

# HOUSING OUR FUTURE

Our Community 10-Year Affordable Housing  
and Homelessness Prevention Strategy

**Implementation Plan - Phase 2**



2018

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# Background

In 2010, the Province launched the Long-Term Affordable Housing Strategy (LTAHS) to better meet the housing needs of Ontarians, in partnership with service managers and municipalities.

Service managers were required to prepare local housing and homelessness plans that address matters of provincial interest, and that are consistent with policy statements issued under the *Housing Services Act, 2011* (HSA).

As the Consolidated Municipal Service Manager for this region, the County of Simcoe—together with its municipal and community partners, released *Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy* (Strategy), approved by County Council in 2014.

The Province updated its LTAHS in 2016, to reflect the government's priorities related to affordable housing in alignment with new achievements like the *Community Homelessness Prevention Initiative* (CHPI), Poverty Reduction Strategy, and provincial goal of ending homelessness by 2025.

This updated policy statement took effect on July 1, 2016. Service Managers' housing and homelessness plans will be required to be consistent with the new policy statement by January 1, 2019.

In planning for Implementation—Phase 2 of *Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy*, work occurring between 2018-2020 will reflect these updated policy directives; focusing on:

- Stimulating an appropriate and sustainable supply of housing by using a range of land use planning and municipal finance tools to build more affordable market housing
- Delivering people-centred, efficient housing programs through a modernized framework for social housing, aligned with the government's focus on poverty reduction
- Enhancing housing options for survivors of domestic violence and human trafficking
- Collaborating with Indigenous organizations to address the unique housing challenges and needs of First Nation, Métis and Inuit peoples
- Advancing our long-term goal of ending homelessness, including measuring progress on chronic homelessness, youth homelessness, homelessness amongst Indigenous peoples and homelessness following transitions from provincially-funded institutions and service systems
- Working with other levels of government to achieve an evidence-informed system, through continued reporting on performance indicators and conducting local enumeration of the homeless population to better understand and meet the needs of our community

