



Chatham-Kent

Housing And Homelessness Community Plan

2020 - 2024

Acknowledgements



The development of the Chatham-Kent Housing and Homelessness Community Plan was led by Vink Consulting in collaboration with the Project Team from the Municipality of Chatham-Kent.

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Plan in Brief

Vision

Every community member in Chatham-Kent has an affordable, suitable, and adequate home.

Outcomes:



1: Affordable rental and ownership housing that meets need and demand



2: Increase housing stability for residents of Chatham-Kent



3: End chronic homelessness in Chatham-Kent



4: Increase appropriate housing and supports for priority populations



5: Increase community awareness and service integration

Key Targets



Outcome 1: Affordable rental and ownership housing that meets need and demand

- Between 2020 and 2024, there will be an increased number of private sector affordable rental housing units completed
- 25% of new housing units will be affordable
- By 2024, 60 new non-profit, co-op, or municipal affordable rental housing units will be created
- By 2024, 300 additional Portable Housing Benefits will result in housing stability for priority populations
- 100% of existing social housing units will be retained
- The community will meet its Service Level Standards for Rent-Geared-to-Income units
- By 2024, 25% of existing social housing buildings will be renovated/ repaired



Outcome 2: Increase housing stability for residents of Chatham-Kent

- By 2022, 100% of those experiencing homelessness will be engaged with and provided a referral to CK CARES within 30 days of becoming homeless
- By 2022, a new Tenant Relations Case Manager position will be added to help increase housing stability within municipally-owned public housing and by 2024 a new Community Relations Worker will be added to support private non-profit social housing tenants

- By 2024, more vulnerable people will be linked to appropriate supports to maintain housing
- Between 2020 and 2024 there will be an increase in the number of households at imminent risk of homelessness that are prevented from becoming homeless



Outcome 3: End chronic homelessness in Chatham-Kent

- By 2025, Chatham-Kent will have ended chronic homelessness by reaching functional zero
- By 2021, people seeking emergency housing will be assessed to determine if appropriate alternative temporary accommodation is available, and if so, they will be diverted from emergency housing
- By 2024, 50% of people experiencing homelessness when leaving institutions (e.g. jail, hospital, treatment facility) will be discharged into appropriate housing
- By 2021, a local team will be devoted to coordinate and implement efforts to end chronic homelessness
- Chatham-Kent will continue to leverage Built for Zero Canada membership to actively maintain and increase quality By-Name List and Coordinated Access system improvements
- By 2024, partnerships will have been established with the healthcare sector to provide additional supportive housing
- By 2024, there will be an increase in the number of long-term care beds that are accessible to people experiencing homelessness and there will be improvements in assessment and referral pathways



Outcome 4: Increase appropriate housing and supports for priority populations

- By 2024, 300 additional households from population groups with the greatest needs will be provided with housing affordability assistance, such as a Portable Housing Benefit, which will increase housing stability
- By 2024, 8 new fixed-site supportive housing units will be completed for priority populations
- By 2021 discussions about developing affordable housing and expanding supports will have been initiated with at least three Indigenous communities/ organizations
- By 2024, 80% of Indigenous People experiencing homelessness will have access to appropriate housing and supports within 30 days of becoming homeless
- By 2024, more high-risk, low income seniors will be receiving in-home supports to allow them to continue to live at home
- By 2024, 20 youth will transition from supportive housing to independent living with decreased supports
- The community will continue to maintain low returns to homelessness and reduce rates of returns to homelessness from all programs serving priority populations



Outcome 5: Increase community awareness and service integration

- Chatham-Kent will commit to implementing and maintaining a community awareness and education campaign with emphasis on meaningfully engaging specific groups, such as faith-based groups, landlords, builders, and other private sector stakeholders
- By 2021, the current Housing & Homelessness Committee will be refocused towards shared community leadership and responsibility. Higher emphasis will be placed on cross sectional leadership and collaboration, especially with the healthcare and justice systems
- By 2024, a cross-sectoral data collection reporting, and accountability framework will be developed
- Sector-wide training will take place to increase staff effectiveness in supporting people with multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and diversion approaches
- The community will participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing and ending homelessness

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Need for the Update

The Chatham-Kent Housing Plan was completed in 2012 and the Chatham-Kent Homelessness Plan was completed in 2013. Together, using a combined Framework, they were approved as Chatham-Kent's first Housing and Homelessness Plan in January 2014.

Chatham-Kent 2014 Housing and Homelessness Plan Framework

Housing Supply

To maintain & increase existing and future housing supply through improving affordability, maintenance, and diversification

- Affordability
- Diversification
- Maintenance

Housing Stability


To promote housing stability by expanding access to emergency, transitional and financial supports within a Housing First Framework

- Expand access and availability to emergency accommodation
- Expand access and availability to transitional housing
- Implement financial supports to promote housing stability
- Promote housing stability

Advocacy, Partnerships, and Service Coordination

To promote, advocate, and create awareness of housing needs while strengthening partnerships and service coordination

- Advocacy
- Community awareness and promotion
- Service coordination
- Tenant and landlord support



Over the past five years, this Plan has been used as the Municipality's road map to achieve its housing and homelessness vision and targets. Each of the strategies outlined in the Plan has either been completed or progress has been made toward their completion. As such, it is an ideal time to review and update the Plan.

The housing market in Chatham-Kent has also changed since the original Plan was prepared. The ownership housing market has seen strong growth in resale house prices. The rental housing market has been tight since 2017, and rents have increased at rates above the rate of inflation. The changing housing market also makes it a good time to review and update the Plan.

The review and update also provides an opportunity to consolidate the two Plans into a single Plan. The Province also requires municipalities to update their plans every five years.

