



HALDIMAND AND NORFOLK 10-YEAR HOUSING AND HOMELESSNESS PLAN

**Year 5 Report
June 2019**

Health and Social Services Division
Social Services and Housing Department
12 Gilbertson Drive
PO Box 570
Simcoe ON N3Y 4N5

Telephone: 519-426-6170

Fax: 519-426-9974

Website: www.hnhss.ca

Providing Services to Haldimand and Norfolk Counties

Haldimand and Norfolk 10-Year Housing and Homelessness Plan

Direction 1: Ensure all residents of Haldimand and Norfolk Counties have access to suitable, safe and affordable housing opportunities.

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|---|--|--|------------------|---|---|
| <p>1.1 Encourage the creation of new, affordable housing units by private and non-profit builder/ developers, particularly one bedroom units and housing for single individuals.</p> | <p>Increase the supply of affordable housing, especially bachelor and one bedroom rental units, by creating 30 new rental units.</p> | <p>Number and type of units created.</p> | <p>2014-2023</p> | <p>Federal and Provincial Governments (Funding)</p> <p>Norfolk County as Service Manager (Program Administration)</p> | <p>35 new affordable rental units with on-site support services in Norfolk County (Hambleton Hall) opened for occupancy in October 2016.</p> <p>14 units of affordable rental housing for seniors in Dunnville opened for occupancy in the fall of 2019.</p> <p>32 new units of affordable housing with on-site supports approved and currently under construction in Simcoe (the Norfolk Inn).</p> <p>Housing staff continues to meet with and promote the development of affordable rental housing in the private market.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|---|---|---|------------------|---|--|
| <p>1.2 Increase access to and funding for rent supplements and housing allowances to increase affordability and access to safe, appropriate housing.</p> | <p>Expand rent supplement program as funds become available.</p> <p>Increase number of portable rent supplements by 10 units.</p> | <p>Number of new rent supplement units.</p> | <p>2014-2023</p> | <p>Federal and Provincial Governments (Funding)</p> <p>Service Manager (Program Administration)</p> | <p>Continued streamlined access to Housing Allowance through additional Federal (Social Infrastructure Fund) and Provincial (Investment in Affordable Housing) funding an additional 30 Housing Allowance spaces were added to the portfolio.</p> <p>Continued administration of Survivors of Domestic Violence Portable Housing Benefit (SDV-PHB) with full use of allocated funds and continued partnership with Haldimand & Norfolk Women Services, in which 15 households assisted in increasing market rent affordability. These participants are being transitioned to the Canada Ontario Housing Benefit with new participants being added.</p> <p>Ontario Priorities Housing Initiative (OPHI) funding was used to create 21 housing allowances for people who are supported by a Community Living agency and one rent supplement for a family who is supported by Haldimand & Norfolk Women's Services.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|---|---|------------------|--|--|
| <p>1.3 Increase community knowledge of the eligibility criteria and application process for special priority status for victims of domestic violence applying for social housing.</p> | <p>Increase the number of special priority support letters written by community health and social services agencies, and therefore the number of special priority applicants.</p> | <p>Number of special priority applicants on the social housing centralized waiting list.</p> <p>Number of letters of support for special priority status.</p> | <p>2014-2023</p> | <p>Service Manager, in cooperation with community health and social service agencies</p> | <p>Updated website outlines the manner in which one can apply for the SPP, with an updated application form. Furthermore, the Ministry of Housing expanded the SPP to include victims of human trafficking.</p> <p>The option of the SDV-PHB program has also improved access to affordable rental housing options.</p> <p>Housing Services maintains regular contact with Haldimand & Norfolk Women's Services to support victims of domestic violence and human trafficking. Women's Services was a member of the technical team for the 5 year review of the 10 Year Housing and Homelessness Plan to provide a valuable perspective into our community's housing and homeless prevention work.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|---|---|---|---|---|
| <p>1.4 Assist housing providers to identify and use surplus land opportunities on non-profit and social housing sites for infill.</p> | <p>Develop inventory of available land.</p> <p>Make information available to housing providers related to Re-development.</p> | <p>Percentage of sites used for infill development and/or re-development.</p> | <p>Inventory completed by end of 2014</p> | <p>Service Manager, in cooperation with housing providers</p> | <p>HNHC undertook comprehensive Regeneration Study with the draft document being completed in 2017. Findings to be presented to Council in 2018.</p> <p>A meeting of the HNHC Share Holders was held in October, 2019 to discuss regeneration of public housing and expanding the mandate of HNHC to include affordable housing development. Ongoing discussions are occurring with Senior Leadership and Council members in both Counties about affordable housing development opportunities.</p> <p>Ongoing discussions with community housing providers who are nearing their end of operating agreement (EOA) about future opportunities.</p> |
| <p>1.5 Continue to fund and leverage home ownership programs to move people to ownership and free up existing rental units.</p> | <p>Increase funds available for down payment assistance.</p> | <p>Number of households assisted.</p> | <p>2014-2023</p> | <p>Federal and Provincial Governments (Funding)</p> <p>Service Manager (Program Administration)</p> | <p>2017 – 9 homeownership recipients.</p> <p>2019 – 2 homeownership recipients.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|--|--|---|---------------------------------------|---|
| <p>1.6 Develop and implement policies that assist in the protection of existing rental stock.</p> | <p>Establish new rental conversion policies in both Counties.</p> | <p>Policies established</p> | <p>2015</p> | <p>Haldimand and Norfolk Counties</p> | <p>Norfolk County Official Plan housing policies updated in 2017. Haldimand County working towards commencing their Official Plan Review in 2018.</p> |
| <p>1.7 Develop municipal planning and financial policies which support the creation of environmentally sustainable, mixed density housing with a range of affordability (e.g., new subdivisions should have an Affordable component).</p> | <p>Review development charges policies and consider amendments that promote the creation of affordable housing (i.e. relief). Set housing affordability targets in both Counties.</p> | <p>Policies reviewed Number of affordable housing units created within new developments</p> | <p>2015 (policy development) 2015-2023 (policy implementation and housing development)</p> | <p>Haldimand and Norfolk Counties</p> | <p>Norfolk County Housing Study completed in 2016, including 3 community engagement opportunities. Housing Study approved by Council in 2016; Official Plan Amendment presented to Council in 2017 and approved. Haldimand County Official Plan Review is pending</p> |

