

# HOUSING OUR FUTURE

Our Community 10-Year Affordable Housing  
and Homelessness Prevention Strategy

**Implementation Plan - Phase 3**



2021

# Contents

Background	3
Our Strategy at a Glance	4
5 Strategic Themes Summarized	5
<b>STRATEGIC THEME 1</b>	
Establish strong leadership and governance	<b>6</b>
PRIORITY ACTIVITIES	6
IMPLEMENTATION ACTIONS	7
<b>STRATEGIC THEME 2</b>	
Achieve affordable housing target	<b>8</b>
PRIORITY ACTIVITIES	8
IMPLEMENTATION ACTIONS	9
<b>STRATEGIC THEME 3</b>	
Protect Existing Public Assets	<b>10</b>
PRIORITY ACTIVITIES	10
IMPLEMENTATION ACTIONS	11
<b>STRATEGIC THEME 4</b>	
Plan for the Public Good	<b>12</b>
PRIORITY ACTIVITIES	12
IMPLEMENTATION ACTIONS	13
<b>STRATEGIC THEME 5</b>	
Create an integrated service model for housing and supports	<b>14</b>
PRIORITY ACTIVITIES	14
IMPLEMENTATION ACTIONS	15

# Background

In 2010, the Province launched the Long-Term Affordable Housing Strategy (LTAHS) to better meet Ontarians' housing needs 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, aligned with new achievements like the Community Homelessness Prevention Initiative (CHPI), Poverty Reduction Strategy, and provincial goal of ending homelessness, a shared vision of the National Housing Strategy, 2017.

In 2019, the Province released its Housing Supply Action Plan, aimed at increasing supply in general, and its Community Housing Renewal Strategy to repair, sustain, and grow the municipal, non-profit and co-operative sector housing system.

In strategic alignment, the County of Simcoe submitted to the Province a renewed strategy document titled *Housing Our Future: Our Community 10-Year Affordable Housing and Homelessness Prevention Strategy Update 2019*.

In response to the World Health Organization's declaration of Covid-19 as a global pandemic in March 2020, all government levels have worked together to provide rapid responses and deep investments to address socio-economic stressors, including mass illness, job losses and temporary closures, international economic recession, worldwide supply shortages, and managing mental health and wellness.

Implementation Plan – Phase 3 will work to accomplish the identified Priority Activities for 2021-2023, proactively incorporate succession planning for the expiration of the 10-year Strategy and continue the course towards pandemic recovery.

Implementation Plan – Phase 3 will focus on:

- Working to achieve the affordable housing target of 2685 units by the end of 2023 through new development, rent supplements, secondary suites, and homeownership assistance
- Working with our non-profit partners to preserve the social housing assets that already exist
- Continued engagement of our municipal partners to promote affordable housing at the local level
- Continued delivery of Covid-19 economic responses to support people experiencing and at risk of homelessness and maximizing resources.
- Modernizing the housing system by reducing barriers and encouraging changes in regulations that support an increased supply of affordable housing options within the communities we serve
- Advancing our long-term goal of ending homelessness in collaboration with community partners, including measuring progress on ending chronic homelessness, youth homelessness, homelessness amongst Indigenous peoples, and homelessness following transitions from provincially funded institutions and service systems

The County and its staff will continue to build upon emerging opportunities through more responsive and flexible funding



# 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:**

Homelessness | 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 | Increasing 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) and Phase 2 (2018-2020)

### 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 Affordable Housing Tools and Incentives Best Practices Information Sheet.
- 1.1** Participated in meetings with Local Health Integration Networks to determine intersections and potential opportunities in service delivery.
- 1.1** Contributed to collective housing sector knowledge through the development of affordable housing best practices, innovative approaches, and/or combined efforts. In collaboration with local non-profit agencies, developed a motel conversion project.
- 1.2** Established an Affordable Housing Advisory Committee of municipal, 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.
- 1.3** Engaged 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** Participated as a Service Manager in providing direction and feedback related to the development of a National Housing Strategy. Participated as a Service Manager in Provincial Reference Groups to modernize the housing system. Actively promoted affordable housing to various levels of government through ministerial correspondence, meetings, conferences, and events.
- 1.4** Worked with other levels of government, social service agencies, and community partners to support poverty reduction initiatives.
- 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.
- 1.6** Updated *Our Community 10-Year Housing and Homelessness Prevention Strategy* to ensure alignment with provincial interests as outlined in Ontario's Long-Term Affordable Housing Strategy Update and with federal interests as outlined in the National Housing Strategy.
- 1.6** Enhanced tracking measurement systems with municipalities for tracking secondary suites and worked with provincial data forum on development of social and affordable housing metrics.
- 1.7** Developed a communications strategy for annual reporting on the implementation of the plan.

