

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.	Relation to other Plans	Implementation Plan
1.1.1 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>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><u>Our Community, Our Future, Our St. Thomas Community Strategic Plan September 2012 (Draft)</u></p> <p>1.4.3 Plan for a range of housing that provides options for people at all stages of life.</p>	<p>1. Target development of one-bedroom rental units including accessible units in St. Thomas in next round of federal/provincial affordable housing funding.</p> <p>2. Housing Administrator will communicate this recommendation to County and lower-tier councils .</p> <p>3. OW Dept. will work with Planning Dept. to consider options for recommendation to City Council.</p>
1.1.2 Encourage City and lower-tier municipalities to establish municipal incentives that promote the development of mixed density neighbourhoods.	<p>Establish new multi-residential tax class</p> <p>Reduce or eliminate development fees and other charges for affordable housing.</p>		2014-19	City/ County/ Twps		<p>1. Housing Administrator will communicate with County and lower-tier municipalities to encourage the establishment of municipal incentives.</p>

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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 detached and row houses in compliance with Provincial direction.	All City and lower tier municipalities establish policies to permit secondary suites or garden suites.	Number of municipalities which have established policies.	2014-19	City/ County/ Twps	<u>St Thomas and Elgin Study on Homelessness August 2009</u>	<ol style="list-style-type: none"> 1. Housing Administrator will communicate with County and lower-tier municipalities regarding this recommendation. 2. Housing Administrator will track the number of municipalities which have established policies.
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	Creating Improved Housing Options- Providing Choices for all Residents Responding To Youth Homelessness in St. Thomas and Elgin County	<ol style="list-style-type: none"> 1. OW Dept. will communicate with County and lower-tier municipalities regarding this recommendation. 2. OW Dept. will report on the number of municipalities which have established policies.
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		<ol style="list-style-type: none"> 1. Municipal councils are encouraged to advocate through AMO.
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	Number of new RS units.	2014-19 As funding becomes	City/ Prov/ Fed		<ol style="list-style-type: none"> 1. OW Dept. will consider increasing RS units when provincial or federal funding becomes available.

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	portable RS.		available.			
<p>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 CMHA has developed for its clients. Where possible, accessible units should be a priority when entering into rent supplement agreements.</p>	<p>Increase collaboration with private sector landlords, and number of RS in private sector.</p>	<p>Number of new RS landlords. Number of new landlords partnering with the City.</p>	2014-19	City		<p>1. Implement a new residential care delivery system in 2014. 2. OW Dept. will consider strategies such as a Housing Forum to connect private and non-profit landlords with support agencies and to identify potential accessible units for the rent supplement program.</p>

Strategic Direction 2.0

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.	Relation to other Plans	Implementation Plan
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	<u>Our Community, Our Future, Our St. Thomas Community Strategic Plan September 2012 (Draft)</u> 1.4 Continue to support the provision of health and social services for the residents of St. Thomas where financially feasible.	<ol style="list-style-type: none"> 1. OW Dept. will monitor effectiveness of existing programs and revise as required. 2. OW Dept. will support the continuation of Focus Fairview.
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	1.4.2 Investigate ways to integrate health and social services to improve linkages and collaborative efforts.	<ol style="list-style-type: none"> 1. OW Dept. will continue to collaborate with Public Health and Central Community Health Centre regarding referrals for services. 2. OW Dept. will consider options for a single point of entry for social service applications.

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<p>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.</p>	<p>Improve understanding of the importance of housing stability</p> <p>Increase the number of successful tenancies.</p>	<p>Compare number of evictions, late rent, N4's reduced prior to program intervention.</p> <p>Number of interventions by worker with current tenants and actions taken to maintain housing.</p>	<p>2014-19 as funding permits</p>	<p>City</p>	<p>1.4.5 Work cooperatively with partners to promote health and wellness and required services to meet the needs of the residents of St. Thomas</p>	<p>1. The Housing Programs Coordinator (HPC) job description now includes a community outreach component.</p> <p>2. A second HPC was hired in July 2013 (contract) using CHPI funds.</p>
<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>		<p>Number of evictions averted due to intervention.</p>			<p>Objective 1.7 Ensuring the delivery of Municipal Services to meet the needs of the residents.</p>	<p>3. HPCs and OW case workers will link applicants with community resources as required.</p> <p>4. Guest speakers from support agencies will be invited to meet with case workers to share program information.</p>
<p>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.</p>	<p>Increase the number of successful tenancies by emergency and transitional housing residents.</p>	<p>Number of residents securing stable housing and maintaining it for a period of at least six months.</p>	<p>2014 Dep. on available funding</p>	<p>City/Community</p>	<p><u>St Thomas and Elgin Study on Homelessness August 2009</u></p>	<p>1. OW Dept. will support efforts by the YWCA to hire a social worker (i.e. through funding for the Bridges program).</p>
<p>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.</p>	<p>Assistance to at least 10 households per year.</p>	<p>Number of home owner households able to continue to live in their homes when necessary health/safety repairs completed.</p>	<p>2014-19</p>	<p>City/Community</p>		<p>1. Consideration will be give to allocate a portion of future Investment in Affordable Housing funding to extend the Home Repair Program.</p>

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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	Improving Support Services-Expanding the Range of Housing Support and Service Opportunities	1. OW Dept. will evaluate the current program in the fall of 2014 and make recommendations to council as required.