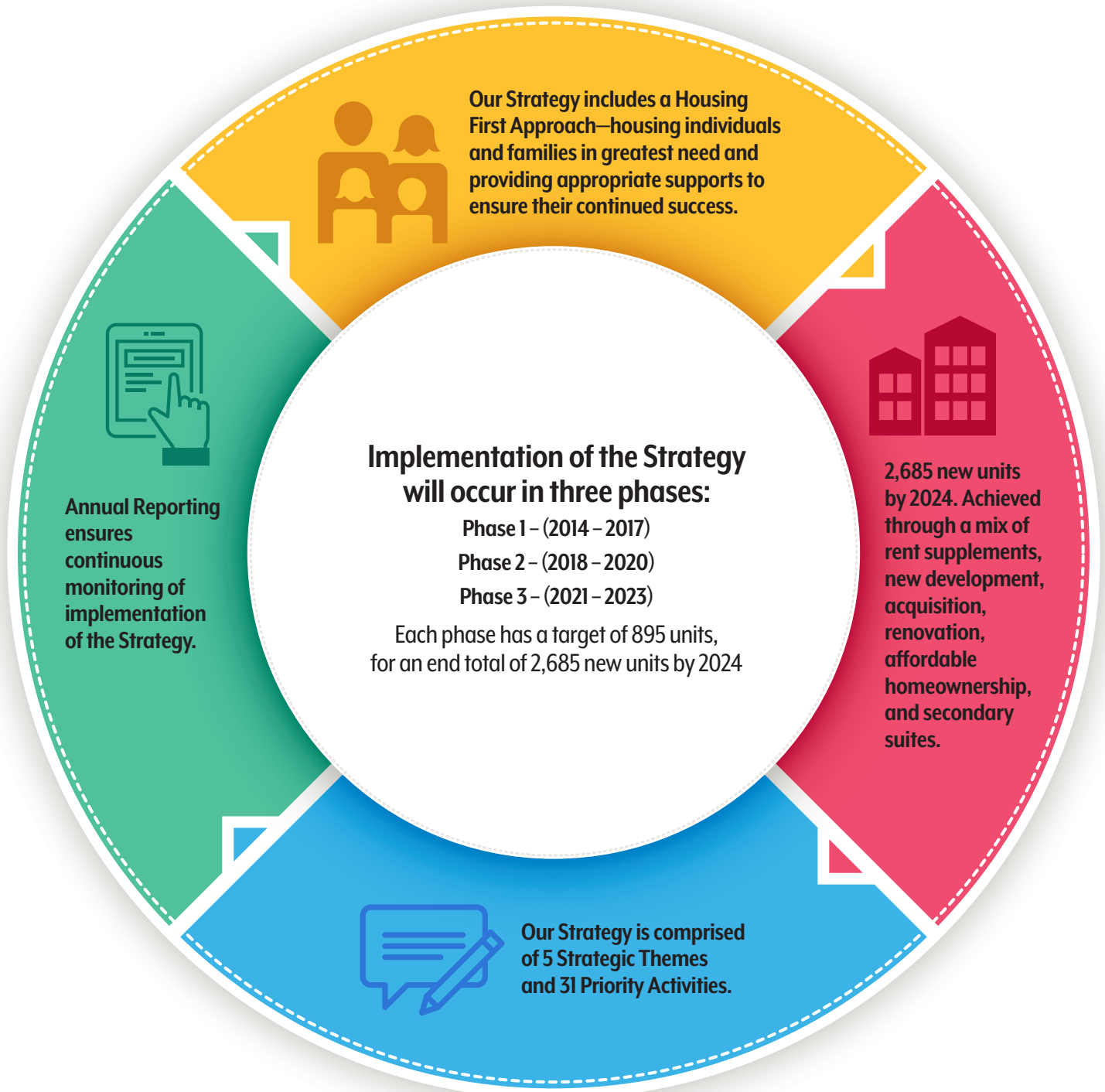


# Our Strategy at a Glance

**Vision:** Adequate, appropriate and affordable housing for all Simcoe County residents

**The Strategy is focused on providing a range of affordable housing options to meet the diverse and changing needs of County residents:**

Homeless | Emergency Shelters | Transitional Housing | Social Housing | Affordable Rental Housing  
| Affordable Home Ownership | Market Rental Housing | Market Home Ownership



# 5 Strategic Themes Summarized



## Establish Strong Governance and Leadership

### Desired Outcome

Successful implementation of the Strategy is supported by working partnerships with the public and private sectors, and all levels of government.

### Key Concepts

Partnerships | Support for the Private Housing Market | Collaboration Amongst all Levels of Government | Tracking, Measurement and Reporting



## Achieve Affordable Housing Target

### Desired Outcome

Simcoe County residents have access to a minimum of 2,685 new affordable housing units by 2024.

### Key Concepts

Achieving Target | Increasing Supply | Addressing Pressure Points | Supporting Those in Greatest Need | Addressing a Broad Range of Community Needs



## Protect Existing Public Assets

### Desired Outcome

85% of existing social housing units in the County remain part of the housing stock.

### Key Concepts

Protecting Existing Housing Stock | Environmental Sustainability | Non-Profit and Co-operative Social Housing Providers | Capacity Building



## Plan for the Public Good

### Desired Outcome

All municipalities adopt planning, financial and policy tools highlighted in the strategy to facilitate and promote affordable housing development and transportation modes across the County of Simcoe.

### Key Concepts

Supporting Member Municipalities | Encouraging Private Development | Increase Education for and About Affordable Housing



## Create an Integrated Service Model for Housing and Supports

### Desired Outcome

People experiencing homelessness obtain and retain housing.

### Key Concepts

Supporting A Housing First Approach | Goal of Ending Homelessness | Enhanced Coordination with Other Community Services | Improving Data on Incidence and Scope | People-Centred Program and Service Delivery

# STRATEGIC THEME ONE

## Establish Strong Leadership and Governance

**1.1** The County will work in partnership with local municipalities, community agencies, the private sector and other levels of government to implement this Strategy and build upon initiatives already proven to work in Simcoe.

**Ongoing**

**1.2** Establish a Working Group comprised of elected officials, municipal senior staff, and representatives from the public, private, and non-profit sectors to be responsible for leading the implementation.