## Phase 3 (2021-2023)

### WHAT WE'LL DO

- 1.1** Pursue opportunities to partner with all levels of government, local municipalities, community agencies and private partners where possible to increase awareness of housing needs and increase supply of affordable housing options within the communities we serve.
- 1.1** Continue participation in meetings with health officials to determine intersections and potential opportunities in service delivery.
- 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.
- 1.1** Continue collaboration with other stakeholders to develop innovative approaches to increase supply of affordable housing.
- 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** Continue to provide input to Federal and Provincial strategies for modernizing the housing system. Move towards a more integrated Community Housing system, bringing closer together Social Housing and Affordable Housing, as supported by the Provincial legislative and regulatory changes. Participate in advocacy efforts that work to reduce barriers and encourage changes in regulations that support the creation of affordable housing.
- 1.4** Consider what will happen beyond 2023 regarding a successor plan to this Strategy that aligns with both the National Housing Strategy and Provincial strategies. Plan and implement continued affordable housing creation beyond the conclusion of the current strategy.
- 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 Indigenous 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) and Phase 2 (2018-2020)

### WHAT WE'VE DONE

**2.1** Between January 2014 and September 2020, created 2,212 units – exceeding the goal of 1,790 over this time period, through new development, acquisition, renovations, affordable homeownership and/or rent supplements.

**2.1** Increased County funded second suites, continued implementation of County funded rent supplements, funded Simcoe County Housing Corporation developments, continued to create affordable housing through existing federal/provincial programs, administered and allocated new federal/provincial funds for affordable housing as they became available.

**2.1** Shared information and incorporated tracking of LHIN-funded services that assist in achieving targets outlined in the Strategy.

**2.1** Completion of 482 new affordable housing units in development projects approved during Phases 1 and 2 (2014-2017 and 2018-2020, respectively) of the Strategy.

**2.1** Developed a method to specifically focus on affordable housing development in rural municipalities, resulting in the development in Victoria Harbour, Township of Tay.

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

**2.2** Explored application of a Portable Housing Benefit as it could be applied within the context of Simcoe County. In 2019, introduced the Canada-Ontario Housing Benefit to Simcoe County in conjunction with the Province of Ontario.

**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.

**2.3, 2.1, 5.1, 5.4** Effectively utilized County and Home for Good funding for a Motel Conversion Pilot Project in Barrie and a supportive housing project in Orillia. Based on the initial Housing First principles used in a Rent Supplement program and using input from community stakeholder groups, developed Regional Housing First Program.

**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 emphasised one bedroom units. Coordinated with local municipalities to track and monitor secondary suites created outside of government funding.

**2.6** Allocated Federal-Provincial funding to the development of County Orillia Campus.

**2.6** Prepared an analysis regarding affordability of secondary suites created without government assistance, including an assessment of assumptions related to affordability. Updated that analysis for revised tracking matrix.

**2.1** Collaborate with local health officials to coordinate housing and homelessness planning efforts.

**2.1** Continue efforts to leverage funding through cross-ministerial initiatives with MOHLTC and MCCSS 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. Continue to support innovative approaches to affordable housing through future consideration of suitable sites in areas of demonstrable need for the use of innovative building technologies and funding for viable projects, where deemed applicable.

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

**2.2** Implement subsequent Rent Supplement and/or Housing Benefit programs in accordance with Federal/Provincial Guidelines and targeted where possible to meet local demonstrated needs. Continue to request Provincial extension of the Strong Communities Rent Supplement Program. Recruit individuals and families who are ready to exit the Regional Housing First Program and who remain in the program solely to retain a rent subsidy.

