

The Updated Action Plan

The following section presents an updated Housing and Homelessness Action Plan for years 6-10 (2019 to 2023) that responds to what was heard through the review process. The updated plan includes 75 new actions that support the achievement of the following four goals:

- Goal 1 House People Who Do Not Have a Home (11 actions)
- Goal 2 Help People to Retain a Home (16 actions)
- Goal 3 Increase Housing Options and Opportunities for Low- and Medium-Income households (24 actions)
- Goal 4 Build Capacity and Improve the Effectiveness and Efficiency of the Housing and Homelessness System (24 actions)

Goal 1 House People Who Do Not Have a Home

What We Heard

- Address both primary homelessness and secondary homelessness, with a focus on those experiencing chronic homelessness and long-term and frequent users of emergency homelessness services.
- Focus on providing everyone experiencing homelessness in Niagara with rapid access to permanent housing alongside services and supports that will help them get back on their feet.
- Shift focus away from managing homelessness through emergency homelessness services to ending homelessness through prevention services and the provision of housing-focused supports.

Voice of the Indigenous Community

“The Indigenous community would like to see an increase in housing and support services in collaboration with Niagara Indigenous Community Advisory Board (NICAB) organizations and mainstream organizations for Indigenous people exiting the justice system, health care system, fleeing domestic violence/sex trafficking and Indigenous children aging out of the child protection system into homelessness. The Indigenous community requests an increase in emergency beds designated for Indigenous men, women, and children with emergency housing and supports provided with an Indigenous lens. Additionally, the Indigenous Community would like to see an increase in street outreach that is culturally appropriate for Indigenous people experiencing

homelessness and supports that increase housing stability for those who are exiting homelessness that are inline with their cultural identity.”

Objectives:

- i. Improve access to assertive street outreach in locations where people are living rough across the entire service area, especially for Indigenous persons and families, youth, and those who need mental health and/or addictions supports.
- ii. Improve coordinated access to housing supports to secure and maintain housing for those who use emergency shelters repeatedly or for a long period of time through a shift to housing-focused shelters.
- iii. Increase access, prioritization and funding for housing with supports to address chronic homelessness, especially for those whose needs cannot be adequately met by available housing with support programs.

Goal 1.4 - Shorter Term (2019-2021)

What We Heard

- Adapt recommendations of the homeless services system review to transform to a system 2.0 model for Niagara’s homeless serving system, a group of agencies and programs that coordinate to provide housing and homelessness services in Niagara.
- Implement best practices in assertive street outreach, emergency shelter, supportive transitional housing and supportive housing to assist those experiencing homelessness to exit homelessness.

Actions

1.4a) Develop a By-Name List, By-Name Priority List, and coordinated access policy and procedure to connect people who don’t have a home to appropriate housing in a more streamlined and coordinated way, including:

- Maintaining a current list of individuals and families who do not have a home and their housing needs.
- Maintaining a current list of available housing solutions for the people who do not have a home.
- Identifying community priority populations and applying consistent criteria to ensure fairness and consistency in the housing process.

1.4b) Create with community partners a measurable aim statement to reach functional zero for chronic homelessness, based on projections from the By-Name List data, informed by the community, and aligned with provincial and federal goals on ending chronic homelessness.

1.4c) Support a shift to assertive street outreach to engage those who are living rough and support them to access the broader system of housing and homelessness services.

1.4d) Support a shift to housing-focused shelters that maintain a focus on helping shelter stayers to access housing and in all that shelters do, and facilitate movement from homelessness to housing.

1.4e) Increase access to low-barrier housing and supports for those experiencing chronic homelessness, especially for those experiencing developmental disability, mental health issues, and/or addictions.

1.4f) Increase access for Indigenous persons and families experiencing homelessness to housing and supports provided with an Indigenous lens, to assist them in reconnecting with housing, cultural identity and relations, including:

- Culturally appropriate assertive street outreach
- Emergency beds designated for Indigenous men, women, and children.

1.4g) Undertake a homeless services system review prior to the 2023-2025 funding allocation to determine the effectiveness of the system 2.0 model and identify areas for transformation to a system 3.0 model and the creation of a comprehensive systems framework.