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| <p>1.8 Develop a housing strategy that maintains existing social housing and rent geared-to-income (RGI) units in the long term and contains plans for capital asset management.</p> | <p>Maintain the number of social housing and RGI units past the end of operating agreements.</p> <p>Maintain social housing stock using capital asset management planning.</p> | <p>Number of units maintained long term</p> <p>Number of capital asset management plans established</p> <p>Number of capital repairs</p> | <p>2014-2023</p> | <p>Federal and Provincial Governments (Funding and Policy)</p> <p>Service Manager in conjunction with housing providers</p> | <p>Norfolk County Housing Study completed in 2016, including 3 community engagement opportunities. Housing Study approved by Council in 2016; Official Plan Amendment presented to Council in 2017 and approved. Haldimand County Official Plan Review is pending.</p> |
| <p>1.9 Increase the supply and access to affordable, supportive housing options for seniors and other vulnerable residents across Haldimand and Norfolk Counties.</p> | <p>Increase the stock of affordable, supportive housing units with the addition of 10 new units.</p> | <p>Number and type of units created</p> | <p>2014-2023</p> | <p>Federal and Provincial Governments (Funding)</p> <p>Service Manager (Program Administration)</p> | <p>35 units created as part of the Hambleton Hall Development in Norfolk County, move-ins started in October 2016; these units are geared towards households needing additional supports.</p> <p>14 unit seniors rental development completed for Dunnville (Aspen Apartments).</p> |

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| <p>1.10 Increase the stock of accessible, affordable housing.</p> | <p>Increase access to safe and affordable housing for residents with physical accessibility needs with the addition of five new accessible units.</p> <p>Identify unit accessibility as a priority when allocating new affordable housing funding.</p> | <p>Number of people waiting for accessible housing</p> <p>Number of unit modifications made to existing housing stock</p> <p>Number of new accessible units created</p> | <p>2014-2023</p> | <p>Federal and Provincial Governments (Funding)</p> <p>Service Manager (Program Administration)</p> | <p>All 3 fully accessible units in the new Hambleton Hall development were occupied by individuals in need of these units.</p> <p>All units in the Aspen Apartments development in Dunnville development are fully accessible. 14 units.</p> <p>Barrier free units are included in the supportive, affordable housing development currently under construction in Simcoe by Indwell (the Norfolk Inn).</p> |
| <p>1.11 Review second unit policies in Haldimand and Norfolk Counties to ensure compliance with Provincial direction.</p> | <p>Review Official Plan policies and zoning bylaws to ensure second dwelling units are permitted.</p> | <p>Council approval of amendments to permit second dwelling units</p> <p>Number of second dwelling units created and registered</p> | <p>2014-2016</p> | <p>Haldimand and Norfolk Counties</p> | <p>Norfolk County – completed in 2015. Haldimand County Zoning By-Law review process currently underway.</p> |

Direction 2: Keep people housed.