**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 peoples, persons experiencing chronic homelessness, youth, seniors, single-parent families, victims of domestic violence, victims of human trafficking, persons with accessibility needs, and persons with mental health and addictions needs.

**2.4** Promotion of available off-reserve affordable housing programs to local Indigenous service providers in an effort to be shovel ready to increase uptake of available funding by the Indigenous community.

**2.6** Engage with service providers supporting youth homelessness regarding unmet needs and work at a systems level to build capacity and access to housing options.

**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** Support the expansion of Barbara Weider House at Home Horizon .

## Phase 3 (2021-2023)

### WHAT WE'LL DO

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

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

# 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) ) and Phase 2 (2018-2020)

### WHAT WE'VE DONE

**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.

**3.2** Continued to assist mandated social housing providers with urgent capital repairs through a capital repair loan process, coordinated with available Federal/Provincial funding.

**3.3** Established a County 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. Participated in an Ontario Municipal Social Services Association (OMSSA) End of Mortgage Task Group for analysis and a report.

**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** Continued work with social housing providers to track the continuation of affordable housing amidst the expiration of End of Operating Agreements.

**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 SCHC plan to redevelop, sell, acquire as required to maximize the number of units and reduce operational costs—SCHC Development and Operating Plan approved.

**3.4** Consolidated SCHC operations and leveraged existing assets in order to increase the supply of affordable units.



## Phase 3 (2021-2023)

### WHAT WE'LL DO

**3.1** Adaptively reuse under-used housing resources, including a review of over housing situations in Rent-Geared-to-Income (RGI) 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. Adapt the updated Rent-Geared-to-Income regulatory changes to maximize access to housing.

**3.1, 3.2, 3.4** 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 assist mandated social housing providers with urgent capital repairs through a capital repair loan process, leveraging Federal/Provincial funding as available.

**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 the 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.

**3.2** 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. Proactively plan for the modernization of the housing system in alignment with province-wide End of Mortgage strategies.

**3.4** Continue to investigate surplus lands and/or strategic real estate purchases that could be utilized for development of affordable housing.

**3.4** Continue to consolidate SCHC operations and leverage existing assets in order to increase the supply of affordable units.

# 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) and Phase 2 (2018-2020)

### WHAT WE'VE DONE

**4.1, 4.3, 4.5** 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 Municipal Affordable 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.

**4.1** All municipalities have been encouraged to adopt planning, financial and policy tools highlighted in the Strategy to facilitate and promote affordable housing development across the County.

**4.1** The County will ensure all local municipal official plans updates are in conformity

with the Growth Plan and Provincial Policy Statement.

**4.2** Inclusion of private sector representatives on the Affordable Housing Advisory Committee. Consultations with Building Industry and Land Development Association (BILD) and Landlords.

**4.3** Promoted municipal tools and incentives through Municipal Liaison Group.

**4.4** Approved increase in annual budget from \$100K to \$200K annually for the provision of development charge rebates

**4.4** Continued to provide development charges and property tax incentives for affordable housing development.

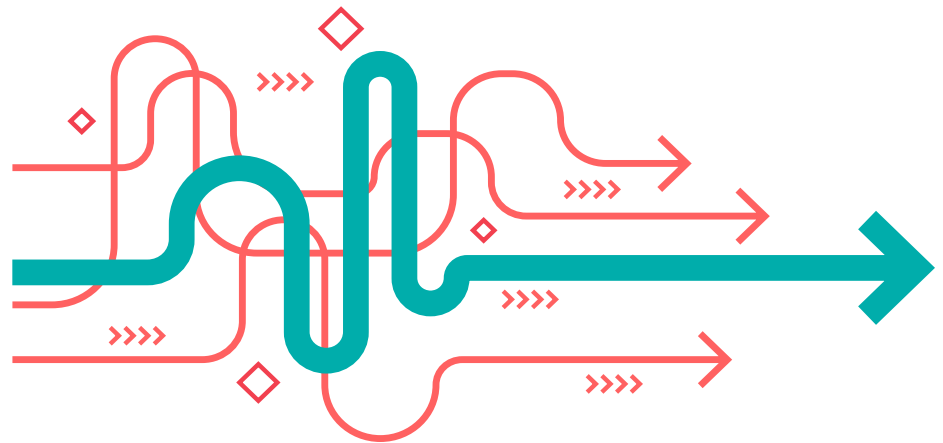
**4.5** Continued to host quarterly Municipal Liaison Group meetings to further investigate ways to improve affordable housing

outcomes at the local municipal level, and best practices for promoting and incentivising the development of affordable housing.