Strategic Direction 3.0

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.	Relation to other Plans	Implementation Plan
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	<u>St Thomas and Elgin Study on Homelessness August 2009</u> Creating Improved Housing Options: Improving Support Services; Coordinating Approach to Homelessness.	<ol style="list-style-type: none"> OW Dept. will evaluate the effectiveness of Year 1 CHPI-funded programs and report on performance measures in the spring of 2014. As new funding becomes available, OW Dept. will consider OMSSA measurement tools to deliver client-centred & effective programs to prevent homelessness. A new client-centred delivery system for residential care homes will be implemented in 2014.
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.	<p>Reduced use of emergency short-term housing.</p> <p>Shorten length of stay through rapid housing approaches</p> <p>Reduce recidivism</p>	<p>Quantitative/ qualitative evaluation – occupancy</p> <p>Ability to assess mental health and other issues and capacity to assist</p> <p>Review where people transition to, need for supports to obtain housing, etc.</p>	Spring 2015	Community /City	<p><u>Our Community, Our Future, Our St. Thomas Community Strategic Plan September 2012 (Draft)</u></p> <p>1.4 Continue to support the provision of health and social services for the residents of St. Thomas where</p>	<ol style="list-style-type: none"> At the end of the 2013/14 season, the Housing Administrator will work with Inn Out of the Cold, CMHA, and Second Story staff to evaluate client needs and the effectiveness of existing services.

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Actions	Targets	Measure	Time frame	Resp.	Relation to other Plans	Implementation Plan
<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.</p>	<p>Reduction of service gaps.</p>	<p>Quantitative /qualitative evaluation re: occupancy</p> <p>Ability to assess mental health and other issues and capacity to assist</p> <p>Review where people transition to, need for supports to obtain housing etc.</p>	<p>Spring 2015</p>	<p>City/Community</p>	<p>financially feasible.</p> <p>1.4.2 Investigate ways to integrate health and social services to improve linkages and collaborative efforts.</p>	<p>1. See 3.1.1 and 3.1.2.</p>
<p>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.</p>	<p>Youth protocol implemented and determine applicability/revision for use with non-youth homeless.</p>	<p>Evaluation of youth inter-agency protocol system.</p>	<p>2014-19</p>	<p>CCYE/Community/City</p>	<p>1.4.3 Plan for a range of housing options for all stages of life.</p> <p>1.4.5 Work</p>	<p>1. Housing Administrator will continue to collaborate with Community Council on Children & Youth Elgin (CCYE) regarding the Youth Homelessness protocol.</p> <p>2. Housing Administrator will work with Elgin County Host Home Network regarding housing for homeless youth.</p>

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<p>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.</p>	<p>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.</p>	<p>Evaluation or report on findings, including recommendations.</p>	<p>2014-19 dep. on funding avail</p>	<p>City/Com-munity</p>	<p>cooperatively with partners to promote health and wellness and required services to meet the needs of the residents of St. Thomas</p> <p><u>Responding To Youth Homelessness in St. Thomas and Elgin County Service Recommendations-Supports for Youth, Service Coordination, Emergency Services, Long-Term Solutions</u></p>	<p>1. See items 2.1.3 and 2.1.2.</p>

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.	Relation to other Plans	Implementation Plan
<p>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.</p>	<p>Initiate and monitor the implementation of the 10-year Housing and Homelessness Plan including a review at 5 years</p>	<p>HHAG reports annually on Housing and Homelessness Plan progress through an Annual Report Card</p> <p>City reporting annually on Provincially-prescribed Performance Measures</p>	<p>2015-19</p>	<p>City/Community/LHIN/Prov</p>	<p>St Thomas and Elgin Study on Homelessness August 2009</p> <p>Creating Improved Housing Options: Improving Support Services; Coordinating Approach to Homelessness.</p> <p><u>Our Community, Our Future, Our St. Thomas Community Strategic Plan September 2012 (Draft)</u></p> <p>1.4 Continue to support the provision of health and social services for the residents of St. Thomas where financially feasible.</p>	<p>2. Housing & Homelessness Action Group will collaborate with the social services sector to investigate new initiatives related to supports for individuals.</p> <p>3. Housing Administrator will support and work with the London Office of the Ministry of Municipal Affairs & Housing on its initiative to engage the Southwest LHIN in collaborative housing programs to support individuals with mental illness and addictions.</p> <p>4. OW Dept. will partner with an appropriate agency for the delivery of residential care services.</p> <p>5. Community-wide Standards of Care will be developed for residential care homes with input from health and social service agencies, residents, and others.</p>