Goal 1.5 – Longer term (2022-2023)

What We Heard

- Adapt recommendations of the homeless services system review (1.4g) and best practices to transform street outreach, emergency shelter, supportive transitional housing and supportive housing to a system 3.0 model.

Actions

1.5a) Introduce or increase services and supports to meet the needs of those on the By-Name List who are experiencing chronic homelessness to exit homelessness and remain stably housed.

1.5b) Support a transformation of supportive transitional housing to align with best practices for housing with supports, including a Housing First approach, and the recommendations for the system 3.0 model.

1.5c) Introduce a rapid rehousing program to provide short term supports and financial assistance for housing related expenses (e.g., rent arrears, ongoing rent assistance, moving costs) to individuals and families with mid-acuity of need (without complex mental health and addictions needs) who are experiencing homelessness.

1.5d) Explore opportunities to shift system resources away from emergency homelessness services toward prevention services and housing with supports, in alignment with best practices for homeless serving systems and a Housing First approach.

Goal 1 – Metrics and Targets

Objectives	Outcomes	Measures	Targets
To provide housing and supports to people experiencing homelessness, who are unsheltered	Improved access to housing and supports for those who are unsheltered	Percentage of individuals engaged through outreach entering shelter or more stable housing situations annually	<ul style="list-style-type: none"> All: 20% of individuals engaged enter shelter or stable housing
To provide emergency shelter to people experiencing homelessness, while they search for housing and engage in a housing plan	Rapid exit from emergency shelter to permanent housing and housing resources	Average length of stay in days per admission to emergency shelters for youth, family, and singles during the reporting period	<ul style="list-style-type: none"> All Households: 30 days Singles: 10 days Youth: 17 days Refugees/Newcomers: 60 days Families: 38 days
To support people experiencing homelessness to access more stable housing	Improved housing situation for those who are emergency sheltered	Percentage of those who are emergency sheltered who transition to more stable housing quarterly, including supportive transitional housing, supportive housing and regular housing.	<ul style="list-style-type: none"> 35% of those in shelter transition to more stable housing

Goal 2 Help People to Retain a Home

What We Heard

- Focus prevention to reduce the flow of new individuals or families into homelessness and to avoid worsening or recurrence for those with repeated or regular housing instability or experience of homelessness.
- Provide primary prevention to reduce the risk of housing loss among high-risk groups in the community, with a focus on youth.
- Provide secondary prevention to prevent housing loss among those at imminent risk of housing loss, including households in deep core housing need, and low income households or moderate income households experiencing short-term financial instability.
- Provide tertiary prevention to support individuals and families with a history of housing loss or homelessness with access to housing and the supports necessary to support housing stability, especially those with complex needs.
- Shift focus away from managing homelessness through emergency homelessness services to ending homelessness through prevention services and the provision of housing-focused supports.

Voice of the Indigenous Community

“The Indigenous community would like the Niagara Region to resource education for tenants, service providers and landlords that supports successful tenancies, and requests that the Service Manager play an active role in supporting the right to housing for Indigenous people and the responsibility of landlords to not discriminate against Indigenous people seeking housing, including support for legal aid when discrimination plays a factor in landlord-tenant matters. The Indigenous community would also like to see an increase in rental supports for Indigenous households exiting or at risk of homelessness and increased access to community housing for Indigenous persons and families exiting emergency shelter, transitional housing, the health care system, justice system or aging out of the child welfare system into homelessness. The Indigenous community would like the Niagara Region to ensure landlords, community housing providers and service providers are provided cultural competency training.”

Objectives:

- i. Expand wrap-around supports and financial assistance that keep people housed
- ii. Enhance services that prevent homelessness and allow people to bridge short periods of financial instability, especially for households with low to moderate incomes

iii. Foster longer-term housing stability through financial and case management supports that enable households exiting homelessness to avoid further experience of homelessness

Goal 2.8 - Shorter Term (2019-2021)

What We Heard

- Adapt recommendations of the homeless services system review to transform to a system 2.0 model for Niagara's homeless serving system, a group of agencies and programs that coordinate to provide housing and homelessness services in Niagara.
- Implement best practices in homelessness prevention to support those at risk of homelessness or a return to homelessness to retain housing.