**Short Term**

**1.3** Actively engage the private sector, to understand the barriers and advocate for changes in regulations and legislation to support the creation of affordable housing.

**Ongoing**

**1.4** Advocate with other levels of government for changes in legislation and regulations that support initiatives and directions of the Strategy; increases in Ontario Works and Ontario Disability Support Program rates and other poverty reduction initiatives.

**Short Term**

**1.5** Consider establishing an Affordable Housing Reserve Fund to increase investment in housing spectrum and comprehensive supports for residents.

**Ongoing**

**1.6** Monitor the implementation of the Strategy. The Working Group and County staff will update targets and recommendations within 5 years of the launch of the Strategy and/or in response to significant policy, program or funding shifts with the potential to impact the implementation of the Strategy.

**Ongoing**

**1.7** Publish annual report cards on the implementation of the Strategy.

**Ongoing**



# IMPLEMENTATION ACTIONS

## Phase 1 (2014-2017)

### WHAT WE'VE DONE

**1.1** Explored financing opportunities and tools to support the creation of affordable housing; further circulated this information through a Municipal Housing Tools and Incentives Best Practices Information Sheet.

**1.1** Provided presentations and information to other levels of government on County innovative practices such as Call for Proposals for municipal lands, capital repair loans process, End of Operating Agreements, and municipal tools and incentives to support affordable housing.

**1.2** Established an Affordable Housing Advisory Committee of 6 municipal and 6 private, public and not for profit representatives to oversee implementation of Our Community 10-Year Housing and Homelessness Prevention Strategy.

**1.3** Established partnerships with private developers and homebuilders to increase private involvement in affordable housing development across the County; hosted round tables.

**1.4** Participated as a Service Manager in providing direction and feedback related to the development of a National Housing Strategy. Contributed to Provincial social assistance modernization. Actively promoted affordable housing to various levels of government through ministerial correspondence, meetings, conferences, and events.

**1.5** Doubled County budget for development charges rebates for affordable housing from \$100K to \$200K annually. Invested \$6 million in County rent supplements, \$1.5 million in County second suites program. Utilized revolving loan funds for home ownership down payments and second suites/homeowner repair programs.

**1.6** Developed a tracking and measurement system for capturing measures taken and progress achieved towards the implementation of the strategy.

**1.7** Developed a communications strategy for annual reporting on the implementation of the plan.

## Phase 2 (2018-2020)

### WHAT WE'LL DO

**1.1** Continue scheduled meetings with Local Health Integration Networks to determine intersections and potential opportunities in service delivery.

**1.1** Contribute to collective housing sector knowledge through the development of affordable housing best practices, innovative approaches, and/or combined efforts. For example, work with other Service Managers, the Province, Housing Services Corporation, OMSSA, ONPHA, etc. to (1) build sector knowledge on leveraging tools, financing, land acquisition, etc., (2) identify financial efficiencies through economies of scale, (3) identify innovative financial tools, (4) host and/or participate in collaborative learning opportunities to share knowledge on the above activities.

**1.3** Continue to engage with community partners from public, private, non-profit sectors, and community groups, in respect of increasing affordable housing options and addressing barriers to affordable housing.

**1.4** Continue to work with other levels of government, social service agencies, and community partners to support poverty reduction initiatives.

**1.6** Update Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy to ensure alignment with provincial interests as outlined in Ontario's Long-Term Affordable Housing Strategy Update.

**1.6** Expand tracking and measurement systems, where possible, as new reporting partnerships and data sources become available.

## Ongoing

### WHAT WE'LL KEEP DOING

**1.1** Pursue opportunities to partner with all levels of government, local municipalities, community agencies and private partners where possible to increase awareness.

**1.1** Continue to share County innovative practices with other levels of government to support the creation of affordable housing.

**1.1** Demonstrate support for the work of local municipalities, community agencies and private sector by ensuring County staff and/or AHAC members' participation in partner hosted committees and events.

**1.3** Together with member municipalities, work to support the role of the private sector through use of informed best practices and application of available land-use planning and financial tools, where applicable.

**1.4** Participate in advocacy efforts that work to reduce barriers and encourage changes in regulations that support the creation of affordable housing.

**1.6** Continue research and analysis of current housing market trends, policies, and funding opportunities with the potential to impact the Strategy and/or its targets.

