

# TAKING STOCK WORKING TOGETHER

## 2017 Progress Report



# Introduction

The City of St. Thomas, in its role as the Service Manager for St. Thomas and Elgin County, is responsible for delivering social and community services throughout the City and the County. These services are delivered by St. Thomas – Elgin Social Services Department. As part of its mandate, the Department administers and/or delivers a range of housing and homelessness programs including existing social housing, new affordable housing, rent supplements, housing allowances, home repair assistance, homeownership down-payment assistance, funding for emergency shelters and transitional housing, and other homelessness prevention programs including the Housing Links for People (HeLP) program. The City also owns and manages 530 units of public housing.

The Social Services Department works in collaboration with the County of Elgin and area municipalities, with existing private sector and not-for-profit housing providers, with support services agencies, and with many individuals and organizations in the community to help meet the housing and homelessness prevention needs in support of residents of St. Thomas and Elgin County.

In the past, the Department has undertaken numerous reports and studies about community housing and homeless needs and has worked with organizations to implement many of the key initiatives from those studies.

As required in the *Housing Services Act*, City of St. Thomas Council approved a 10-year Housing and Homelessness Plan for St. Thomas and Elgin County in December 2013. The Plan was implemented on January 1, 2014. Service Managers are required in the *Act* to report annually to the public by June 30 on progress in achieving the recommendations in their Plans during the preceding year.

**This is the 2017 Progress Report for St. Thomas/Elgin County.**



**Service Managers  
are required to report  
annually to the public on  
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10-year Housing and  
Homelessness Plans.**



## Vision

St. Thomas and Elgin County recognize the importance of having affordable, adequate and appropriate housing for its residents. In co-operation with not-for-profit and private-sector partners in the community, and with support from federal and provincial levels of governments, St. Thomas and Elgin County will work towards meeting the housing and support needs of the community, with the elimination of long term homelessness as a key goal.

STRATEGIC DIRECTION 1	STRATEGIC DIRECTION 2	STRATEGIC DIRECTION 3	STRATEGIC DIRECTION 4
Increase housing supply options to meet projected needs.	Provide supports to keep people in the sustainable housing they currently have.	Enhance the current service system to prevent homelessness, and when homeless “rapidly” move people into stable housing.	Pursue community partnerships and broaden community awareness while advocating to senior levels of government to ensure stable housing and poverty reduction for all residents.



## STRATEGIC DIRECTION 1

### Increase housing supply options to meet projected need

*Seven recommendations with actions, targets, measures, and the detailed 2017 progress report are attached.*

#### Progress in 2017

##### New Affordable Rental Housing

Funding was approved for a 12-unit two-storey apartment building with an elevator at 50 Locust St. in St. Thomas. 9 units will be affordable and 6 fully accessible.

Occupancy is due by August of 2018 for 3 affordable housing projects approved in 2016, two in St. Thomas at 33 Elysian St. and 49 Myrtle St. and one in Aylmer at 10 Wellington.

##### Rent Supplements

Using funding available through the AIH (Investment in Affordable Housing) program and the SIF (Social Infrastructure Fund) programs, 85-95 households per month received monthly Rent Supplements averaging \$170 to help with housing affordability.

##### Regeneration of City-owned Housing

Based on assessed community need in relation to current housing stock the City chose to sell off up to 14 older 3BR units to help fund the building of 28 new 1BR and 2BR units of affordable housing on two floors above the planned Social Services building at 230 Talbot Street. Additional affordable units are also planned for this City-owned site in the future.





## STRATEGIC DIRECTION 2

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

*Seven recommendations with actions, targets, measures, and the detailed 2017 progress report are attached.*

### Homelessness Prevention

\$425,000 in HeLP funding was allocated to assist low-income households with homelessness prevention supports. The funds were spent as follows:

- 41% for utility arrears
  - (247 households)
- 16% for last month's rent
  - (100 households)
- 17% for furniture
  - (114 households)
- 18% for rent arrears
  - (88 households)
- 8% for moving costs
  - (56 households)

### Progress in 2017

#### Home Repair Program

\$50,000 from the IAH Home Repair Program helped five homeowners and one multi-residential supportive housing agency pay for structural repairs (1), new roofs (1) furnace replacement (3) and accessibility modifications (1).