**4.5** Promoted the use of Community Improvement Plans in municipalities to increase the supply of rental housing and encouraged redevelopment opportunities that include affordable units.

**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.



## Phase 3 (2021-2023)

### WHAT WE'LL DO

**4.1** Continue to encourage that local municipalities include provisions of a full range of housing types through the updates of their Official Plans, in order to meet diverse needs of residents

**4.1** Continue to encourage all municipalities to adopt planning, financial and policy tools highlighted in the Strategy to facilitate and promote affordable housing development across the County.

**4.4** Continue to investigate surplus lands or strategic real estate purchases on existing or planned transportation routes that could be

utilized for development of affordable housing

**4.5** The County will continue to work with local municipalities to support policies and infrastructure 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.

**4.5** Conduct consultation and research regarding the role of temporary housing as an alternative option that supports balance, secondary to a Housing First Approach, and

report research to the Affordable Housing Advisory Committee regarding challenges and opportunities present at local shelters, transitional housing, etc.

**4.6** Working with community partners, 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.

**4.6** Continue to use media opportunities to promote awareness of the need for affordable housing, and to promote the Strategy.

# 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) and Phase 2 (2018-2020)

### WHAT WE'VE DONE

**5.1, 5.5, 5.8** Addressed disparities across the region including rural areas for at-risk or homeless households by investing in social and health related partnerships (examples include home-based mental health services, housing resource services, and community para medicine) to enhance standard supports, and implemented regional approaches to providing housing first, rapid re-housing, emergency sheltering and outreach services working to increase housing stability and quality of life.

Applied for and supported non-profit groups applications for federal capital funds under Rapid Housing Initiative to create permanent housing for those in severe housing need.

**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.

**5.1** Continued investments using CHPI rent supplements to improve housing stability outcomes for moderate to high acuity households, provided through the Regional Housing First Program; Worked with emergency shelters and transitional housing providers across the County to transition to a housing-focussed approach to service delivery.

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

**5.2** Investigated, recommended and implemented the Homelessness Individuals and Families 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 Homelessness Enumerations (2016, 2018) to better understand the prevalence and characteristics of episodic and longer-term homelessness in the community.

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

**5.2** Operationalized HIFIS 4 with the Regional

Housing First program, shelters and all funded poverty reduction and homelessness programs.

**5.2** Undertook local homeless enumeration counts to better understand the prevalence and characteristics of homelessness in Simcoe County (2016, 2018, 2020).

**5.3** Coordinated, planned and integrated 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 individuals and families who are at risk of homelessness.

**5.4, 2.5** Explored national programs such as A Way Home to identify opportunities within Simcoe County.

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

**5.5** With the COVID-19 pandemic, the County shifted to make the Social and Community Investment Fund align with six key themes (example: shift to motel model to address homelessness supports during the pandemic, investments made through the Investment Canada Fund and Houses to Homes programs, and through 2-1-1 calls)

**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.

**5.5** Implemented a CHPI/Home for Good funded Regional Housing First Program

through one regional service provider to support moderate to high level housing acuity needs.

**5.6** Leveraged system-wide funding allocations (examples include: County of Simcoe, Trillium, United Way) 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 10-year strategy. As a result of the COVID-19 pandemic, the County has shifted to support flexible models and programs identified as best practice to adhere to public health guidelines including: shifting emergency shelters to a motel model to address homelessness supports during the pandemic, using federal and provincial allocations under Reaching Home and Social Services Relief Funds. Additionally, the County has shifted to make the Social and Community Investment Fund align with six key themes as identified through 2-1-1 call data.