**1.7** Publish annual report cards on the implementation of the Strategy.





## STRATEGIC THEME TWO

### Achieve Affordable Housing Target

**2.1** Between January 1, 2014 and January 1, 2024, facilitate the creation of a minimum of 2,685 units of affordable housing through new development, acquisition, renovation and/or rent supplements, with a minimum of 198 of the units being affordable owned dwellings.

#### Long term

**2.2** Optimize access to, and use of, rent supplements and/or other housing allowance assistance options as an efficient way to increase affordability.

#### Ongoing

**2.3** Focus on supporting individuals and families in greatest housing need. Initiatives that increase affordable rental housing or help households access existing rental housing should focus first on renter households at the 40th income percentile or less.

#### Ongoing

**2.4** Initiate a Sub-Committee to explore the creation of culturally appropriate off-reserve Aboriginal housing, with a goal of creating a minimum of 66 units of affordable home ownership dwellings specifically for off-reserve persons – included in minimum target of 2,685 units.

#### Short term

**2.5** The County, with its community partners, should ensure that the housing and support needs of youth are incorporated into future investments and initiatives. Housing with supports has proven to be an effective strategy for ending youth homelessness.

#### Short term

**2.6** Emphasize access to, and development of, primarily one and two bedroom units to address affordable housing pressure points and to improve the range of options available to single individuals and single-parent families who are homeless.

#### Ongoing



# IMPLEMENTATION ACTIONS

## Phase 1 (2014-2017)

### WHAT WE'VE DONE

**2.1** Between January 2014 and September 2017 created **792**\*/895 units through new development, secondary suites, affordable homeownership and rent supplements.  
\*as of Q3

**2.1** Established County funded \$1.5 million second suites program.

**2.1** Completed 54 unit addition to Simcoe County Housing Corporation property at Brooks St., Barrie.

**2.1** Approved and began work on two major Simcoe County Housing Corporation development projects, 147 units in Collingwood, 99 units in Wasaga Beach.

**2.1** Held an Innovations Forum to look at built forms and financing. As a result approved funding to purchase and renovate a Pilot motel conversion project in Barrie, in partnership with a not for profit group.

**2.1** Approved \$2 million in 2018 for new rental in smaller rural development areas, with intent to double the investment in 2019.

**2.2** Established County-funded \$6 million rent supplement program. Invested \$2.8million in federal/provincial funds into rent supplements and housing allowances.

**2.3** Implemented process to allocate IAHE Year-2 Rent Supplements in partnership with LHIN-funded mental health agencies as pilot Housing First Model.

**2.3** Developed a framework for allowing allocations of municipally-funded rent supplements in rooming houses to support those individuals experiencing deeper need and/or more complex issues.

**2.4** Supported affordable homeownership dwellings specifically for off-reserve individuals and families through specified targets under Affordable Homeownership Program funding allocations.

**2.6** Prioritized bachelor, one and two bed units in 2016 Request For Proposals for new rental development. Simcoe County Housing Corporation Redevelopment Plan emphasizes bachelors and one bedroom units. Coordinated with local municipalities to track and monitor secondary suites created outside of government funding.

## Phase 2 (2018-2020)

### WHAT WE'LL DO

**2.1** Between January 2018 and December 2020 create an additional 895 units, through new development, acquisition, renovations, secondary suites, affordable homeownership and/or rent supplements.

**2.1** Increase County funded second suites, continue to implement County funded rent supplements, fund Simcoe County Housing Corporation developments, continue to create affordable housing through existing federal/provincial programs, administer and allocate new federal/provincial funds for affordable housing as they become available. Collaborate with Local Health Integration Networks (LHINs), where possible, to coordinate housing and homelessness planning efforts, share information and incorporate tracking of LHIN-funded services that assist in achieving targets outlined in the Strategy.

**2.1** Progress on completion of affordable housing projects approved and carried over from Phase 1 (2014-2017) of the Strategy.

**2.1** Develop specialized strategies to support rural municipalities in achieving targets and increasing affordable housing in rural communities.

**2.1** Continue to support innovative approaches to affordable housing through future consideration of funding for viable projects, where deemed applicable.