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|--|--|------------------|--|---|
| <p>2.1 Pursue the creation of integrated health and social service centres for ease of access to multiple services at one time.</p> | <p>Research best practices and service delivery models for integrated service provision.</p> <p>Create integrated health and social service centres through discussions with agencies and clients.</p> | <p>Existence of integrated health and social service centres</p> <p>Evaluation of service delivery based on service provider and client feedback</p> | <p>2015-2023</p> | <p>Norfolk County as Service Manager in consultation and cooperation with social service agency partners</p> | <p>Local discussion and planning underway to improve human services integration across the program areas of housing, Ontario Works and Children's Services, in keeping with the Province's commitment to human services integration.</p> <p>A two year pilot project was undertaken in September, 2018 to provide homeless prevention services internally as part of the Social Services & Housing department. A Council report to make this permanent will be heard by Norfolk Council in Committee on July 14, 2020. This service delivery model change has improved the level of integrated service between Ontario Works, Housing and Homeless Prevention Services.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|---|---|--|--|--|
| <p>2.2 Maintain and grow existing prevention and intervention strategies that preserve personal income and help people pay their bills to remain in their current housing, including rent bank and utility payment and micro loan approaches.</p> | <p>Maintain and grow the Rent and Utility Bank and Housing Stability Benefit Programs.</p> <p>Reduce number of known evictions.</p> | <p>Number of clients using the Rent and Utility Bank and Housing Stability Benefit Programs</p> <p>Number of evictions avoided due to program interventions</p> | <p>2014-2023 with program review in 2019</p> | <p>Provincial Government (Community Homelessness Prevention Initiative - CHPI funding)</p> <p>Service Manager (Program Administration)</p> | <p>Coordinated access to homeless prevention services and internal service delivery within the Social Services & Housing Department was implemented in September, 2018 for a two year pilot period. This includes Intake / Diversion, Emergency Housing, Housing Support, and Housing Stability Bank. A proactive, supportive approach is taken to minimize the amount of rent and utility arrears and prevent evictions, particularly in community housing through partnerships between the CMSM and Community Housing providers. A Council report to make the Homeless Prevention Team permanent will be heard by Norfolk Council in Committee on July 14, 2020.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|---|---|--|---|--|
| <p>2.3 Create life skills /self-sufficiency/ resiliency learning opportunities that incorporate poverty reduction / alleviation strategies.</p> | <p>People increase knowledge and skills that support successful tenancies and reduce evictions.</p> | <p>Number and type of sessions held</p> <p>Number of people attending sessions</p> <p>Feedback from participants and session facilitators</p> | <p>2015-2019</p> | <p>Service Manager</p> <p>Local Social Service Agencies</p> | <p>Extension of services related to training and capacity building related to vulnerable individuals and households towards housing stabilization.</p> <p>The Ontario Works Employment and Community Supports team has shifted the content of their life skills groups to be more focussed on life stabilization. Groups are run collaboratively with partners in Employment Ontario and the Brant Haldimand Norfolk Community Legal Clinic.</p> |
| <p>2.4 Promote the development and use of peer mentoring strategies to assist people in system navigation.</p> | <p>Development and implementation of peer mentoring models and training supports.</p> | <p>Number of peer mentoring opportunities</p> <p>Number of people participating</p> <p>Participant feedback</p> | <p>2015 (program development)</p> <p>2016-2023 implementation and evaluation</p> | <p>Service Manager</p> <p>Local Social Service Agencies</p> | <p>Training in relation to housing first, and use of evaluation tool to measure client acuity commenced, as facilitated by Org Code Consulting and offered to agency partners and staff working with clients experiencing or at risk of homelessness.</p> |