#### Enhancing Tenant Capacity

Community-wide use of SPDAT assessment tool is increasing. The SPDAT has been an effective means to design individualized skills development programs for tenants and prospective tenants to increase their prospect of having successful tenancies.

#### Eviction Prevention

City Housing staff work with tenants to help them to avoid eviction. City Staff also participate in Situation Table emergency interventions which can prevent homelessness, or rescue individuals from homelessness



## STRATEGIC DIRECTION 3

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

*Five recommendations with actions, targets, measures, and the detailed 2017 progress report are attached.*

### Youth Homelessness Protocol

79 youth accessed services through the Youth Homelessness Protocol in 2017:

49% of these youth were 16-18

The primary reasons for homelessness were

- 33% family relationship breakdown
- 14% long term homeless
- 13% eviction by landlord
- 10% insufficient income

### Progress in 2017

#### Inn Out of the Cold

80 homeless individuals stayed overnight at Inn Out of the Cold for a total of 1,214 bed nights from Nov/17 to Apr/18.

Average stay over the season by all residents was 15 nights. 31% were women. 71% of the women and 55% of the men stayed between 1-5 nights in total. 8 women and 14 men stayed just 1 night.

The Inn also provided evening meals for all of its guests and supplies such as clothing, toilet paper, shoes, diapers, and baby items as needed.

#### Client-centred supportive housing

\$618,149 in CHPI funding helped agencies provide client-centred supported housing as follows:

- YWCA Residence (17 beds)
- Harmony House (3 beds)
- Fair Winds (3 beds)
- Second Story (6 beds)
- Fresh Start (10 beds)
- CMHA residential care program (avg 62 beds)



## STRATEGIC DIRECTION 3

### Progress in 2017 (continued)

CMHA Elgin operates a weekly housing drop-in centre which served as an “intake” point for many individuals who were homeless or at immediate risk of homelessness. 141 individuals were provided assistance in accessing services as well as short and long term housing.

The Psychiatric Survivors Network of Elgin expanded its role to assist many of the individuals it serves in their search for permanent housing, and has continued to support those individuals once they have been housed.

83 individuals in five residential care homes benefitted from CHPI-funded bed subsidies tied to the home’s requirement to meet detailed City standards.

36 individuals moved from emergency shelters to transitional (supportive) housing in 2017.  
15 individuals moved from emergency shelters to long-term housing.



## STRATEGIC DIRECTION 4

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

*Thirteen recommendations with actions, targets, measures, and the detailed 2017 progress report are attached.*

### Progress in 2017

Meetings with representatives of the Sub Region Integration Table of the LHIN have taken place to discuss the need for more funding of supportive housing

The Poverty Roundtable for St. Thomas/Elgin continues to develop its capacity to advocate for poverty reduction system and policy changes.

City staff have been involved extensively in Ministry of Housing consultation sessions regarding the design of changes under the Ministry's Long Term Affordable Housing Strategy.

The City's memberships in OMSSA and in ONPHA enable participation in discussions related to lobbying efforts with the Province and with the Federal

Work is continuing on the part of City staff and the staff of multiple community agencies to enhance collaboration in providing the best outcomes for vulnerable populations within the community.

13 Social Housing providers funded energy efficiency retrofits using over \$1,000,000 in SHIP funding administered by City staff.



## 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.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
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	Investment in Affordable Housing (IAH) 2014 Extension was announced; 6 year program from 2014-2020; \$4,513,200 allocated to St. Thomas/Elgin; \$3,136,000 earmarked for new rental housing.	<p>City Council approved three new affordable housing projects in July 2015 under the IAH program:</p> <ol style="list-style-type: none"> <li>10 units at 560 Talbot (Capitol Theatre)</li> <li>12 units at 207 Ross</li> <li>10 units at 33 Elysian</li> </ol> <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"> <li>10 units at 10 Wellington St., Aylmer</li> <li>12 units at 49 Myrtle (11 units are affordable).</li> </ol>	<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>

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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	Increase in mix of new housing construction in St. Thomas; more condominiums, apartment buildings planned by private developers in 2014.	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
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			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
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	All municipalities have established affordable housing targets in their Official Plans.	2014-19	City/ County/ Twps	Central Elgin reduced municipal property taxes for two social housing providers.		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.