**2.2** Explore the application of a Portable Housing Benefit as it could be applied within the context of Simcoe County.

**2.3** Effectively utilize County and Home for Good funding for a Motel Conversion Pilot Project in Barrie and a supportive housing project in Orillia.

**2.4** Increase promotion of available off-reserve affordable housing programs to local indigenous service providers in an effort to increase uptake of available funding by the indigenous community.

**2.5** Work with OAHs to promote like programs and leverage efforts to enhance opportunities for indigenous housing providers.

**2.6** Convene youth service providers to develop a youth specific, local approach to ending youth homelessness in Simcoe County, Explore national programs such as A Way Home to identify opportunities within Simcoe County.

**2.6** Explore future development opportunities to be "shovel" ready to create additional affordable housing units as new Federal-Provincial funding is made available.

**2.6** Prepare an analysis regarding affordability of secondary suites created without government assistance, including an assessment of assumptions related to affordability.

## Ongoing

### WHAT WE'LL KEEP DOING

**2.1** Address core need for individuals and families by focusing on deeper affordability for those on lower income, primarily through rent supplements.

**2.1** Continue to explore partnerships and funding opportunities to create affordable housing.

**2.1** Continue efforts to leverage funding through cross-ministerial initiatives with MOHLTC and MCSS to achieve supportive housing targets, including review of best practices on supportive housing.

**2.1** Maximize provincial and federal funding towards achieving the targets contained within the Strategy.

**2.1** Establish contact with non-County funded agencies and municipalities to track affordable housing units that may be created by these entities for inclusion in the County target tracking.

**2.3** Continue to provide development charges and property tax incentives for affordable housing development.

**2.3** Engage and/or consult, as needed, with service providers and various sub-populations with relation to creating units and/or providing supports suitable to a variety of needs, including: the needs of indigenous persons, persons experience chronic homelessness, youth, seniors, single-parent families, and victims of domestic violence, victims of human trafficking, accessibility needs, and mental health and addictions needs.

# STRATEGIC THEME THREE

## Protect Existing Public Assets

- 3.1** Adaptively reuse under-used housing resources, including a review of over housing situations in current Rent-Geared-to-Income units in County-owned and Non-Profit Housing.

**Medium term**

- 3.2** Maintain and preserve existing housing assets and seize opportunities to renovate and improve other housing stock for the purpose of affordable housing.

**Long term**

- 3.3** Create a Sub-Committee to review the impact of the end of operating agreements on social housing stock and make recommendations to the County Council on managing this transition.

**Short term**

- 3.4** Where prudent to do so, maximize profit of existing housing stock as leverage for building more, newer housing stock elsewhere in the County.

**Long term**



# IMPLEMENTATION ACTIONS

## Phase 1 (2014-2017)

### WHAT WE'VE DONE

- 3.1** Approved SCHC development and redevelopment plan will address scattered units in Barrie; addressing over housing.
- 3.2** Created an open and transparent capital repair loan process for non-profit social housing providers to make essential capital repairs.
- 3.2** Reduced fuel costs by 30% and saved \$29,000 in rebates through completion of energy efficiency capital upgrades.
- 3.3** Reviewed the impact of the end of operating agreements on social housing stock and made recommendations to County Council on managing this transition.
- 3.3** Established a Steering Committee to analyze the impact of end of operating agreements/mortgages in social housing; including capital repair projections to 2031 and opportunities to learn innovative approaches and best practices from other jurisdictions.
- 3.4** Provided accurate capital forecasting and planning for long-term business plan.
- 3.4** Identified unique opportunities to leverage external capital assets for repurposing as affordable housing.
- 3.4** Initiated a review of Simcoe County Housing Corporation stock with the intent of maximizing assets for the long term provision of social housing.
- 3.4** Approved a formal 10-year SCHC plan to redevelop, sell, acquire as required to maximize the number of units and reduce operational costs—SCHC Re-development Plan approved.