**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.

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

**5.6** Restructured, centralized, and integrated homelessness support services and Housing Resource services for the region.

**5.6** Communicated to general public regarding the transition from usage of Housing Resource Centres to centralized housing support services.

# IMPLEMENTATION ACTIONS

- 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 encouraged partnerships, integration and strategic alignment.
- 5.8** Facilitated strategic, integrated partnerships and service delivery between the homeless, health and corrections sectors.
- 5.8** Engaged key community partners with information regarding updates to the Provincial LTAHS and updates to Our Community Affordable Housing and Homelessness Prevention Strategy.

## Phase 3 (2021-2023)

### WHAT WE'LL DO

- 5.1** Continue shifting investments from emergency and shorter-term solutions, to housing with supports, as resources become available. Continue collaborating with community service providers to support flexible models and programs identified as best practice to adhere to public health guidelines including: maintaining emergency shelters in a motel model to address homelessness supports during the pandemic and continuing the transition of Social and Community Investment Fund investments to align with six key themes identified through 2-1-1 call data.
- 5.1, 5.4, 2.3, 2.6** Continue to engage with homeless planning directives around the four provincial homelessness priority groups (chronic homelessness, youth homelessness, Indigenous homelessness and homelessness following exit from provincial institutions)
- 5.1** Leverage new funding opportunities to support operational supports.
- 5.1** Continue to expand work with funded Service Providers to transition to a housing-focused approach to service delivery.
- 5.1** Leverage new capital funding opportunities to support creation of new units.
- 5.1** Continue delivery of homelessness programs for seamless delivery of services.
- 5.1, 5.4, 5.5, 1.6** Use HIFIS data to inform investment decisions and improve Simcoe County Homelessness Services and Supports system performance in ending homelessness. Ensure local homelessness planning priorities are consistent with provincial and federal legislation and directives.
- 5.2** Undertake local homelessness enumeration every 2 years or as directed by Canada. Analyze data gathered in the November 2020 homelessness enumeration to adjust investments to target housing and housing supports to those with the longest histories of homelessness.
- 5.2, 1.1** Work collaboratively with the Ministry of Municipal Affairs and Housing and Homelessness Data working groups; the Canadian Alliance to End Homelessness' Built for Zero initiatives, and Employment and Social Development Canada and Service Canada Reaching Home Initiatives to end chronic homelessness and homelessness among other populations.
- 5.4, 2.3** Collaborate with Indigenous communities in the area of poverty/homelessness and housing.
- 5.4** Continue focused investment on those residents with longer periods of homelessness and more complex challenges.
- 5.4, 5.6, 1.1** Continue to fund community-based homelessness prevention agencies through the Community Homelessness Prevention Initiative (CHPI), Home for Good (HFG), Reaching Home (RH) and other municipal contributions including the Social and Community Investment Fund (SCIF).
- 5.4, 2.5** Continue to explore evidence based programs including "A Way Home" to identify opportunities within Simcoe County
- 5.4, 2.5** Engage with service providers supporting youth homelessness regarding unmet needs and work at a systems level to build capacity and access to housing options.
- 5.4** Continue expansion of Home Horizon and Morton House.
- 5.4, 5.6** Continue to advance Housing Resource services and the CHPI/Home for Good funded Regional Housing First program to meet housing stability outcomes.
- 5.6** Continue to advance Housing Resource services and launch an online mapping system to assist people in finding resources and services available in their region(s).
- 5.6** Continue to work collaboratively to identify community partnerships and address gaps in services.
- 5.6** Continue to work toward launching a county-wide Coordinated Access System. Launch online mapping system to assist people in finding resources and services available in their region(s).
- 5.7** Strengthen community front-line service provider capacity to utilize harm reduction approaches by providing additional training opportunities. Formalize the process of harm reduction approaches and strategies.
- 5.7, 1.4** Work locally and with the provincial/federal governments on poverty reduction priorities and strategies.
- 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 in inter-ministerial working groups to improve approaches to service delivery integration.
- 5.8** Continue to strengthen strategic, integrated partnerships and service delivery between the homeless, health and corrections sectors.