Actions

Primary Prevention

2.8a) Increase access for landlords and tenants to education about their rights and responsibilities for those who rent property in Ontario.

2.8b) Expand the youth prevention pilot to strengthen early identification and support diversion of youth who are at risk of homelessness.

2.8c) Explore options to support the right to housing for Indigenous people, recognizing the definition of Indigenous homelessness in Canada.

Secondary Prevention

2.8d) Expand the youth shelter diversion pilot to implement diversion best practices across all emergency shelters in the homelessness system.

2.8e) Continue to support programming on affordable home ownership with a special focus on supporting low or moderate income households to buy their first home.

2.8f) Increase access to housing and supports to prevent homelessness among Indigenous people exiting the health care system, the justice system or aging out of the child welfare system.

2.8g) Continue to support the renovation support program, with a special focus on supporting persons with accessibility issues to remain housed.

Tertiary Prevention

2.8h) Expand the landlord engagement specialist pilot to improve access to affordable market rental units, support positive landlord-tenant relationships, and mitigate tenancy issues.

2.8i) Revise the trusteeship program to align with Housing First approach and a recovery orientation, to support trustees to move to self-sufficiency as appropriate.

2.8j) Explore opportunities to enhance service access in response to the findings of the concurrent disorders shelter assessment pilot.

Goal 2.9 – Longer term (2022-2023)

What We Heard

- Adapt recommendations of the homeless services system review (1.4 g) and best practices to transform prevention services to a system 3.0 model.

Actions

Primary Prevention

2.9a) Develop a mechanism to identify earlier those households with increasing risk of housing loss, and rapidly connect them with appropriate services and supports, especially older adults and households with a low income or moderate income and minimal assets

2.9b) Address discrimination against Indigenous individuals and families seeking to secure housing and support for legal aid for Indigenous households when discrimination plays a factor in landlord-tenant matters.

2.9c) (adapted from 2.3b in Appendix D of the original plan) Continue to advocate to senior government to allow working recipients to keep a larger portion of their social assistance, to empower individuals to increase their income and build their skills through work experience while in programs such as transitional housing and the Indigenous Homeward Bound program.

Secondary Prevention

2.9d) Strengthen the connection between the homeless priority status on the Centralized Housing waitlist and the homeless serving system to improve access to community housing for those experiencing homelessness through coordinated access policy and procedure.

2.9e) Provide access to rental assistance to households in deep core housing need spending 50% or more of their income on housing costs.

Tertiary Prevention

2.9f) Continue to work with the Local Health Integrated Network (LHIN), Ontario Health Teams (OHT), Niagara Health System (NHS) and health services providers to further improve access to appropriate health, mental health, trauma, and addictions supports for those exiting chronic homelessness.

Goal 2 - Metrics and Targets

Objectives	Outcomes	Measures	Targets
To provide timely access to prevention services for those at risk of homelessness	Rapid access to prevention services	Average time taken to receive appropriate housing supports from entering prevention services a. Single b. Family c. Youth	First Contact <ul style="list-style-type: none"> • Immediate: 1-2 business days • Non-immediate: 1-2 business days Connection to Service <ul style="list-style-type: none"> • Immediate: 1-2 business days • Non-immediate: 3-5 business days
To provide prevention services to people that help them retain housing for at least three months	Improved housing stability for households at risk of housing loss	Average percentage of clients that retained their long-term housing after receiving a subsidy and/or supports after three months a. Eviction prevention b. Landlord mediation c. Niagara Emergency Energy Fund (NEEF) d. Housing Stability Plan e. Trusteeship	75% of clients retain their housing for three months or longer after intervention
To support long-term housing stability for people who have graduated successfully from housing with support programs	Improved housing stability for households that have graduated from housing with support programs	Percentage of clients exited from Supportive Transitional Housing, Housing First, and Home for Good programs and returned to homelessness after six months / 12 months	HF: 5% or less STH: 2% or less (6 months), 15% or less (12 months)

Goal 3 Increase Housing Options and Opportunities for Low- and Medium-Income households