## Phase 2 (2018-2020)

### WHAT WE'LL DO

- 3.1** Adaptively reuse under-used housing resources, including a review of over housing situations in current Rent-Geared-to-Income units in County-owned and Non-Profit Housing.
- 3.1** Explore options for moving persons over housed in RGI units to rent supplements in order to assist them in finding more appropriate accommodations for their needs; consider impact on the Centralized Waitlist.
- 3.2** Continue assisting mandated social housing providers with urgent capital repairs through a capital repair loan process.
- 3.2** Participate in Ministry infrastructure programs for building improvements and efficiency upgrades of existing buildings.
- 3.3** Continue working with social housing providers to track the continuation of affordable housing amidst the expiration of End of Operating Agreements.
- 3.4** Consolidate SCHC operations and leverage existing assets in order to increase the supply of affordable units.

## Ongoing

### WHAT WE'LL KEEP DOING

- 3.1** Ensure responsible stewardship of housing assets and resources through continued long-term planning for the promotion, provision, and protection of a range of affordable housing options.
- 3.2** Maintain and preserve existing housing assets and seize opportunities to renovate and improve other housing stock for the purpose of affordable housing.
- 3.2** Continue to provide supports to non-profit and co-operative housing providers to assist them in effective management of their housing communities.
- 3.2** Continue to drive energy reduction and conservation activities through County's sustainable operations teams to lower Green House emissions and utility costs.
- 3.2** Conduct SCHC building modernization projects to improve accessibility and extend building useful life.
- 3.4** Where prudent to do so, maximize profit of existing housing stock as leverage for building more, newer housing stock elsewhere in the County.
- 3.4** Continue to investigate surplus lands or strategic real estate purchases that could be utilized for development of affordable housing.

# STRATEGIC THEME FOUR

## Plan for the Public Good

- 4.1** Amend local Official Plans to include the provision of a full range of housing types, in order to meet diverse needs of residents.

**Short term**

- 4.2** Create a private developer and homebuilder roundtable to increase private involvement in affordable housing development across the County.

**Short term**

- 4.3** All municipalities will be encouraged to adopt planning, financial and policy tools highlighted in the Strategy to facilitate and promote affordable housing development across the County.

**Medium term**

- 4.4** The County should make a clear commitment to the municipalities as to the financial tools it will support and the circumstances under which it will also waive and/or defer fees or taxes to facilitate the development of affordable housing.

**Short term**

- 4.5** The County will continue to work with local municipalities to support policies and infrastructures for transportation modes that support access to services, amenities and employment opportunities for those living in precarious, rental, subsidized and/or low income neighbourhoods where substandard housing may exist.

**Ongoing**

- 4.6** Increase education for, and about, affordable housing. Be proactive in addressing Not in My Back Yard (NIMBY) attitudes, with developers, landlords, and the general public.

**Ongoing**



# IMPLEMENTATION ACTIONS

## Phase 1 (2014-2017)

### WHAT WE'VE DONE

- 4.1** Liaised with our local municipalities to encourage planning and policy tools that support the creation of affordable housing and the achievement of mutually agreeable affordable housing and homelessness prevention targets. Developed and circulated a Council Approved Municipal Housing Tools and Incentives Best Practices Information Sheet. Encouraged the amendment of local Official Plans to include the provision of a full range of housing types, in order to meet diverse needs of residents.
- 4.2** Inclusion of private sector representatives on the Affordable Housing Advisory Committee. Consultations with Building Industry and Land Development Association (BILD) and Landlords.
- 4.4** Approved increase in annual budget from \$100K to \$200K annually for the provision of development charge rebates.
- 4.6** Facilitated education and awareness to champion affordable housing and address barriers such as NIMBY-ism through multiple media interviews, and presentations.
- 4.6** Staff participated in a number of media interviews, discussion panels, and presentations to increase awareness of the need for affordable housing, and to promote the Strategy.
- 4.5** Developed a Regional Transit Plan for Simcoe County.