This updated Plan is a consolidation of the existing Housing Plan and Homelessness Plan of the past five years and a Plan for the next five years to move Chatham-Kent towards achieving its vision and targets.

This community Plan was based on evidence and community consultation and is focused on realizing the vision of affordable, adequate and suitable housing for everyone. Many of the actions identified in the Plan require additional staffing, housing subsidies, and/or affordable housing development. Prior municipal, provincial and/or federal approval and investment will be required before completing these actions.

Progress Under the Original Plans

Since the original plans were prepared, the community has made significant progress on maintaining and increasing the housing supply and improving housing stability for the residents of Chatham-Kent. The combined Housing and Homelessness Plan Framework included 46 recommended actions, grouped into three main objectives. The vast majority of these initial recommendations have been completed, started and in progress, or are on-going/recurring activities:

I. Housing Supply

- A. **Affordability:** four out of five actions are complete, with policy recommendations to council on encouraging affordable housing currently being worked on internally.
- B. **Diversification:** all seven actions are complete.
- C. **Maintenance:** four of six actions are complete, with the last two in progress. An End of Mortgage analysis report is in progress and a report on an Action Plan to Achieve Service Level Standards was submitted to the Ministry of Municipal Affairs and Housing in November 2019 and was reported to Council in December 2019.

II. Housing Stability

- A. **Expand Access and Availability to Emergency Housing:** all four actions are complete.

- B. Expand Access and Availability to Transitional Housing:** both actions have been implemented and are on-going.
- C. Implement Financial Supports to Promote Housing Stability:** Twenty-two of 52 rent supplements for single high acuity individuals have been implemented and the other two actions have been implemented and are on-going.
- D. Promote Housing Stability:** all three actions have been implemented.

III. Advocacy, Partnerships and Service Coordination

- A. Advocacy:** The Municipality continually investigates funding opportunities and advocates for aid to residents in need.
- B. Community Awareness and Promotion:** both actions are on-going.
- C. Service Coordination:** all three actions have been implemented; most are on-going.
- D. Tenant and Landlord Support:** some attention has been given to this area (such as embracing the Rent Smart program), with five of seven action items having been implemented to some extent. More work needs to be done to complete at least two of the actions.

Refer to Appendix D: Activities and Outcomes Under the Original Plans for more information on the achievements of the Original Plans.

Current State of Housing and Homelessness in Chatham-Kent

The Current and Future Housing and Homelessness Needs Analysis Report provides an overview of needs as of 2019 and looks forward to future needs.

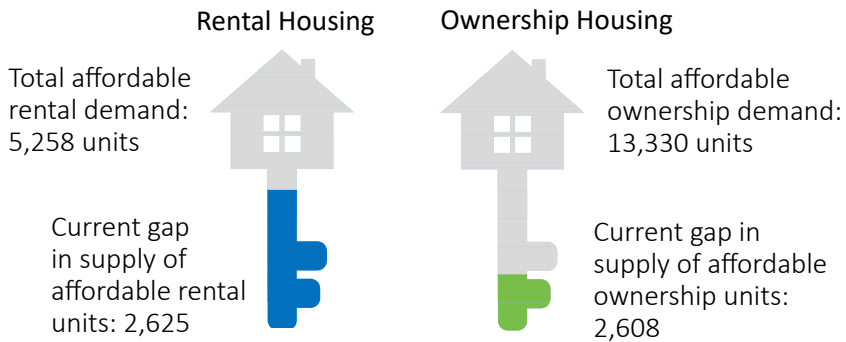
Affordable Housing Needs

Chatham-Kent has seen strong price growth in its ownership housing market and a tightening of its rental housing market in the past five years, with decreasing vacancy rates and increasing average rents. As of 2018, it is estimated that 5,258 renter households cannot afford the average apartment rent¹. Of these, approximately 2,625 households do not currently have their housing needs met and are in need of affordable rental housing². This number is known as the “gap” between the current supply and demand for affordable rental housing. These households were living in housing that is unsuitable, inadequate, or unaffordable, not receiving rental assistance that is geared to their income and cannot afford the average market rent.

In the ownership housing market, an estimated 2,608 households with a mortgage are spending 30% or more of their income on their homes and cannot afford the affordable ownership house price³. This represents the “gap” between the current supply and demand for affordable ownership housing.

The overall demand for both rental and ownership housing are anticipated to remain relatively constant over the next ten years. This is based on Chatham-Kent's projected population and assumes tenure decisions of households of various age groups and household compositions remain the same.

Current Affordable Housing Gap (2018)



Between 2013 and 2018, an average of 132 new housing units were constructed per year. Only an average of five units per year (2.9%) were intended for rental housing, the remaining were intended for ownership. Data is not available on the total number of units that meet the affordable definition.

Since 2006, 104 new affordable rental housing units have been completed, plus 40 units currently under construction, through federal/provincial/municipal affordable housing initiatives. As well, in 2018, Council committed to funding another 14-unit project.