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Actions	Target	Measure	Time frame	Resp.	Relation to other Plans	Implementation Plan
<p>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.</p>					<p>1.4.2 Investigate ways to integrate health and social services to improve linkages and collaborative efforts.</p> <p>1.4.3 Plan for a range of housing that provides options for all stages of life.</p> <p>1.4.5 Work cooperatively with partners to promote health and wellness and required services to meet the needs of the residents of St. Thomas</p>	<ol style="list-style-type: none"> 1. Representatives from the Aboriginal community, Violence Against Women agencies, and accessibility committees will be invited to join HHAG to assess their specific current and future needs, develop specific objectives, targets and measures, and methods to monitor progress. 2. HHAG will invite appropriate representatives or speakers to focussed meetings on specific topics (i.e. health, 211 service, accessibility). 3. HHAG members will review Terms of Reference and establish priorities annually. 4. HHAG will reach out to the LHIN to consider collaborations.
<p>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.</p>	<p>Determining the need for housing, intended population, number of units, model of support, secure funds for capital and operating.</p>	<p>Supported housing needs assessment.</p>	<p>Ongoing 2014-19</p>	<p>Community/ City/ Prov</p>		<ol style="list-style-type: none"> 1. See 4.1.1
<p>4.1.4 Investigate ways to expand outreach of housing/homelessness services to the County i.e. Skype might be used by several</p>	<p>Contact other SM re: outreach methods to rural/remote areas,</p>	<p>Improved service to rural or remote areas in Elgin.</p>	<p>2015-19</p>	<p>City/ Community</p>		<ol style="list-style-type: none"> 1. OW Dept. will investigate establishing satellite offices in West Lorne and Aylmer to provide on-site services to the west and east rural areas in

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Actions	Target	Measure	Time frame	Resp.	Relation to other Plans	Implementation Plan
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.	evaluate for St. Thomas Elgin, determine appropriate implementation strategy for City and community programs.					partnership with other County-wide agencies.
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/Community	St Thomas and Elgin Study on Homelessness August 2009 Creating Improved Housing Options: Improving Support Services; Coordinating Approach to Homelessness <u>Our Community, Our Future, Our St. Thomas Community Strategic Plan</u>	<ol style="list-style-type: none"> 1. OW Dept. will investigate opportunities to share staff training opportunities with other agencies. 2. OW Dept. will invite community agencies to present information to staff. 3. OW Dept. will investigate additional opportunities for partnering with agencies such as Central Community Health Centre, Family and Children’s Services, Employment Services Elgin, and others to maximize wrap-around services for clients.
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	Community, directly to provincial gov’t (MCSS, and	September 2012 (Draft) 1.4 Continue to support the provision of health and social services for the residents of St. Thomas where financially	<ol style="list-style-type: none"> 1. Political advocacy through AMO or other sector support organizations such as OMSSA (Ontario Municipal Social Services Association).

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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.				MoH/LTC) using appropriate and effective methods.	feasible. 1.4.2 Investigate ways to integrate health and social services to improve linkages and collaborative efforts.	See 4.1.6.
4.1.8 Support the advocacy campaign for a healthy food supplement of \$100 monthly to all adults receiving social assistance in Ontario.				Sector organizations and Municipal Councils (OMSSA/AMO/FCM)	1.4.3 Plan for a range of housing that provides options for all stages of life. 1.4.5 Work cooperatively with partners to promote health and wellness and required services to meet the needs of the residents of St. Thomas	See 4.1.6.
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	Number of new affordable rental housing units. Examine change in federal funding for social housing.	2014-2024	City/Community	<u>Our Community, Our Future, Our St. Thomas</u> <u>Community Strategic Plan</u> <u>September 2012 (Draft)</u> 1.4.3 Plan for a range of housing that provides options for people at all stages of life	1. See 4.1.6. 2. City and County Councils are encouraged to endorse resolutions.
4.1.10 Advocate for Federal and Provincial government funding to maintain existing						See 4.1.9.

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<p>social housing stock in the City and County.</p> <p>4.1.11 Advocate for increased Federal and Provincial funding for portable rent supplements, especially to meet the needs of the working poor.</p>	<p>(MCSS, MMAH and MoH/LTC) using appropriate and effective methods.</p>	<p># of new rent supplement units.</p> <p>Examine change in rent supplement funding.</p>			<p><u>St Thomas and Elgin Study on Homelessness August 2009</u> Improving Support Services,- Expanding the Range of Housing Support and Service Opportunities</p> <p><u>Responding To Youth Homelessness in St. Thomas and Elgin County</u> Service Recommendations, Service Coordination, Emergency Services, Long-Term Solutions</p>	<p>See 4.1.9</p>
<p>4.1.12 Encourage all existing social housing providers to reduce energy and water consumption/costs through the use of available grants</p>	<p>Reduce operating costs for social and affordable housing providers</p>	<p># of new units using grants</p>	<p>2014 - 2024</p>	<p>City</p>		<p>1. Housing Administrator to provide information and invite relevant speakers to housing provider network meetings.</p>
<p>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.</p>		<p>Energy efficiency of new units</p>				<p>1. Requirements for stricter energy efficiency requirements will be considered when an RFP is developed for new funding programs.</p>