| ACTION | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|---|--|---|------------------|--|--|
| <p>2.5 Develop strategies to prevent arrears across social housing providers to avert evictions and keep people stably housed.</p> | <p>Reduce the amount of rent arrears.</p> <p>Reduce the number of evictions from social housing for non-payment of rent arrears.</p> | <p>Amount of accumulated arrears</p> <p>Number of evictions</p> | <p>2015-2023</p> | <p>Service Manager</p> <p>Social Housing Providers</p> | <p>Implementation of Housing Services Directive 2017-01 whereby housing providers are required to provide updates in regards to all tenants experiencing arrears, and that information be provided in advance of any further action being taken in relation to the Landlord Tenant Board. Protocols have been established with Community Housing providers to enable early intervention of the CMSM's Housing Support Workers to address rent and utility arrears and avoid eviction from community housing.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|---|---|------------------|---|--|
| <p>2.6 Support the creation of a local food strategy that includes skill-building programs like cooking clubs, collective kitchens and community gardens.</p> | <p>Development of a local food strategy.</p> | <p>Existence of strategy</p> <p>Number of skill-building programs</p> <p>Number of community gardens</p> | <p>2016-2023</p> | <p>Service Manager</p> <p>Haldimand-Norfolk Health Unit</p> <p>Local Agencies</p> | <p>The Social Services & Housing Department, as CMSM has been working in partnership with a local not for profit group called Church Out Serving to identify and address issues of food insecurity. Actions include the establishment of community gardens, including one at an affordable, supportive housing property and a community meal program.</p> <p>The CMSM Housing Support Workers also deliver meals and non-perishable food to guests in emergency housing and have started community kitchen programs at emergency housing sites to promote cooking skills and meal preparation.</p> |
| <p>2.7 Strengthen the connection and coordination of the work of faith communities and service clubs with social service providers, food banks and social and affordable housing providers.</p> | <p>Development and awareness-raising of community-based networks to support people who are homeless or at risk of homelessness.</p> | <p>Existence of community network</p> <p>Number of people using community-based supports</p> <p>Feedback from service providers and people accessing supports</p> | <p>2015-2023</p> | <p>Service Manager</p> <p>Housing Providers</p> <p>Local Social Service Agencies, Churches, Service Clubs</p> | <p>Relationship and partnership opportunities explored and discussions continue (see progress above related to partnership with Church Out Serving).</p> |

Direction 3: Expand support opportunities for people to meet increasing complex needs.

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|---|--|---|------------------|---|---|
| <p>3.1 Increase supportive housing options, including rent subsidized affordable housing as well as respite and short stay beds for people with complex needs.</p> | <p>Increased resources available to support people with complex needs.</p> | <p>Number and type of units created</p> <p>Feedback from people supported related to needs being met.</p> | <p>2014-2023</p> | <p>Federal and Provincial Governments (Funding)</p> <p>Norfolk County as Service Manager (Program Administration)</p> <p>Community Support Agencies</p> | <p>Staff continue to meet with and explore alternative opportunities for transitional and short stay beds. Housing allowances have been allocated through OPHI for adults with developmental disabilities who are supported by a Community Living agency, 21 in total across 3 agencies.</p> <p>A Request for Proposal (RFP) was issued in the fall of 2019 for transitional housing and housing with related supports (formerly domiciliary hostels), with no successful bidders. A program review of housing with related supports is currently underway.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
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| <p>3.2 Undertake earlier planning for client placement including coordination between Long Term Care, Community Care Access Centre (CCAC), and community support services.</p> | <p>Development and implementation of a networked approach to placement. Awareness raising among workers and clients of the importance of early planning.</p> | <p>Number of people placed in long term care using a networked approach.</p> <p>Feedback from workers and clients.</p> | <p>2015-2023</p> | <p>Local Health Integration Network (LHIN)</p> <p>Service Manager (in coordinating role)</p> <p>Community Care Access Centre</p> <p>Long Term Care Providers and Local Agencies who provide senior supports</p> | <p>Connection with LHIN and two discussion meetings, with agreement to continue discussions in order to work towards future partnerships.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|---|--|------------------|---|--|
| <p>3.3 Provide more basic support resources to promote aging in place including transportation, homemaking and housekeeping, home care supports, mental health, and specialized senior supportive services.</p> | <p>People are able to age in place where appropriate.</p> | <p>Number of people who are able to remain at home with supports.</p> <p>Feedback from people regarding supports received and quality of life improvement.</p> | <p>2015-2023</p> | <p>LHIN</p> <p>Service Manager (in coordinating role)</p> <p>Local Agencies who provide senior supports</p> | <p>Discussions with LHIN and local agencies commenced with commitment to continue discussions in 2018.</p> <p>Local agencies who support seniors with home care are aware of and make referrals to the Ontario Renovates program for people to obtain financial support to renovate their homes to support accessibility and aging in place.</p> |
| <p>3.4 Ensure that programs are delivered in a manner that is responsive to the needs of rural populations.</p> | <p>People are able to access supports in their communities in a way that minimizes barriers due to rural geography.</p> | <p>Feedback from service providers and clients.</p> | <p>2015-2023</p> | <p>LHIN</p> <p>Service Manager (in advocating role)</p> <p>Local Support Agencies</p> | <p>On-going. Maintain strong working relationship with Ride Norfolk.</p> <p>CMSM Staff who deliver housing and homeless prevention services work in both the Simcoe and Dunnville offices. In addition, Housing Support Workers work primarily in the community and are able to see people in their homes or other locations as needed to eliminate transportation barriers.</p> |