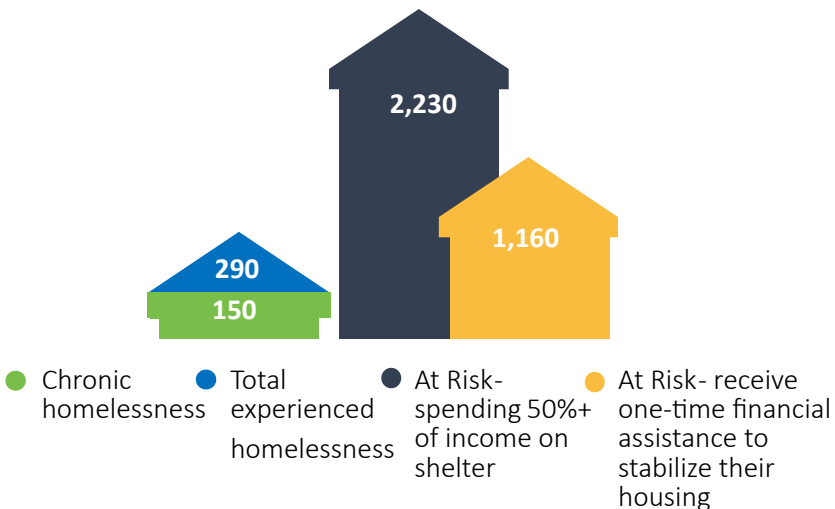
From 2021 to 2026, the forecast annual new housing growth is 195 units, based on a 2019 study by Watson & Associates Economists Ltd. commissioned by the Municipality of Chatham-Kent.

Homelessness

It is estimated that at least 290 people experienced homelessness in Chatham-Kent in the past year. This is the minimum, as it includes only people known to the homeless-serving system. About 150 of these individuals were experiencing long-term or ongoing homelessness, known as chronic homelessness. Chronic homelessness refers to individuals who have been homeless for at least six months out of the last year.

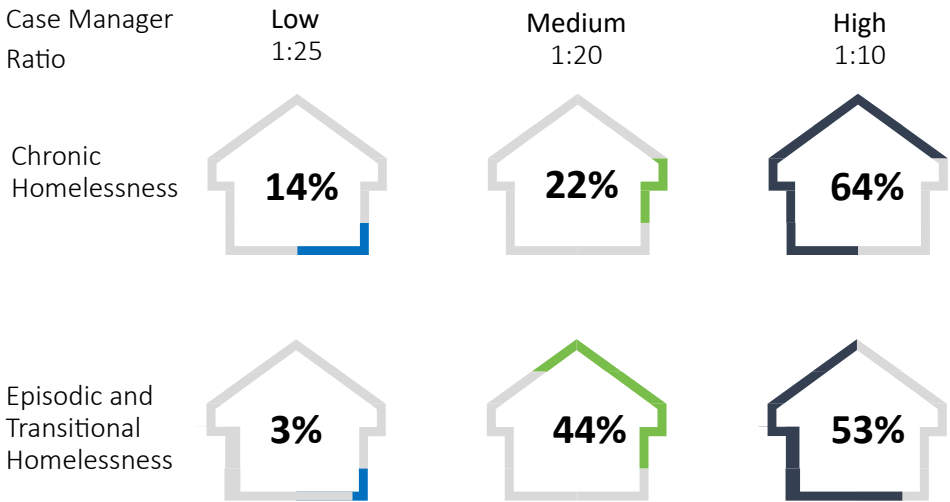
The number of households at risk of homelessness is much higher. Households spending 50% or more of their income on housing are at high risk of homelessness because any unexpected expense or change in income could result in a housing loss. In 2016, there were 2,230 households in Chatham-Kent spending 50% or more of their income on housing. Last year, 1,160 households received one-time financial help to stabilize their housing. All of these households were at high risk of homelessness.

Households who experienced or were at risk of homelessness (2018)



Acuity is an assessment of the level of complexity of a person’s experience in terms of vulnerability and need. It is used to determine the appropriate level, intensity, duration, and frequency of supports required to sustainably end a person’s or family’s homelessness. In Chatham-Kent, the Service Prioritization Decision Assistance Tool (SPDAT) suite of tools are used to determine acuity. The level of acuity speaks to the level of supports needed for an individual to remain successfully housed. Sixty-four percent of people experiencing chronic homelessness have high acuity, suggesting that they need high intensity supports⁴. Twenty-two percent have medium acuity and require moderate intensive supports. More people experiencing homelessness for the first time or for a short duration require moderate intensive supports (44%), but still over half of this group has high acuity suggesting the need for high intensity supports.

Acuity of Chatham-Kent’s Homeless Population (2018)



Using information on the population of individuals and families experiencing and at risk of homelessness, projections of future needs for housing/program spaces to address homelessness have been prepared. These projections will help identify and plan for the interventions required to achieve the goals and targets outlined in the Plan. The projections recognize that people flow in and out of homelessness over time. A particular point in time must be looked at, and the movement of individuals into situations of at risk of homelessness, transitionally homelessness, chronically homeless, and stably housed to project the number of program spaces required for individuals and families experiencing homelessness. The projections match each level of need/acuity and duration or frequency of homelessness with appropriate program types based on best practices.

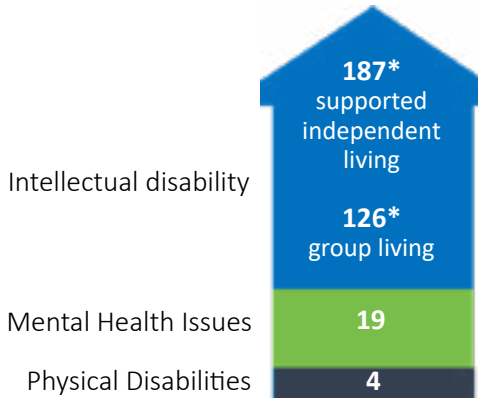
Based on current data the projected needs in order to end chronic homelessness by 2025 are as follows:

Projected Program Needs to End Chronic Homelessness by 2025

Acuity	Program Type	Target	Current Spaces	New Spaces to be Created	Additional Staff (FTEs) Required ⁵
Very High	Permanent Supportive Housing	26	0	15	1.5
Very High	Assertive Community Treatment	9	0	5	1
High	Intensive Case Management-Permanent	122	70	17	1.7
Medium-High	Intensive Case Management-Time Limited	122	0	40	4
Low-Medium	Homelessness Prevention/ Diversion Support / Rapid Re-Housing	1,404	Approx. 264	100	1

People experiencing homelessness are not the only ones in need of housing with supports in Chatham-Kent. Wait lists for supportive housing in Chatham-Kent or serving Chatham-Kent were:

Wait Lists for Supportive Housing⁶



* some people may be on more than one list

Refer to Appendix A for Definitions.