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	2008 housing affordability targets.							
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.
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)	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

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							program, thirty new households have received Rent Supplement assistance to help with rent affordability. This program runs to March 2020.	affordability. This program runs to March 2020.
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.	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 OW Dept. in 2015.	New private landlords entered into agreements in 2016 under the Strong Communities Rent Supplement Program, the Housing Allowance program, and the new SIF Rent Supplement program.	No additional progress in 2017. Number of vacant affordable units in the community at lowest level in many years.



## 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.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 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	\$460,000 in HeLP funding was allocated to assist low-income households with rent and utility arrears and other homelessness prevention supports.	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
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)

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Actions	Targets	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
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	2 Housing Programs Coordinator staff in the OW Dept. provide community outreach services to assist social housing providers through eviction support interventions.		A third Housing Programs Coordinator 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 be able to better collaborate with agency partners.  All HPCs support City housing tenants with disability issues in addressing problems in maintaining tenancies.

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Actions	Targets	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
								Measurements are not yet being kept.
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.							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.	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.  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 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	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	Poverty Reduction grant funding for 2 YWCA youth-focussed housing workers continued through all of 2017.

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	housing residents.						homeless youth, funded through a \$360,000 3-year provincial Poverty Reduction grant.	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.  38 homeless youth were successfully housed in 2017
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	The St. Thomas/Elgin Home Repair program ran from 2012-14; \$100,877 was provided to 21 households for emergency or essential repairs, mainly roof and furnace replacements or repairs.	\$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.



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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	<p>\$50,000 was allocated to continue the home repair program in 2015 through the Investment in Affordable Housing program.</p> <p>\$328,240 in IAH funding was allocated to ten residential care homes in St. Thomas and Elgin for the installation of sprinkler systems to comply with mandatory Fire Code requirements.</p>	See 2.1.6 above	See 2.1.6 above	See 2.1.6 above

### 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.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 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	<p>A new Residential Care Homes delivery system was implemented on April 1, 2014 through a partnership between the City and CMHA Elgin Branch, increasing the level and quality of services for about 70 vulnerable residents.</p> <p>CMHA purchased additional crisis beds in the community to quickly house people in need of shelter and support.</p>		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>

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Actions		Targets	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
						20 hostel rooms for women are available at the YWCA residence on Mary St.; 42 women were served.			Through its Housing Drop In Center CMHA Elgin provided support 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	Reduced use of emergency short-term housing.	Quantitative/ qualitative evaluation – occupancy	Spring 2015	Com-munity/ City	61 individuals stayed at Inn Out of the Cold during the 2014/15 winter season; total of 706		In 2016, 118 homeless individuals stayed overnight at Inn Out of the Cold for a total of 1,261	The Inn’s Board was approached to request that they examine the possibility of adding a support worker to

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Actions	Targets	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
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.	Shorten length of stay through rapid housing approaches  Reduce recidivism	Ability to assess mental health and other issues and capacity to assist  Review where people transition to, need for supports to obtain housing, etc.			bed nights; another 150 individuals came for hot suppers only; staff work with Second Story and YWCA to refer individuals to Second Story or other housing; CMHA and Oxford-Elgin Legal Clinic assist; CHPI funds from the City support the shelter operations; Inn staff is available year-round.		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, shoes, diapers, and baby items as needed.  Analysis of the need for increased services for the population served by Inn Out of the Cold is underway.  An Expression of Interest for supported transitional housing funding was submitted to the Province.	assist Inn guests in accessing community resources and locating safe and secure housing. The Inn put forward a proposal for 2018 CHPI funding for that purpose.  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.  The Psychiatric Survivors Network of



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								<p>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 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>