Direction 4: Collaborate and Coordinate Responses to Homelessness

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|--|--|--|--|--|
| <p>4.1 Employ Housing First principles to guide future planning to address community homelessness.</p> | <p>Service providers and clients are aware of housing first principles.</p> <p>Housing first principles are incorporated into health and social services service provision in the community.</p> | <p>Development of local housing first principles</p> <p>Community awareness raising of housing first principles</p> <p>Program evaluation of interventions to ensure alignment with housing first principles</p> | <p>2015 (development of local housing first principles and awareness raising)</p> <p>2016-2023 implementation and evaluation</p> | <p>Norfolk County as the Service Manager</p> <p>Housing Providers</p> <p>Health and Social Services Agencies</p> | <p>Training in Housing First principles was provided to Social Services & Housing staff and community agency partners as part of the homeless prevention services program review in 2018. The re-designed program is oriented in Housing First and has been delivered as part of the Social Services & Housing Department since September, 2018.</p> <p>Housing First principles were included in the presentation to municipal Councils in Haldimand and Norfolk Counties as part of the re-design of homeless prevention services.</p> |
| <p>4.2 Work with housing providers, institutions and support services to develop a zero discharge practice into the communities' homelessness strategy.</p> | <p>People are not discharged from housing, programs or services until appropriate housing status is confirmed (non-emergency situations).</p> | <p>Number of people who discharge to permanent, appropriate housing</p> | <p>2015 (strategy development)</p> <p>2016-2023 implementation and evaluation</p> | <p>Service Manager</p> <p>Housing Providers</p> <p>Health and Social Services Agencies including Hospitals</p> | <p>The Homeless Prevention Services team works with agency partners through Intake / Diversion and Housing Support to prevent discharge into homelessness from community housing, hospital, correctional facility or other community agency housing related program. This work with partners continues on an ongoing basis.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|--|--|--|------------------|---|--|
| <p>4.3 Include safety planning in the provision of all homelessness services where domestic violence is known or suspected to be occurring, including referrals to the community's domestic violence services, where appropriate.</p> | <p>Clients receiving homelessness supports, including all clients in the Emergency Housing Program, complete a safety plan.</p> <p>Clients who are known or suspected to be experiencing domestic violence are referred to appropriate community resources and services.</p> | <p>Number of safety plans completed.</p> <p>Number of referrals.</p> | <p>2014-2023</p> | <p>Service Manager (in a coordinating role)</p> <p>Service Delivery Agent staff for homelessness services</p> <p>Community domestic violence and social services agencies</p> | <p>The Homeless Prevention Services Intake / Diversion Workers and Housing Support Workers with the County's Homeless Prevention Services team have been trained in safety planning and responding to victims of domestic violence and human trafficking. Safety planning is incorporated in their regular practice where domestic violence is known or suspected.</p> <p>The CMSM maintains a positive, collaborative relationship with Haldimand & Norfolk Women's Services, the community's domestic violence agency.</p> |
| <p>4.4 Undertake a study of options for short-term emergency accommodation, including victims of domestic violence, in Haldimand and Norfolk Counties, with attendant supports.</p> | <p>Examine options in both Counties including shelter and "Out of the Cold" programs for emergency accommodation that can connect people with support services.</p> | <p>Completion of research study</p> <p>Consideration of study findings and recommendations</p> | <p>2015-2016</p> | <p>Service Manager</p> | <p>Coordinated access for emergency housing and homeless prevention services implemented in September 2018 with these services being provided as part of the Social Services & Housing department. 21 emergency housing beds have been secured with block funding plus 1 Out of the Cold room. A shift in focus of the emergency housing program was made in September 2018 to an increased focus on diversion from emergency housing whenever possible.</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
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| 4.5 Increase system capacity for coordination and collaboration across service providers for the chronically homeless population. | Development and implementation of a coordinated and collaborative approach to service delivery (e.g. "wrap around") for the chronically homeless population. | Existence of collaborative agreements and protocols among service providers Number of people receiving services using a "wrap around" approach Feedback from service providers and clients | 2014-2016 (development and implementation) 2017-2023 review & evaluation | Service Manager (in a coordinating role) Local Health and Social Services Agencies OPP | Continued participation on the Haldimand Norfolk Community Mobilization Situation Table. The community's first homeless enumeration project was held in 2018 with the support of community agency partners and volunteers. The results of the enumeration were presented at a community forum and to both Haldimand and Norfolk County Councils. Community engagement sessions were held with community partners and people with lived / living experience of homelessness throughout 2019 as an integral part of the 5 year review of Haldimand Norfolk's 10 year Housing and Homelessness Plan. |
| 4.6 Expand capacity and training opportunities for workers across agencies who provide support for the complex needs of homeless people that focuses on housing retention strategies. | Increased inter-agency training on housing retention strategies for people with complex needs. | Number of training sessions Feedback from participants | 2016-2017 | Service Manager (in a coordinating role) Local Health and Social Services Agencies | Training and development opportunities provided in 2017 including the SPDAT and VI-SPDAT training to be used by funded partners. This tool is used by the Homeless Prevention Intake/Diversion Worker to identify a person's needs and prioritize service based on acuity and depth of need. |