The Chatham-Kent Housing and Homelessness System

When an individual or family is experiencing or at risk of homelessness the Chatham-Kent Shelter Solutions program provides and connects them with supports to find and keep housing. This includes financial supports, connections, problem-solving, case planning and other supports. Individuals and families experiencing homelessness may be directed to safe temporary housing with family/friends or referred to local emergency accommodations and supported to create a rapid re-housing plan.

Since the completion of the Chatham-Kent Housing and Homelessness Plan in 2014, Chatham-Kent has made great strides in implementing a coordinated access system for homelessness programming. This system is known as CK CARES (Coordinated Assessment Referral and Evaluation Services). If an individual or family remains homeless for more than 10 days, their housing-related needs are assessed, they are prioritized for resources, and linked to a range of types of assistance appropriate to their needs.

Any person or service provider in Chatham-Kent can refer to a Door Agency. Door agencies are community partners that refer to, and work within, the CK CARES team to help people become housed. Door Agencies assess individuals and families using the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT). Once assessed, individuals and families are added to the Chatham-Kent By-Name List.

The By-Name List is a real-time, up-to-date list of all people experiencing homelessness in the community. The By-Name List helps prioritize and inform referrals to appropriate housing services and supports, based on level of need (also referred to as acuity).

The Municipality of Chatham-Kent offers a range of housing programs from rent-geared-to-income and affordable rent to renovation options and home ownership. The Municipality provides a Centralized Wait List (CWL) for rent-geared-to-income housing, also known as subsidized or social housing.

Chatham-Kent also uses its CWL for the affordable housing units developed under Contribution Agreements between proponents and the Municipality.

The Municipality administers a total of 1,592 rental units pursuant to the Housing Services Act, plus additional rental units under the provincially funded Strong Communities Rent Supplement Program. It also administers a municipal Portable Housing Benefits (PHB) program and various affordable housing programs under a Transfer Payment Agreement with the Province.

The Municipality has also administered programs under the Investment in Affordable Housing Extension (IAHE) program, which have included:

- Affordable Home Ownership
- New Rental & Supportive Housing (new builds or building conversions)
- Ontario Renovates – home repairs and accessibility improvements
- Housing Allowances (under a Shared Delivery agreement)

Going forward, under the new Ontario Priorities Housing Initiative (OPHI), the Chatham-Kent Investment Plan, endorsed by Council and approved by the Ministry of Municipal Affairs and Housing (MMAH) includes:

Chatham-Kent Investment Plan - Ontario Priorities Housing Initiative

Program Type	Year 1: 2019-20	Year 2: 2020-21	Year 3: 2021-22
New Builds	\$752,210	\$254,690	\$461,670
Home Ownership			\$10,000
Housing Allowance		\$135,000	\$135,000

Chatham-Kent’s current Centralized Wait List (CWL) for rent-geared-to-income (RGI) assistance, as at October 31, 2019 was 953 households. A review of the CWL shows the following:

- The vast majority of the CWL is for one-bedroom units: 692 (73%). Singles and/or couples are eligible for one-bedroom units
- Applicants age 65 and older account for 16% of the CWL (156 households) and applicants 60 to 64 years of age account for 10% of the CWL
- Families account for 27% (or 261) of applicant households
- The overwhelming majority of the CWL are singles/couples 16 to 59 years of age at 46% (or 436 applicant households)
- Seniors age 60-64 have the longest wait for housing. This is followed by singles and couples age 16 to 59⁷.

The Plan

Vision

Every community member in Chatham-Kent has an affordable, suitable, and adequate home.

Principles

Person-centred

Informed by
end-users

Equitable

Collaborative

Integrated

Prevention-
focused

Housing First

Maintain and
expand

Data driven

Responsive

- Programs and services will be **person-centred, informed by end-users**, and support improved **equity** by removing avoidable disparities in housing outcomes between population groups
- Stakeholders will work **collaboratively** to ensure services are coordinated within the housing and homelessness system and **integrated** across service systems
- The best outcome for an individual or family is **never to experience homelessness at all**
- Services will be rooted in a **Housing First** approach to addressing homelessness, by focusing on the immediate provision of housing, with support services, as appropriate, to maintain stable housing
- Existing social and affordable housing stock will be **maintained and expanded**
- Program solutions will be **data driven** and based on intended housing outcomes
- The Plan will be **responsive** to the National Housing Strategy, Ontario's Community Housing Renewal Strategy, and any other future Provincial and Federal housing and homelessness strategies and initiatives

Who is this Plan Designed to Assist?

Using the principles mentioned on the previous page, this Plan is designed to assist members of the community in Chatham-Kent who are vulnerable and/or experiencing instability in their housing situation. This includes individuals and families of low income who cannot afford their current housing, who are at risk of losing their home or who are already homeless. The Plan is also designed to assist those who are, or have been, victims of domestic violence.

Certain segments of the population in Chatham-Kent experience higher degrees of housing instability and homelessness. They include:

- People with a range of disabilities, including mental illness and addiction, developmental and physical disabilities
- Indigenous Peoples
- Youth
- Seniors
- Low-income singles and couples

This Plan is intended to help meet the needs of people in these population groups.