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Actions	Targets	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
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.	Quantitative /qualitative evaluation re: occupancy  Ability to assess mental health and other issues and capacity to assist  Review where people transition to, need for supports to obtain housing etc.	Spring 2015	City/Community	Second Story opened in November 2013; 7 hostel beds; 22 residents ages 16-69 housed from Dec. 2013 to Dec. 2014; CHPI funds from the City help support operations.  Need identified for more housing for young men.		An analysis is underway to identify gaps and possible solutions.	This will take place as part of a comprehensive analysis taking place in 2018.
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	An inter-agency protocol was established through the Children's Action network in 2013 to coordinate service provision for homeless youth; 44 homeless youth		The Youth Homelessness Protocol continues to provide effective services for homeless youth. Principles include: <ul style="list-style-type: none"><li>• Diversion from the system if</li></ul>	The Youth Homelessness Protocol continues to provide effective services for homeless youth.  An analysis of the progress of each individual youth using

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					<p>between the ages of 15 and 24 accessed resources through the protocol.</p> <p>7 young men moved through Fair Winds transitional housing for young men ages 16-24.</p> <p>4 young women ages 16-24 moved through the Harmony House transitional housing program.</p>		<p>possible</p> <ul style="list-style-type: none"><li>• Family reunification if possible</li><li>• Harm reduction</li><li>• Youth-centred</li><li>• Informed consent and confidentiality</li><li>• Collective impact</li><li>• Responsiveness and immediate services</li></ul> <p>YWCA provided training for community agencies on SPDAT, an acuity assessment tool. Social Services caseworkers attended the training.</p>	<p>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 by the Poverty-Reduction grant.</p>

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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.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
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	Two Housing Programs Coordinators at the OW Dept. are able to access various programs and resources to help people find or sustain housing.		The idea of a Housing Help Centre is being investigated in cooperation with other community agencies.  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.	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 Currently CMHA Elgin is serving in this capacity on a very limited basis (2-3 hours per week), but have 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.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 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	A new residential care homes network was established, connecting health services with care homes operators; Central Community Health Centre now makes regular mobile unit visits to homes.		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.

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Actions	Target	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 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.

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Actions		Target	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 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	Community/ 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
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/ Community	OW Dept. opened a satellite office in Aylmer in Sept. 2014.		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.

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Actions		Target	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 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/Community		OW and Elgin St. Thomas Public Health managers meet regularly to share program information.  Cross training of OW and ESTPH staff took place in 2015.  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.	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.
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 MoH/LTC)				Ontario Works and Housing Services staff participate in local Coalition to End Poverty group where efforts to address income supports, food security,



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Actions	Target	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
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)			The City of St. Thomas advocated to be selected as one of three sites for the Basic Income Pilot. The application was supported by City Council, County Council, and the Community Leaders Cabinet.	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	Number of new affordable rental housing units.	2014-2024	City/Community				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
4.1.10 Advocate for Federal and Provincial government funding to maintain existing social housing stock in the City and County.		Examine change in federal funding for social housing.  # of new rent supplement units.						

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Actions	Target	Measure	Time frame	Resp.	2014 Progress Report	2015 Progress Report	2016 Progress Report	2017 Progress Report
4.1.11 Advocate for increased Federal and Provincial funding for portable rent supplements, especially to meet the needs of the working poor.	(MCSS, MMAH and MoH/LTC) using appropriate and effective methods.	Examine change in rent supplement funding.					St. Thomas-Elgin Social Services Dept. supported the Ontario Municipal Social Services Association (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.	<p>regeneration of existing social housing and increase the number of rent supplements and other form or rent subsidy for the working poor as well as for those on Social Assistance.</p> <p>Housing Services staff also participated actively in the Ministry of Housing's "Data Forum" initiative, which, by providing better curated outcome-based data can better establish the need for and the benefits of rent supplements and portable housing benefits</p> <p>Housing staff also participated actively in Ministry consultation processes related to the above issues.</p>

<b>Strategic Direction 4.0</b> <b>Pursue community partnerships and broaden community awareness while advocating to seniors levels of government to ensure stable housing and poverty reduction for all residents.</b>								
<b>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.</b>								
<b>Actions</b>	<b>Target</b>	<b>Measure</b>	<b>Time frame</b>	<b>Resp.</b>	<b>2014 Progress Report</b>	<b>2015 Progress Report</b>	<b>2016 Progress Report</b>	<b>2017 Progress Report</b>
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 in greatly reduced hydro bills for low-income tenants.	\$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 or as a secondary benefit of capital upgrades/replacements.
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.