for increased services for the population served by Inn Out of the Cold is underway.</p> <p>An Expression of Interest for supported transitional housing funding was submitted to the Province.</p>	<p>2018 CHPI funding for that purpose.</p> <p>The Inn’s reporting form was revised in 2017 so that it would indicate each guest’s previous source of shelter (if any) and where the guest was being referred to for assistance. This will assist in the analysis of data to determine the effectiveness of homelessness-serving systems in the community.</p> <p>The Psychiatric Survivors Network of Elgin (PSNE) stepped up to provide a 24/7 refuge within its drop-in facility serving the period when the Inn is closed.</p> <p>Approximately 250 individuals already</p>	<p>The system navigator works in close collaboration with all other agencies in the community serving those who are homeless, and has been trained in the use of the SPDAT.</p> <p>The Inn Out of the Cold uses the HIFIS software which is being adopted by the community as a collectively shared data source for serving the homeless population.</p> <p>Due to difficulties with the intended site of PSNE’s transitional housing, it was not possible to implement their plan of the previous year and the related CHPI funding was re-allocated</p>

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							<p>make use of PSNE’s drop-in and programming each year.</p> <p>PSNE has also applied for CHPI funding for emergency beds and transitional housing beds, where they can work more closely with their drop-in clientele in accessing benefits and services in the community and in finding safe and secure housing.</p>	
3.1.3 Determine how Second Story is addressing the transitional housing needs of men in the community, and what service gaps continue to exist for this population.	Reduction of service gaps.	<p>Quantitative /qualitative evaluation re: occupancy</p> <p>Ability to assess mental health and other issues and capacity to assist</p>	Spring 2015	City/Community		An analysis is underway to identify gaps and possible solutions.	This will take place as part of a comprehensive analysis taking place in 2018	A homeless enumeration process took place in 2018, involving the collaboration of volunteers from 28 local organizations. 158 individuals were identified as homeless. Survey results of homeless individuals clearly indicated that

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		Review where people transition to, need for supports to obtain housing etc.						the few transitional housing beds available at Second Story are far from sufficient to meet the needs of homeless men. A majority of the homeless men who were successfully housed in 2018 live in the residential care homes with housing subsidies funded through CHPI.
3.1.4 Endorse recent youth homelessness recommendations. Implement Coordinated Service Protocol to Respond to Youth Homelessness, evaluate implementation, and determine how this protocol can be extended to other populations.	Youth protocol implemented and determine applicability/ revision for use with non-youth homeless.	Evaluation of youth inter-agency protocol system.	2014-19	CCYE/ Community / City		The Youth Homelessness Protocol continues to provide effective services for homeless youth. Principles include: <ul style="list-style-type: none"> • Diversion from the system if possible • Family reunification if possible • Harm reduction • Youth-centred • Informed consent and confidentiality 	The Youth Homelessness Protocol continues to provide effective services for homeless youth. An analysis of the progress of each individual youth using the SPDAT tool is performed on an ongoing basis, and is expected to lead to some changes in 2018, following a report from the consultant funded	The Youth Homelessness Protocol continues to provide effective services for homeless youth. 55 youth were successfully rehoused in 2018 through the use of the protocol. The YWCA organized another successful training session for a large number of staff of organizations in the community dealing

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						<ul style="list-style-type: none"> Collective impact Responsiveness and immediate services <p>YWCA provided training for community agencies on SPDAT, an acuity assessment tool. Social Services caseworkers attended the training.</p>	by the Poverty-Reduction grant.	with homeless youth and adults in the use of the SPDAT and in housing-based case management
3.1.5 Investigate a “Housing Help Centre” or a one stop social services delivery model and/or connections with health services. Expand the Housing Program Coordinator role and resources to meet increasing need and provide central access for people to go to for services.	Measure caseload and outcomes for people being served by the Housing Program Coordinator (HPC), and determine; need to enhance this service, community capacity to meet need; and model.	Evaluation or report on findings, including recommendations.	2014-19 dep. on funding available.	City/Community	.	<p>The idea of a Housing Help Centre is being investigated in cooperation with other community agencies.</p> <p>A one-stop social services delivery model was initiated with the amalgamation of Elgin and St. Thomas Housing Corporation into the City’s corporate structure in Sept. 2016.</p>	<p>Further consideration of the value/feasibility of a one stop community-based Housing Help Center is to be included as part of a comprehensive analysis of homelessness-serving systems taking place in 2018</p> <p>Currently CMHA Elgin is serving in this capacity on a very limited basis (2-3 hours per week), but have</p>	<p>A committee of the Housing and Homelessness Action Group was struck in late 2018 to work on the design and implementation of a fully co-ordinated access system for to affordable housing, housing subsidies and housing-related support services. The goal is to have such a system in place by early in 2020.</p>

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							already clearly established (see 3.1.1) the potentially immense value to the community of this additional service, should it be expanded and funded/staffed collaboratively.	

Strategic Direction 4.0

Pursue community partnerships and broaden community awareness while advocating to seniors levels of government to ensure stable housing and poverty reduction for all residents.