The Municipality of Chatham-Kent, in conjunction with its community and institutional partners, are working hard towards ensuring that every community member has an affordable, suitable and adequate home. This Plan helps guide us on this journey.

Outcomes, Targets and Strategies

Outcome:

- 1. Affordable rental and ownership housing that meets need and demand**



Outcome 1:

Key Targets:

- Between 2020 and 2024, there will be an increased number of private sector affordable rental housing units completed
- 25% of new housing units will be affordable
- By 2024, 60 new non-profit, co-op, or municipal affordable rental housing units will be created
- By 2024, 300 additional Portable Housing Benefits will result in housing stability for priority populations
- 100% of existing social housing units will be retained
- The community will meet its Service Level Standards for Rent-Geared-to-Income units
- By 2024, 25% of existing social housing buildings will be renovated/ repaired

Strategies:

Create new affordable and accessible housing supply

1.1 Adopt recommended planning and financial policies to encourage the creation of new affordable, accessible, and supportive housing

Chatham-Kent has a legacy of just under 1,600 social housing units created in partnership with federal, provincial, and municipal governments and non-profits. However, progress in adding to the affordable rental housing stock over the past 10 years has been modest. Since 2006, Chatham-Kent has developed 104 new affordable rental housing units, which have been completed, plus 40 units currently under construction, through federal/provincial/municipal affordable housing initiatives. As well, in 2018, Council committed to funding another 14-unit project.

There remains a substantial demand for social housing, with 953 households on the social housing wait list as of October 31, 2019. In total, it is estimated that 2,625 affordable rental housing units are required to address the gap between the supply and the demand for affordable rental housing.

To that end, municipal policies to encourage the development of affordable housing in Chatham-Kent will be introduced. The policies, to be presented to Council for consideration, propose to:

Planning Policies

- Reduce the current parking space requirements for buildings with more than three dwelling units

- Exempt affordable housing developments from parkland dedication requirements of the Planning Act
- Reduce barriers to the creation of second suites
- Support and promote affordable housing on properties that are no longer being used for public facilities, such as schools
- Limit conversion of rental housing to condominium units when there is a tight rental market
- Require the replacement of affordable rental units that are being demolished

Financial Incentives

- Defer development charges, and waive land use application fees, parks levies, hook-up fees and other charges for affordable housing developments
- Provide a grant-in-lieu of property taxes to new affordable rental housing developments
- Increase contributions to the Municipality's Affordable Housing Reserve Fund

Surplus Land

- Consider surplus Municipal land for affordable housing, before other uses, where suitable, and providing surplus land at a reduced cost for affordable housing
- Secure other government-owned surplus properties that would be later offered for sale for affordable housing

Support for Non-Profit Corporations

- Support non-profit corporations in developing creative options to preserve and develop affordable housing, such as developing a community land trust⁸

Supportive Housing Policies

- Recognize residential as residential regardless of the characteristics of the people being housed or the provider’s support model

Accessible Housing Policies

- Revise the Accessible Housing target in the Official Plan to:
 - 15% of affordable housing units to be barrier free, as per the definition in the Ontario Building Code

1.2 Engage in communication and marketing strategies to encourage the development of affordable housing

To encourage the development of affordable housing, the Municipality will engage in a range of communication and marketing strategies, such as the following:

- Establishing an “affordable housing section” on the Municipality’s website
- Preparing educational materials and engaging in educational outreach to the general public and developers on the topic of affordable housing and available funding programs
- Preparing education material on topics such as ‘secondary suite-ready housing’ and ‘barrier-free design’
- Incorporating affordable housing, accessible housing, and housing for people with support needs as an area for discussion within the residential development application processes

1.3 Leverage federal, provincial and municipal investments to develop new affordable and accessible rental housing units

To further support affordable housing creation, the Municipality will continue to contribute funding from its Affordable Housing Reserve Fund to new affordable rental housing developments.

Funding from federal and provincial governments will also be leveraged to create affordable rental housing. Preference will be given to affordable housing units that will continue to be affordable over the long term. At the time of writing this Plan, the federal and provincial governments have made three-year funding allocations for affordable housing (to 2022), which are anticipated to be used to create 14 new affordable rental housing units. Additional federal and provincial funding, such as the federal government's Co-Investment Fund, will need to be leveraged by Chatham-Kent to reach the community's target of creating 60 new non-profit, co-op, or municipal affordable rental housing units by 2024.

1.4 Plan for and secure other government-owned surplus properties for use for affordable housing

Within the next five years, it is anticipated that the local school boards and other federal and provincial government agencies, boards, and commissions will be selling some of their properties that they no longer require. There has been significant interest in the community of repurposing some of these properties for affordable housing. To support this possibility, the Municipality will engage in advanced planning to identify properties that agencies may be selling, analyze their potential to be used for affordable housing, and determine whether the Municipality would consider purchasing the property to later offer for sale for affordable housing. This will allow Chatham-Kent to secure and use other government-owned surplus properties for affordable housing.

1.5 Advocate to the province to fast-track a broader range of affordable housing development applications

The Province's Housing Supply Action Plan proposes changes to the Planning Act to bring housing to market faster by speeding up local planning decisions and making the appeals process more efficient. The Province should go further to fast-track affordable housing development applications. For example, it should give the Local Planning Appeal Tribunal more power to manage and decide cases in order to reduce delays where appeals are not for valid planning reasons.