What We Heard

- Niagara needs an adequate supply of affordable market housing and community housing that supports households of all sizes, incomes, and ages to have safe, permanent and affordable housing contributes to a vibrant and prosperous community.
- The target mix for affordability of housing needed in Niagara should reflect to the family sizes and household incomes of those who are spending more than 30% of their income on their housing costs.
- Use the planning and development process to facilitate the creation of appropriate market housing and affordable housing stock.
- Collaborate with local area municipalities to understand and meet local housing needs.
- Collaborate with local area municipalities to streamline the development process.
- Non-profit housing and co-operative housing providers are crucial for providing affordable housing options where the market does not provide enough affordable housing options for low and moderate income households.

Voice of the Indigenous Community

“The Indigenous community would like to see an increase in timely access to community housing options for single-person and lone-parent Indigenous households. We would like Indigenous housing and service providers to be provided opportunity to participate in opportunities to create new affordable housing development, including access to available land, incentives and initiatives.”

Objectives:

- i. Retain, protect and increase the supply of housing in the private market housing to meet local needs.
- ii. Retain, protect, and increase the supply of appropriate community housing to meet local needs.

Goal 3.7 – Plan for Affordable Housing (2019-2023)

What We Heard

- Use local planning and financial tools such as community improvement plans (CIPs), grant or deferral of development charges.
- Offer partnership programs to private and non-profit housing providers who meet specific criteria for an equity contribution or municipal capital facility designation for tax incentives.
- Leverage provincial and federal funding to create affordable housing development to meet identified need for housing.

Actions

3.7a) Develop a Niagara Housing Statement that clearly defines affordability and describes the unmet demand for affordable market housing and community housing, including the number of units by size, type, location, and cost, and a forecast of need up to 2041.

3.7b) (adapted from item 3.6a in the original plan) Support a comprehensive affordable housing strategy integrating the policies and targets of the new Regional Official Plan and the policies and targets of the 10-Year Housing and Homelessness Action Plan, to support the longer-term goals of the Growth Plan for the Greater Golden Horseshoe and support the development of complete communities that are compact, sustainable, and meet the minimum density and intensification targets laid out in the Regional Official Plan.

3.7c) Provide data and other support for the development and implementation of affordable housing plans by local area municipalities.

3.7d) Support inclusion of affordable housing options within focused areas of strategic growth, such as major transit station areas.

3.7e) Work with local municipal planners and the development community to streamline the development process and explore the feasibility of a concierge service or other means to expedite the approval process for priority projects.

3.7f) Implement best practices for addressing “Not in My Backyard (NIMBYism)” responses as a barrier to new housing developments that provide a diverse range and mix of housing options, densities, and tenures and support different populations and lifestyles.

3.7g) Work with the development community to explore innovative housing solutions that address the costs of affordable housing including cost of land, design, construction, financing, sales and aftersales, including:

- Access to equity or low-interest financing
- Provision of municipal land for affordable housing development
- Innovative design to reduce cost
- Innovative use of materials and construction techniques
- Addressing real and perceived risk of affordable housing development.

3.7h) (item 3.3d in the original plan) In concert with other Ontario municipalities, continue to advocate for:

- On-going, predictable funding for new housing initiatives (i.e. for new development, rent supplements).
- Sustained federal funding to maintain affordability in existing social housing post End of Operation Agreement (i.e. after mortgage/debt maturity).
- Funding to repair, renovate and renew aging community housing stock.

Goal 3.8 – Develop Affordable Housing Units (2019-2023)

What We Heard

- Support the development of new purpose-built market rental units and community housing units to meet local need.

Actions

3.8a) Ensure adequate financial resources are available and targeted to support the new development of market housing and community housing stock to meet identified local need.

3.8b) (adapted from 3.1d in the original plan) Maintain on-going and adequate contributions to the capital reserves to support investment in new or existing community housing.

3.8c) (originally item 3.6b in the original plan) Support and facilitate local municipalities to partner with the Region on financial incentives with emphasis on consistent application of tools that support the development of affordable housing.