Direction 5: Advocate to senior levels of government for adequate funding for services, supports and programming.

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|---|---|--|------------------|--|--|
| <p>5.1 Advocate for increased and stable funding from the Federal and Provincial Governments in order to provide new rent geared to income and affordable housing units, including funding for new Aboriginal housing, portable rent supplements and operating funds for attendant supports.</p> | <p>Federal and Provincial funding for rent geared to income and affordable housing and supports, that is adequate and flexible, to respond to community need.</p> | <p>Existence of available funding</p> <p>Number of rent geared to income housing units maintained</p> <p>Number of affordable housing units created</p> <p>Number of rent supplements and housing allowances</p> <p>Increased funding for support services</p> | <p>2015-2019</p> | <p>Norfolk County as the Service Manager</p> <p>Sector Organizations (e.g., Ontario Municipal Social Services Association – OMSSA, Ontario Non-Profit Housing Association – ONPHA)</p> | <p>The CMSM actively participates in opportunities / discussion tables with the Ministry of Municipal Affairs and Housing, and the Ontario Municipal Social Services Association (OMSSA) to identify the unique challenges related to housing stability and homeless prevention in a small and rural service manager area. Staff presentations have been given to municipal Councils in Haldimand and Norfolk Counties on the community’s needs for affordable and supportive housing.</p> <p>Norfolk County is very grateful to have been awarded \$3.2 million in Home for Good funding for the construction of 32 supportive housing units in Simcoe for Indwell (the Norfolk Inn).</p> |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
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| 5.2 Advocate for the Federal and Provincial Governments to enact legislation that would increase the minimum wage and social benefits for Ontario residents taking into account rural differences and challenges. | Increased financial security for low-income residents. | Number and types of lobbying actions | 2014-2023 | Service Manager, in conjunction with Sector Organizations | Provincial minimum wage announced increased January 1, 2018. |
| 5.3 Explore a variety and range of public and private transportation options within and across Haldimand and Norfolk Counties. | Residents have access to timely, affordable and accessible transportation. | Number of transportation options in both Counties Frequency, affordability and availability of transportation options | 2014-2023 | Service Manager Norfolk and Haldimand Counties Ride Norfolk | Norfolk County approved the continuation of Ride Norfolk, the County's transit system. Discussions have been occurring in Haldimand County throughout 2019 about community transportation options. |

| ACTIONS | TARGET | MEASURE | TIMELINE | RESPONSIBILITY | YEAR 5 PROGRESS TO DATE |
|---|---|---|------------------|---|--|
| <p>5.4 Advocate to the Provincial Government for increased provision and access to psychiatric supports including a Schedule 1 Hospital Psychiatry facility.</p> | <p>Residents have access to local, high quality psychiatric supports that meet their needs.</p> | <p>Number and type of local psychiatric supports</p> <p>Number of people using local psychiatric supports</p> <p>Feedback from service providers and clients on service provision</p> | <p>2014-2023</p> | <p>Provincial Government (funding)</p> <p>Service Manager (in a coordinating role)</p> <p>Local Health and Mental Health Agencies</p> | <p>No action.</p> <p>The Social Services & Housing Department continues to work in partnership with community based agencies who support people living with a mental illness, to support people with housing stability and homeless prevention services.</p> |