Increase the number of rent subsidies

1.6 Leverage federal, provincial and municipal investments to increase rent subsidies, including portable housing benefits

Over the past five years federal, provincial and municipal funding has contributed to more households receiving affordability assistance. The Municipality has been progressive in supporting housing affordability by funding the Chatham-Kent Portable Housing Benefit, which supports 62 households. While there were approximately 2000 households receiving affordability assistance as of 2018, the gap between the supply and demand of affordable rental housing is estimated at 2,625. Most households in need of affordable housing have housing that is of appropriate size and does not require major repairs. This points to a clear need for additional rent subsidies for more households. The Plan calls for 200 additional households to receive affordability assistance by 2024, not including affordability assistance specifically targeting households experiencing homelessness. Chatham-Kent will leverage federal and provincial funding to achieve this target, including the proposed Canada Housing Benefit.

Long term sustainability of the subsidized housing supply

1.7 Leverage federal and provincial investments to support repairs to subsidized housing

While not the only challenge facing social housing in Chatham-Kent, one of the key issues is the risk of “losing” social housing as a result of the poor state of its repair. Chatham-Kent recognizes that in order to make progress in addressing the affordable rental housing need, the community must ensure there is no net loss of the current 1,592 existing social housing units. To help keep social housing units in a state of good repair, federal and provincial investments will be used to support renovations and repairs to this housing.

The Province has allocated Chatham-Kent a total of \$190,562 in Canada-Ontario Community Housing Initiative (COCHI) funding for the 2019-2022 three-year period. After setting aside 5% of this funding for program administration, \$181,036 will be used towards repairs of public housing projects.

This Plan calls for 25% of social housing buildings to be renovated/repaired by 2024.

1.8 Support non-profit housing providers to strengthen their capacity and effectively manage their housing communities and support them to plan for long-term sustainability

Since taking the role of Service Manager, the Municipality has been very supportive of non-profit

housing providers, including supporting them to undertake capital planning studies. Moving forward, the Municipality will continue to support non-profit housing providers to strengthen their capacity, effectively manage their housing communities, and support them to plan for long-term sustainability. This will include providing guidance and direction to non-profit housing providers to have plans in place related to succession planning, business planning, financial planning, capital planning, regeneration, and tenant management. The Municipality will refer providers to sector organizations to support these efforts. Under this Plan, the community has established a target that by 2022, 90% of social housing providers will have a long-term strategic plan and succession plan, and 100% of social housing providers will have capital plans. The Municipality will also develop a portfolio-wide social housing regeneration plan by 2023.

1.9 Implement an Action Plan to Achieve Service Level Standards for RGI Housing

As the Service Manager, the Municipality is required to maintain a minimum number of Rent-Geared-to-Income (RGI) and modified units. These are referred to as the Service Level Standards. Chatham-Kent has been below its Service Level Standards since the Municipality was given responsibility for social housing. The Municipality has developed, and will implement, an action plan to achieve its Service Level Standards for RGI housing. This will include:

- Expanding the number of portable housing benefits to offset the loss of RGI units to in-situ market rent tenants in municipally owned public housing
- Analyzing the issue of in-situ market renters for housing providers designated as 100% RGI in the regulations and

develop an Action Plan to address this

- Analyzing the issue of in-situ market renters for housing providers with Mixed (Target) portfolios and develop an Action Plan to achieve these targets

1.10 Develop an Asset Management Plan for the entire social housing portfolio

Social housing units account for a significant proportion of all affordable rental units in Chatham-Kent, and therefore it is very important that these units be maintained. To support this, the Municipality will develop an asset management plan for social housing (municipal public housing, private non-profit, and co-operative housing funded by the Municipality). This will include:

- Reviewing the last Building Condition Assessment and Capital Reserve Fund Forecasts (2016-17)
- Completing an End of Mortgage Assessment and report to Council
- Reviewing current Enhanced Lifecycle Funding of both municipal public housing and private non-profits funded by the Municipality
- Fully implementing Asset Planner software with capital expenditure and funding contribution updates and assessing how best to utilize data going forward.

Support low income home ownership

1.11 Support low-income households with funding to repair their homes and help improve energy-efficiency or accessibility through CK Renovates and Ontario Renovates

Over the past five years, Chatham-Kent has used both federal, provincial and municipal funding to support 231 low to moderate income homeowners to repair their own home while improving energy-efficiency or accessibility⁹. This investment allows low income owners to continue living in their home. Still, as of 2016, 2,260 of Chatham-Kent's homeowners were living in housing in need of major repair¹⁰. Chatham-Kent will continue to support low-income households with funding to repair their homes and help improve energy-efficiency or accessibility.

Due to the limited amount of OPHI funding allocated by the Province to the Municipality for the first three years of the program, Chatham-Kent has decided to focus the funding it does receive on new builds and maintaining existing housing allowances. Participation in Ontario Renovates will be limited to using whatever funding has been returned to the program revolving loan fund, when program participants have exited the program early – repaying the portion not yet forgiven and a portion of their capital gains.

Chatham-Kent also continues to offer the CK Renovates program that is solely municipally-funded from the Employment and Social Services reserve fund. Annually Council is asked to support a \$300,000 draw from this reserve for the CK Renovates program.

1.12 Support low income households in becoming homeowners through contributions to Habitat for Humanity and the Affordable Home Ownership program

Between 2014 and 2018, Chatham-Kent used federal and provincial government funding to support 100 low-to moderate-income households to become homeowners. This includes assisting the homebuyers for each of Habitat for Humanity's projects to date (2019) by providing a forgivable loan to help them secure a down payment towards their new home. At the same time, in each of the past three years (2016-2018), affordable home ownership has been slipping out of reach of a greater proportion of Chatham-Kent households. Moving forward, Chatham-Kent will continue to support low income households in becoming homeowners by providing support when feasible. The approved three-year OPHI Investment Plan for Chatham-Kent includes support of one Habitat for Humanity build in Year 3 (2021-22).