OBJECTIVE: 4.1 Increase community partnerships and collaborations and actively advocate for a reduction in poverty and increased housing stability for all residents of St. Thomas and Elgin County.

Actions	Target	Measure	Time frame	Resp.	2015 Progress Report	2016 Progress Report	2017 Progress Report	2018 Progress Report
4.1.1 Examine opportunities for further service integration of health and social services and support community agencies in pursuing additional funding through the LHIN to address housing and support needs of persons with mental illness, addictions and undiagnosed mental illness.	Initiate and monitor the implementation of the 10-year Housing and Homelessness Plan including a review at 5 years	HHAG reports annually on Housing and Homelessness Plan progress through an Annual Report Card City reporting annually on Provincially-prescribed Performance Measures	2015-19	City / Community/ LHIN / Prov		Opportunities are being pursued.	A presentation regarding social and supportive housing was made to the Elgin Sub-Region Table of the LHIN by the Social Services Director and by CMHA Elgin. A follow up meeting took place at the Social Services building and social agencies are being encouraged to apply to the LHIN for housing-related funding on the basis of the social determinants of health. The Sub-Region group has adopted housing as one of its priorities.	In February 2018 the Director of Social Services was invited to join the LHIN Sub-region table. The Director brings a social services and affordable housing perspective to this planning table,

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Actions	Target	Measure	Time frame	Resp.	2015 Progress Report	2016 Progress Report	2017 Progress Report	2018 Progress Report
4.1.2 Expand collaborative priority-setting through the Housing and Homeless Action Group (HHAG). Effective planning of homeless-related mental health and addiction services, and housing supports, will require enhanced collaboration between the LHIN, the City and other community support organizations, including the Aboriginal community, Violence Against Women Agencies and Accessibility Committees.					Community partners meet quarterly at the Housing & Homelessness Action Group table; HHAG is actively working to engage the LHIN.	HHAG has invited members of the local First Nations communities to participate. Collaborative priority-setting continues at the group's quarterly meetings.	HHAG meetings have been increased in frequency and a HHAG subcommittee took a major role in the planning of homeless enumeration in 2018. Two aboriginal organizations have been recruited to participate in HHAG, as well as the West Elgin Community Health Center. Efforts to recruit other agencies to participate in HHAG are ongoing. HHAG will play a major role in 2018's review of the effectiveness of all of our homelessness-serving systems.	See 3.1.5 and 4.1.1 above

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OBJECTIVE: 4.1 Increase community partnerships and collaborations and actively advocate for a reduction in poverty and increased housing stability for all residents of St. Thomas and Elgin County.

Actions	Target	Measure	Time frame	Resp.	2015 Progress Report	2016 Progress Report	2017 Progress Report	2018 Progress Report
4.1.3 Encourage and support community initiatives for supportive housing. Seek capital funding through senior levels of gov't, coordinate funding with partners such as LHIN, CMHA etc.	Determining the need for housing, intended population, number of units, model of support, secure funds for capital and operating.	Supported housing needs assessment.	Ongoing 2014-19	Com-munity/ City/ Prov	HHAG is actively working to engage the LHIN.	Applications have been made for capital and operational funding for new supportive housing initiatives.	Supportive housing providers / community partners were encouraged to submit proposals for 2018-2019 CHPI funding for enhancements to existing supportive housing programs and the initiation of new programs, leading to the addition of a new supportive housing initiative by PSNE	Supportive housing providers / community partners were encouraged to submit proposals for 2019-2020 CHPI funding for enhancements to existing supportive housing programs and the initiation of new programs.
4.1.4 Investigate ways to expand outreach of housing/homelessness services to the County i.e. Skype might be used by several agencies to provide remote access to prevention, as well as other services. Model may become a rural virtual "hub" shared by many community services, as well as those relocating to London.	Contact other SM re: outreach methods to rural/remote areas, evaluate for St. Thomas Elgin, determine appropriate implementation strategy for City and community programs.	Improved service to rural or remote areas in Elgin.	2015-19	City/ Com-munity		A second Social Services outreach office was opened in West Lorne in May 2016 to service West Elgin residents. An Ontario Works caseworker is based at the West Elgin shared services facility two days a week.	No new initiatives in 2017, beyond recruitment of WECHC to HHAG.	No new initiative of this kind were undertaken in 2018, however greater co-operation and communication between agencies within the County was a benefit of the homeless enumeration process.

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Pursue community partnerships and broaden community awareness while advocating to seniors levels of government to ensure stable housing and poverty reduction for all residents.