## Phase 2 (2018-2020)

### WHAT WE'LL DO

- 4.1** All municipalities will be encouraged to adopt planning, financial and policy tools highlighted in the Strategy to facilitate and promote affordable housing development across the county.
- 4.1** Work with all levels of government to bring the County and local municipal official plans into conformity with the Growth Plan 2017 and Provincial Policy Statement 2014.
- 4.2** Continue to consult with BILD.
- 4.3** Continue to host quarterly Municipal Liaison Group meetings to further investigate ways to improve affordable housing outcomes at the local municipal level, and best practices for promoting and incentivising the development of affordable housing.
- 4.4** Continue to provide development charges and property tax incentives for affordable housing development.
- 4.5** Continue implementation of Transit Plan.
- 4.5** Promote the use of Community Improvement Plans in municipalities to increase the supply of rental housing and encourage redevelopment opportunities that include affordable units.
- 4.5** Conduct further consultation and research regarding the role of temporary housing as an alternative option that supports balance, secondary to a Housing First Approach, and report to the Affordable Housing Advisory Committee regarding challenges and opportunities present at local shelters, transitional housing, etc.

## Ongoing

### WHAT WE'LL KEEP DOING

- 4.1** Amend local Official Plans to include the provision of a full range of housing types, in order to meet diverse needs of residents.
- 4.4** Continue to investigate surplus lands or strategic real estate purchases that could be utilized for development of affordable housing.
- 4.5** The County will continue to work with local municipalities to support policies and infrastructures for transportation modes that support access to services, amenities and employment opportunities for those living in precarious, rental, subsidized and/or low income neighborhoods where substandard housing may exist.
- 4.6** Increase education for, and about, affordable housing. Be proactive in addressing Not in My Back Yard (NIMBY) attitudes, with developers, landlords, and the general public.
- 4.5** Continue implementation of Transit Plan.

# STRATEGIC THEME FIVE

## Create an integrated service model for housing and supports

**5.1** Shift from emergency and shorter-term solutions, to housing with supports by professionalized staff, which is the only way to end homelessness.

### Ongoing

**5.2** Improve data on the incidence, scope and depth of homelessness and housing instability. Accurate data is required for policy decisions and program enhancements.

### Medium term

**5.3** Explore opportunities for integrated technologies like the Homelessness Management Information System (HMIS) which will provide monitoring tools for accountability for an integrated housing and homelessness service model.

### Medium term

**5.4** Focus investment on those residents with longer homelessness and more complex issues.

### Short term

**5.5** Make necessary changes in the existing services, re-profiling funding as necessary, to focus on additional supports to people once housed to prevent future homelessness, including improving awareness of supports available for landlords and tenants.

### Short term

**5.6** Improve the organization of services in community, including through hubs and satellites, to expand services County-wide rather than expecting people to find their way to services.

### Medium term

**5.7** Remove unnecessary barriers by supporting harm reduction approaches and strategies to funded homeless services.

### Short term

**5.8** Facilitate strategic, integrated partnerships and service delivery between the homeless, health and corrections sectors.

### Medium term





# IMPLEMENTATION ACTIONS

## Phase 1 (2014-2017)

### WHAT WE'VE DONE

**5.1** Addressed disparities across the region including rural areas for at-risk or homeless households by investing in social and health related partnerships (such as home-based mental health services) to enhance standard supports, housing stability and quality of life.

**5.1** Invested in a County-wide Rapid Re-Housing pilot program that builds upon landlord relations and best practice approaches for housing stability outcomes.

**5.2** Investigated, recommended and implemented the Homelessness Individual and Family Information System (HIFIS 4) to support integrated, system-wide improvements to data knowledge on housing stability, and the incidence and depth of homelessness in the region.

**5.2** Utilized information and resources from Registry Week enumeration to better understand the prevalence and characteristics of episodic and longer-term homeless persons within the community.

**5.3** Coordinate, plan and integrate service delivery across multiple agencies by implementing HIFIS 4 real-time technology into the community sector.

**5.4** Focused investment on those residents with longer homelessness and more complex issues.

**5.4** Designed and implemented housing program models that support Housing First and Rapid Re-Housing approaches to support moderate to high level housing acuity needs of those at risk or homeless.

**5.4** Supported community development innovations as outlined in **Strategic Opportunity 2.5** that support Housing with Supports investments to end youth homelessness.

**5.5** Began making necessary changes in the existing services, re-profiling funding as necessary, to focus on additional supports to people once housed to prevent future homelessness, including improving awareness of supports available for landlords and tenants.