It is hoped that Chatham-Kent can re-implement the Affordable Home Ownership program post year 3 (i.e. for Years 4-9), if funding significantly increases and the housing market includes lower priced homes than current market conditions. In the interim, Chatham-Kent will continue to use the revolving loan fund to support new program participants.

Outcome:

2. Increase housing stability for residents of Chatham-Kent



Outcome 2:

Key Targets:

- By 2022, 100% of those experiencing homelessness will be engaged with and provided a referral to CK CARES within 30 days of becoming homeless
- By 2022, a new Tenant Relations Case Manager position will be added to increase housing stability within municipally-owned public housing and by 2024 a new Community Relations Worker will be added to support private non-profit social housing tenants
- By 2024, more vulnerable people will be linked to appropriate supports to maintain housing
- Between 2020 and 2024, there will be an increase in the number of households at imminent risk of homelessness that are prevented from becoming homeless

Strategies:

Emergency accommodation

2.1 Continually review capacity and service issues in emergency housing and develop strategies to respond to these issues

Using motels to meet a portion of demands for emergency housing enables the Municipality to expand and contract capacity in response to demand for services, making it a financially responsible option. However, the consultations identified some challenges with the use of motels. It is recognized that there is a need for ongoing review of capacity and service issues. Ongoing reviews would ensure strong diversion services to assist clients to access alternative temporary accommodation when it is safe for them to do so and easy access to emergency accommodation when there are not appropriate alternatives. Emergency accommodations should be safe and promote dignity and respect and the community should continue to explore opportunities to better support people to obtain permanent housing as quickly as possible.

2.2 Provide the right services at the right time to people accessing emergency housing to assist them in moving faster to permanent housing

Currently, after an initial stay in emergency housing, some people may go for a long period of time without engaging with the homeless-serving system, despite being offered supports, which means they are not accessing supports to help obtain housing. For the homeless-serving system, it may be unclear if they are still homeless and in need of supports to

obtain housing. A number of these individuals later re-engage, confirming that they are still in need of housing. The process of supporting them in accessing housing then continues, but their experience of homelessness is longer than it may have needed to be.

There is a need to provide the right supports at the right time, including to help people accessing emergency accommodation move faster to permanent housing. Efforts to expand services should include a review of and adjustments to the roles and responsibilities of workers who provide diversion and follow-up supports, and the hours that these services are provided, as well as more outreach. It should also be noted that having more housing services and supports, such as Intensive Case Management and Assertive Community Treatment, for people experiencing homelessness requiring moderate and intensive intervention and support would also likely assist with engagement of this group.

2.3 Establish formal (street) outreach efforts to ensure everyone experiencing absolute homelessness is connected to Chatham-Kent Coordinated Assessment Referral and Evaluation Services (CK CARES)

As part of the efforts to expand engagement and support of people experiencing homelessness in moving faster to permanent housing, there is a need to establish formal outreach efforts so that everyone experiencing homelessness is offered services and housing. Outreach services would meet clients where they are – on the street, in emergency accommodations, or in a temporary place. Outreach services would provide

support and referrals for clients to access community resources and income supports, and, where appropriate, ensure that they are connected to coordinated access for homelessness, Chatham-Kent Coordinated Assessment Referral and Evaluation Services (CK CARES). Given the size of the Chatham-Kent's homeless population, the community should work towards establishing two outreach worker positions¹¹.

Supports to improve housing stability

2.4 Review the role, and increase the number of Tenant Relations Case Managers and Community Relations Workers in support of social housing tenants

It is estimated that about 150¹² adults with serious and persistent mental illness and over 300 seniors live in social housing in Chatham-Kent. In 2018, over 40% of social housing vacancies were filled by people who identified themselves as vulnerable enough to warrant priority status¹³. Some of these tenants require supports to maintain successful tenancies. During the consultations, social housing providers emphasized the need for more supports in social housing. Chatham-Kent has fewer tenant services/support staff per unit than many other communities¹⁴, and the case management ratios of Tenant Relations Case Managers that support municipal public housing tenants are significantly higher than the case management ratios of Community Relations Workers that support tenants both within and outside of social housing.

Chatham-Kent will review the roles of Tenant Relations and Community Relations Workers in social housing, and work towards adding two additional Tenant Relations Case Managers in municipal public housing and one to two additional

community relations workers to support private non-profit social housing tenants¹⁵. In buildings where vulnerable tenants are concentrated, there should be greater access to supports, such as on-site office hours or a hub in the building and a lower ratio of staff to number of units. In the other buildings the level of supports coming into specific units will be strengthened. Community consultations suggested that the title “Community Relations Worker” should be changed to something that more accurately reflects the position’s role in homelessness prevention.

2.5 Continue to track, and evaluate, the role of the Paralegal Housing Stability Worker in addressing threats to tenancies as well as the legal clinic’s success in saving tenancies that are at risk

The Chatham-Kent Legal Clinic, and its Paralegal Housing Stability Worker, play a key role in educating the community and tenants in housing law. They also play a key role in supporting tenants in saving tenancies that are at risk. The Municipality and Legal Clinic will continue to evaluate the role of the Legal Clinic in providing these services and will track the number of arrears and maintenance cases at the Chatham-Kent Legal Clinic as well as the number of tenancies saved. This will better inform the need for the Paralegal Housing Stability Worker position and its impacts on housing stability.

2.6 Along with local health care partners, encourage and support efforts to maintain and increase access to community supports and community-based health care supports

The significant mental health, addiction, trauma, and domestic violence challenges among those experiencing homelessness or at risk of housing instability (including existing at risk social housing tenants) point to the need for enhanced access to wellness, addiction treatment, mental health and personal care supports. Along with local health partners, the Municipality will continue to encourage and support efforts to maintain and enhance access to mental health supports and addiction services, services for transitional age youth, life skills supports, supports for survivors of human trafficking and domestic violence, and activities of daily living supports for seniors and persons with physical and developmental disabilities.