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Actions	Target	Measure	Time frame	Resp.	2015 Progress Report	2016 Progress Report	2017 Progress Report	2018 Progress Report
4.1.5 Increase opportunities for information sharing and cross training across agencies and volunteers to enhance knowledge understanding and communication	Increased inter-agency training.	Number of multi-sector training sessions system for sharing information and collaborative service provision opportunities.	Ongoing 2014-24	City/Com-munity	<p>OW and Elgin St. Thomas Public Health managers meet regularly to share program information.</p> <p>Cross training of OW and ESTPH staff took place in 2015.</p> <p>Staff from outside agencies regularly present information at OW general staff meetings; OW staff are regularly invited to present information at outside agency meetings as well.</p>	Regular information sharing and cross training among City Social Services and other communities agencies and organizations continues.	Regular information sharing and cross-training among City Social Services and other community agencies and organizations continues. Use of common tools (SPDAT assessments, Housing-based Case Management best practices) continues to proliferate amongst community agencies	Regular information sharing and cross-training among City Social Services and other community agencies and organizations continues. Use of common tools (SPDAT assessments, Housing-based Case Management best practices) continues to proliferate amongst community agencies.
4.1.6 Advocate for policy change to build on the approach of the Ontario Child Benefit by developing an expanded range of income and services to be available to all low-income Ontarians.	Increased financial security for low-income residents.	Number and types of lobbying actions.	2014-2024	Com-munity, directly to provincial gov't (MCSS, and MoH/LTC)			Ontario Works and Housing Services staff participate in local Coalition to End Poverty group where efforts to address income supports, food	Ontario Works and Housing Services staff have continued their active participation in local Coalition to End Poverty group where efforts to address

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4.1.7 Advocate for the replacement of short-term coverage in Ontario Works with more appropriate financial support outside of the social assistance system for those who are temporarily unemployed.				using appropriate and effective methods. Sector organizations and Municipal Councils (OMSSA/AMO/FCM)			security, public transportation deficits and the lack of affordable housing are worked on collaboratively.	income supports, food security, public transportation deficits and the lack of affordable housing are worked on collaboratively.
4.1.8 Support the advocacy campaign for a healthy food supplement of \$100 monthly to all adults receiving social assistance in Ontario.								
4.1.9 Advocate for increased and stable funding from the Federal and Provincial governments in order provide new affordable rental housing units in the City and County.	Lobby through sector organizations and Municipal Councils (OMSSA/ONPHA / AMO/FCM/ CHRA) and directly to provincial gov't (MCSS, MMAH and MoH/LTC) using appropriate and effective	Number of new affordable rental housing units. Examine change in federal funding for social housing.	2014-2024	City/Com-munity			Housing Services staff participate actively in OMSSA, and the City is a member of ONPHA. Staff contribute to and encourage the advocacy work done by both sector organizations in relation to new affordable housing, the regeneration of existing social housing and increase the number of rent	Housing Services staff have continued to participate actively in OMSSA, and the City is a member of ONPHA. Staff contribute to and encourage the advocacy work done by both sector organizations in relation to new affordable housing, the regeneration of existing social housing and increasing the
4.1.10 Advocate for Federal and Provincial government funding to maintain existing social housing stock in the City and County.								
4.1.11 Advocate for increased Federal and Provincial funding for portable rent supplements, especially to meet the needs of the working poor.		# of new rent supplement units.				St. Thomas-Elgin Social Services Dept. supported the Ontario Municipal Social Services Association		

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	methods.	Examine change in rent supplement funding.				(OMSSA's) consultation paper to the Province on the subject of a Portable Rent Supplement. This new program will be introduced in the fall of 2017.	supplements and other form or rent subsidy for the working poor as well as for those on Social Assistance. Housing staff also participated actively in Ministry consultation processes related to the above issues.	number of rent supplements and other form or rent subsidy for the working poor as well as for those on Social Assistance. Housing staff also continued their active participation in Ministry consultation processes related to the above issues.
4.1.12 Encourage all existing social housing providers to reduce energy and water consumption/costs through the use of available grants	Reduce operating costs for social and affordable housing providers	# of new units using grants Energy efficiency of new units	2014 - 2024	City		\$791,533 was granted to St. Thomas/Elgin under SHEEP (the Social Housing Energy Efficiency Program) in 2016. Five qualifying social housing providers used the funds to improve energy efficiency (new windows, doors, heat pumps) in units heated by electricity where the tenant pays hydro. The program will result	\$1,028,185 was dispersed to 13 separate social housing providers (2 of them on multiple housing sites) under the SHIP (Social Housing Improvement Program) for capital expenditures, the majority of the work done involved improvements in energy efficiency as either the primary goal	City staff and two local housing providers were successful in getting Ministry approval for energy reduction retrofits under the Green On program for social housing, but the program was cancelled in July 2018. Work done in preparing proposals for Green On funding enhanced awareness of

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						in greatly reduced hydro bills for low-income tenants.	or as a secondary benefit of capital upgrades/replacements.	potential energy saving projects which can be pursued when new funding can be found for them.
4.1.13 New affordable housing created with federal, provincial or municipal funds should be encouraged to exceed the energy efficiency requirements of the 2012 Building Code.						A Request for Proposals for new affordable housing issued in 2016 required proposals to exceed Building Code energy efficiency standards.	Both projects mentioned in 1.1.1 above exceed the Building Code energy efficiency standards	The City's new building at 230 Talbot exceeds Building Code standards for energy efficiency.