**5.6** Leveraged system-wide funding allocations to better align community housing retention and housing stability activities that support homelessness prevention outcomes that maximize service delivery models for specific sub-populations identified in the strategy.

**5.6** Built partnership capacity with new social innovations ideas (such as with the Phase II Mental Health and Addictions Strategy, Barrie Pathways to End Homelessness, SCATEH and Ontario 211 Services) to improve the organization and access to services that improve outcomes to end homelessness.

**5.6** Made improvements to accessibility and organization of services through the development of hub models in the homelessness sector.

**5.7** Removed unnecessary barriers by supporting harm reduction approaches and strategies to funded homeless services.

**5.8** Increased Service Provider training and development to address housing acuity needs for individuals and families who are at risk or homeless. (Examples include: SPDAT, housing case management and system-design training.)

**5.8** Engaged and promoted Our Community Affordable Housing and Homelessness Prevention Strategy to key community partners and encourage partnerships, integration and strategic alignment.

## Phase 2 (2018-2020)

### WHAT WE'LL DO

**5.1** Continue to invest using CHPI rent supplement to improve housing stability outcomes for moderate to high acuity households; Work with emergency shelters and transitional housing providers to transition to a housing-focussed approach to service delivery. Note: this is consistent with our upcoming 'How to Be an Awesome Housing-Focused Shelter' event on February 5.

**5.1** Implement programs: Seniors to Home, and Home for Good.

**5.2** Continue to improve data on the incidence, scope and depth of homelessness and housing instability.

**5.2** Operationalize HIFIS 4 with Housing First program shelters and other CHPI related services and programs.

**5.2** Undertake a local homeless enumeration

count to support prevalence and rate of episodic and long-term homelessness with the community (2018 count).

**5.3** Explore opportunities for integrated technologies like the Homelessness Management Information System (HMIS) which will provide monitoring tools for accountability for an integrated housing and homelessness service model.

**5.4** Convene youth service providers to develop a youth specific, local approach to ending youth homelessness in Simcoe County, Explore national programs such as A Way Home to identify opportunities within Simcoe County.

**5.5** Implement CHPI Housing First Program through one regional service provider to support moderate to high level housing acuity needs.

**5.6** Improve the organization of services in

the community, including through hubs and satellites, to expand services County-wide.

**5.6** Restructure Housing Resource services for the region.

**5.6** Begin to investigate Hub Services in the South Georgian Bay area.

**5.6** Communicate to general public regarding the transition from Housing Resource Centres to a regional Housing First Team.

**5.8** Facilitate strategic, integrated partnerships and service delivery between the homeless, health and corrections sectors.

**5.8** Engage key community partners with information regarding updates to the Provincial LTAHS and any updates to Our Community Affordable Housing and Homelessness Prevention Strategy.



# IMPLEMENTATION ACTIONS

## Ongoing

### WHAT WE'LL KEEP DOING

**5.1** Shift from emergency and shorter-term solutions, to housing with supports by professionalized staff, which is the only way to end homelessness.

**5.1** Continue to engage with homeless planning directives around the four provincial homelessness priority groups.

**5.1** Ensure local homelessness planning priorities are consistent with provincial legislation and directives. This includes Ontario's Supportive Housing Framework.

**5.2** Undertake local homeless enumeration count every 2 years to support prevalence and rate of episodic and long-term homelessness with the community (2020 count).

**5.2** Work collaboratively with the Ministry of Housing and Homelessness Data working groups.

**5.4** Work closely with Indigenous communities in the area of poverty/homelessness and housing.

**5.4** Engage with youth homelessness unmet needs and work at a systems level to build capacity and access to housing options.

**5.4** Continue to fund community-based homeless agencies through the Community Homelessness Prevention Initiative (CHPI) and other municipal contributions.

**5.6** Continue to advance Housing Resource services and CHPI Housing First program to meet housing stability outcomes.

**5.7** Work locally and with the province on poverty reduction priorities and strategies.

**5.8** Continue to support and align necessary partnerships and resources.

**5.8** Continue to engage and promote Our Community Affordable Housing and Homelessness Prevention Strategy to key community partners and encourage partnerships, integration and strategic alignment.

**5.8** Continue to participate on inter-ministerial working groups to improve approaches to service delivery integration.