3.8d) (adapted from 3.5c in the original plan) Prioritize funding to continue to support and establish new incentives that encourage private market and not-for-profit investment in new affordable housing, in particular purpose built rental and reinvestment and retention of existing owned affordable housing, including incentives related to Development Charges, Community Benefit Charges or as part of a Community Improvement Plan (CIP).

3.8e) (item 3.3b in the original plan) Broaden access to the Niagara Renovates and Welcome Home Niagara programs to expand support for low income households in partnership with local area municipalities.

3.8f) (item 3.6c in the original plan) Advocate to other levels of government (federal and provincial) for continued funding and incentives that encourage developers to build.

3.8g) Support the development of affordable market units to enable older adults to downsize and age in place within their community by collaborating with housing providers and local municipalities to encourage, promote, and permit creative solutions such as secondary units, tiny homes, life lease arrangements, modular homes, and reduced parking requirements where appropriate.

3.8h) (adapted from item 3.3a in the original plan) Work with the Indigenous community to improve Indigenous access to municipal land, incentives, and initiatives for creating new affordable housing options for single-person and lone-parent Indigenous households.

3.8i) Explore opportunities to collaborate with the LHIN, OHT, NHS and health services providers to create low barrier supportive housing for people with complex needs, including physical disability, mental illness, addictions, and trauma who are experiencing homelessness or at risk of homelessness.

3.8j) (item 3.6d in the original plan) Align with actions specific to housing support under Niagara Sustainability Plan infrastructure goals (e.g. setting energy reduction targets consistent with those under the Niagara Sustainability Plan for affordable housing and establishing action plans to achieve them).

3.8k) Utilize capital retrofit programs that reduce greenhouse gas emission and create more energy efficient community housing, to reduce operating costs for buildings and improve housing provider sustainability.

Goal 3.9 – Support Non-Profit and Co-operative Housing Providers (2019-2023)

What We Heard

- Housing providers are critical partners in the provision of affordable housing.
- A number of community housing providers have become 'de facto' supportive housing without expertise to provide supports.
- Some tenants require intensive supports to maintain successful tenancies, including home care, mental illness, and addictions support.
- Community housing providers typically do not have the professional staff resources or funds to provide these critical services.
- Community housing operators with an interest in new development may lack the capacity to undertake new development.

Actions

3.9a) Review and amend the policies of the Centralized Housing waitlist in accordance with provincial policy direction and the recommendations of the 2017 Annual Report of the Auditor General of Ontario's Review of Social and Affordable Housing.

3.9b) (adapted from item 3.3c in the original plan) Establish capital reserves or financing to address End of Operating Agreements and End of Mortgage Agreements to prevent the loss of current community housing stock.

3.9c) Establish capital reserves or financing to address the capital repair needs of community housing providers.

3.9d) Increase available resources for non-profit housing and co-operative housing tenants who need additional supports in order to remain successfully housed, such as Community Programs Coordinators (CPCs).

3.9e) Improve the capacity of interested non-profit housing and co-operative housing providers to finance, develop and maintain new affordable housing stock.

Goal 3 – Metrics and Targets

Objectives	Outcomes	Measures	Targets
To provide an adequate supply and mix of housing options at different densities	Increase the supply of denser housing forms	Percentage of units of new housing at the desired densities required to meet target growth scenario (Develop baseline data in 2019)	<ul style="list-style-type: none"> • 30% low-density/single detached • 40% mid-density/semi-detached and townhouse • 30% high density/apartments
To provide an adequate supply and mix of community housing options	Increase the supply of community housing units that meet community need	Increase in number of new community housing units (Niagara Regional Housing, Non-Profit Housing, Co-operative Housing) by unit type, per year (Develop baseline data in 2019)	<ul style="list-style-type: none"> • A 10% year over year increase in the number of new community housing units completed, including: • 75% bachelors and 1 bedroom units • 20% two and three bedroom units • 5% Four or more bedroom units
To maintain the supply of existing community housing stock	Prevent the loss of community housing units	Number of community housing units lost to End of Operating or End of Mortgage Agreements annually (develop baseline data in 2019)	<ul style="list-style-type: none"> • Zero units lost

Goal 4 Build Capacity and Improve Effectiveness and Efficiency of Housing and Homelessness System

What We Heard

- Support the alignment of all stakeholders to the purpose of ending homelessness.
- Communicate more frequently and broadly about housing and services provided in Niagara and about the 10-Year Housing and Homelessness Action Plan.
- Continue to address homelessness and affordable housing through increased collaboration between Regional departments as well as between the Region and partners in Niagara's housing and homelessness system, health care and other systems, and other levels of government.
- Increase the participation and voice of those who use the homelessness system and those who face barriers when accessing housing or services.

Voice of the Indigenous Community

“The Indigenous community would like to see increased engagement by the Service Manager with Indigenous organizations including NICAB and communities within the work of the 10-year housing and homelessness action plan. We would like to see an increase in partnerships and collaborations with mainstream homelessness service providers and organizational members of NICAB. We would also like to see an increase in support and resourcing for Indigenous designed housing and homelessness services for Indigenous people and families by Indigenous people. The Indigenous community requests that the Niagara Region work with NICAB to explore options for the Service Manager to fund Indigenous organizations for the delivery of homelessness services to Indigenous people at risk of or experiencing homelessness, in a way that respects the needs of Indigenous people, concerns for data security, accountability, and municipal procurement requirements. We would like all funding streams in homelessness services open to Indigenous applicants and the evaluation of projects that affect Indigenous people to have an Indigenous context by NICAB. Furthermore, we would like to work collaboratively with the Service Manager to advocate in support of Indigenous human rights.”

Objectives:

- i. Increase housing awareness and enhance capacity.
- ii. Coordinate resources and integrate decision-making through a transformation to a system 3.0 model and in partnership with other systems.
- iii. Collect, maintain and use meaningful data for decision-making.

Goal 4.10 - System and Service Design

Actions

4.10a) Develop a common vision for Niagara's homeless serving system for the system 2.0 model that aligns with this Action Plan and ending homelessness.

4.10b) Embed a Housing First approach within the entire housing and homelessness system and all homeless services.

4.10c) Increase alignment of contracted services with the system 2.0 model by introducing concepts and requirements to service providers through a Negotiated Request for Proposal (NRFP) process.

4.10d) Work with NICAB to explore options for the service manager to fund Indigenous organizations for the delivery of homelessness services to Indigenous people at risk of or experiencing homelessness, in a way that respects the needs of Indigenous people, concerns for data security, accountability, and municipal procurement requirements, including:

- Opening all homeless services funding streams to Indigenous applicants.
- Supporting Indigenous-designed housing and homelessness services provided for Indigenous people and families by Indigenous people.
- Including NICAB to provide Indigenous context in the evaluation of all homelessness services applications that include projects that affect Indigenous people.

4.10e) Increase the accuracy and completeness for homeless services data, including client data, within HIFIS.

4.10f) Increase the use of system and program standards within funded homeless services as part of improved contract management.

4.10g) Support increased provider capacity to support the implementation of best practices for service delivery through informal and formal training and support.

4.10h) Increase opportunities for consumers of housing and homeless services to provide feedback to providers and the system manager.

4.10i) (adapted from 2.3a in Appendix D of the original plan) Explore additional opportunities that help address transportation concerns of equity-seeking populations

such as the Indigenous community by promoting better access to service, with a special focus on helping people in rural communities to access services.

Goal 4.11 Communication and Collaboration

What We Heard

- Work across sectors and leverage positive relationships with other systems to provide immediate solutions to those experiencing homelessness or in need of affordable housing.
- Indigenous people are currently overrepresented in Niagara's homeless population. The reasons are complex and specific housing and homelessness interventions are necessary.
- Indigenous communities and service providers should be engaged to determine what is needed to address the unique challenges facing Indigenous people in Niagara.
- Disability, mental illness, trauma and addictions related services are important for many individuals experiencing chronic homelessness.
- The health system and service providers should be further engaged to increase access to housing and services for people with complex needs.
- Other provincial systems should be further engaged in efforts to reduce exit from those systems into homelessness.

4.11a) Increase the frequency and quality of communication to partners and the broader community, to support a common understanding of issues, best practices, and local solutions addressing homelessness and affordable housing.

4.11b) Increase service manager engagement and collaboration with Indigenous organizations, including NICAB within the work of the 10-Year Housing and Homelessness Action Plan, and increased collaboration between Indigenous and mainstream homelessness services providers.

4.11c) Increase engagement and collaboration with the LHIN, OHT, NHS, and health providers in addressing homelessness and housing stability for persons with complex needs.

4.11d) Seek additional opportunities to work with partners in the NHS to decrease exit from hospital into homelessness and improve coordination of the health and the homeless serving systems so that if a person is discharged into homelessness, it is rare, brief and non-recurring.

4.11e) Seek additional opportunities to work with partners in the corrections system to decrease exit from corrections into homelessness and improve coordination of the corrections and the homeless serving systems so that if a person is discharged into homelessness, it is rare, brief and non-recurring.

4.11f) Seek additional opportunities to work with partners in the child welfare system to decrease exit from child welfare into homelessness and improve coordination of the child welfare and the homeless serving systems so that if a person is discharged into homelessness, it is rare, brief and non-recurring.

4.11g) Offer Indigenous cultural competency training to Regional staff, landlords, community housing providers and service providers again.

4.11h) Include Niagara's homeless serving system within integrated human services planning and delivery and consider the homeless serving system within the Community Safety and Wellbeing Plan.

Goal 4.12 Improve Access to Housing and Homelessness Services for Equity Seeking Groups

What We Heard

- Include strategies to address a variety of housing and service needs within Niagara, including those with complex needs, persons with a disability, survivors of domestic violence, older adults, Indigenous people, people with a developmental disability, youth, women, newcomers and refugees, and Franco-Canadians.

Notes on Actions to Address the Needs of Older Adults, Youth, and Indigenous People

The needs of older adults are addressed above in actions 2.9a and 3.8g.

The needs of youth are addressed above in actions 2.8b and 2.8d as well as the metrics for Goals 1 and 2.

The needs of Indigenous people are also addressed above in actions 1.4f, 2.8c, 2.8f, 2.9b, 2.9c, 3.8h, 4.10d, 4.11b and 4.11g.

Actions

4.12a) (adapted from 1.3d in Appendix D of the original plan) Implement and support a peer support model within Niagara’s homeless serving system to formalize how those with previous lived experience of homelessness provide support to people who are experiencing chronic homelessness, to help them to leave the street.

4.12b) Work in partnership with the NICAB to advance co-developed, Indigenous-driven housing and homelessness solutions that meet the needs of local Indigenous people.

4.12c) Ensure an intersectional gender lens is applied to housing and homeless policies, practices and services, recognizing that women’s experience of homelessness is unique, and recognizing the need for survivors of domestic violence to secure safe affordable housing.

4.12d) Address identified barriers for persons with a disability in accessing appropriate housing and services.

4.12e) Review the experience of persons with a developmental disability to identify and address barriers they face in accessing appropriate housing and services in Niagara.

4.12f) Review the experience of Franco-Canadians to identify and address barriers they face in accessing appropriate housing and services in Niagara.

4.12g) Review the experience of newcomers and refugees to identify and address barriers they face in accessing appropriate housing and services in Niagara.

Goal 4 – Metrics and Targets

Objectives	Outcomes	Measures	Targets
To improve service and system design	Increase alignment of services to the system 2.0/3.0 model	Percentage of funded programs revised to reflect current and emerging best practices	43% (3 of 7 program areas) by 2021 100% (7 of 7 program areas) by 2023
To increase collaboration with other systems	Increase the number of new initiatives created in	Number of new housing or service initiatives with partners in	Two initiatives per year, with at least one new initiative

Objectives	Outcomes	Measures	Targets
	partnership with other systems	Indigenous, health, corrections, or child welfare systems	with each system by 2023
To reduce barriers to service	Increase the number of policies, practices or services revised to better serve equity-seeking groups within Niagara	Number of policies, practices and services revised to reflect the needs of: <ul style="list-style-type: none"> • Indigenous people • Older Adults • Youth • Women • Persons with a disability • Franco-Canadians • Newcomers and refugees 	Two policies, practices or services per year, with at least one policy or service revised to reflect the needs of each group by 2023