Such supports in the community are a critical intervention and preventative measure to end homelessness and support housing stability, and all sectors must work together towards these goals. There is also a need to work as a community to expand housing services and supports for people experiencing homelessness requiring moderate and intensive intervention and support, including Intensive Case Management, Assertive Community Treatment, and permanent supportive housing. These are discussed further in the next strategy and in Outcome 3, Strategy 3. The Municipality will also expand its initiative to provide paramedic-led clinics to help improve health care for seniors in social housing whenever funding permits.

As a partner in the newly created Chatham-Kent Ontario Health Team, the Municipality will work with the Ontario Health Team to enhance and improve outcomes for community residents in need of health-related supports.

Housing and homeless-serving organizations will continue to participate in formal community partnerships related to the provision of supports, such as CK CARES. The Municipality will continue to participate in coalitions such as the Prosperity Roundtable and will coordinate activities including calls for additional funding as well as collaborative activities to increase program capacity. The Municipality will enlist a champion to lead advocacy efforts in these areas, will continue to engage with other levels of government, and will work with members of the target population to educate government and the public about the need.

2.7 Encourage and support efforts to increase the number of people in receipt of supportive housing for high risk seniors; persons with mental health related needs and/or problematic substance use; and persons with developmental disabilities

While the full picture of the need for supportive housing in Chatham-Kent is unknown, it is known that there are 19 people waiting for supportive housing for mental health related needs as of December 2018¹⁶. In addition, there are 187 persons with developmental disabilities waiting for supported independent living and 126 people waiting for group living (some may be on both lists). Additional supportive housing spaces are also needed for high risk seniors, persons with problematic substance use, as well as persons exiting from child welfare and probation.

These needs are in addition to the following supportive housing targets for people experiencing homelessness with high support needs that are discussed in further detail

under Outcome 3, Strategy 3: 17 permanent Intensive Case Management spaces, 40 time-limited Intensive Case Management spaces, five Assertive Community Treatment (ACT) spaces, and 15 permanent supportive housing spaces, with supports at least equivalent to ACT level supports.

Investments and collaboration will be required from a range of sectors, including health, community and social services, and housing and homelessness to increase the availability of supportive housing.

To support an increase in the number of people in receipt of supportive housing, the Municipality will introduce policies, to be considered by Council, that reduce barriers to the creation of supportive housing. To this end, it is fundamental that residential is recognized as residential regardless of the characteristics of the people being housed or the provider's support model. The Municipality should consider using a portion of its capital funding for affordable housing and rent supplements for new supportive housing and expanding or adding supportive housing for municipal owned or acquired sites. In addition, it will continue to support non-profits considering developing supportive housing.

The Municipality will endeavor to coordinate the delivery of its funding for affordable housing with the Ministry of Health and the Chatham-Kent Ontario Health Team to take full advantage of health-funded subsidies and supports. While the Municipality will support efforts to increase the supportive housing capacity in the community, the health sector will need to play a key role in funding these supports.

2.8 Develop a strategy to address hoarding in collaboration with community partners

Hoarding disorder is characterized by the excessive accumulation of items and a refusal to discard these items, resulting in significant impairment. Estimates suggest that two to five percent of the adult population engage in some type of hoarding behaviour, which can create hazardous living conditions for individuals and communities. Community consultations identified that landlords and service providers are increasingly seeing issues of hoarding in Chatham-Kent. The Municipality will establish a mechanism to track instances of hoarding to better quantify the issue in the community.

Many jurisdictions have formed community hoarding taskforces made up of professionals from a broad range of disciplines to tackle issues related to hoarding. The Municipality will work in collaboration with community partners to develop a strategy for community intervention related to hoarding. There is a need for health funding to support this strategy.

2.9 Coordinate access for subsidized housing with housing and supports for people experiencing homelessness and advocate for further coordination of public facing access processes for housing and supports for people with mental illness, addictions, physical and/or developmental disabilities, and seniors

Currently there is a coordinated access process to housing and supports targeted at people experiencing homelessness – CK CARES. There is a separate process to access subsidized

housing. In addition, there are separate processes to access housing and supports for other population groups, such as people with mental illness, addictions, physical and/or developmental disabilities, or supports to seniors.

Increased coordination and integration of various housing access systems can help people access the housing assistance and support services appropriate to their needs in a timely manner. To this end, Chatham-Kent will implement strategies to improve coordination of client access to subsidized housing with housing and supports for people experiencing homelessness. In addition, the Housing and Homelessness Advisory Committee will advocate to coordinate public facing access processes for housing and support services managed by the health and community and social services sectors with public facing access processes for subsidized housing and housing and supports for people experiencing homelessness. At a minimum, the Housing and Homelessness Advisory Committee will advocate for coordination of the entry points so that clients receive information about the full spectrum of housing options and are referred to the housing assistance and support services most appropriate to them. These efforts could include:

- Using 311, or another number, as a one-window brand and customer service system for phone and Internet access (including live chat) to housing and homelessness services
- Having a website that provides a one-window resource guide and access/links to the full range of housing and supports available in the community
- Cross training of staff

- Developing referral protocols for each entry point to support direct referrals to the most appropriate services.

2.10 Investigate working collaboratively with all supportive housing providers on a single portal that would coordinate access to all affordable and supportive housing

Further to the above action, Chatham-Kent will work collaboratively with all supportive housing providers to investigate opportunities to establish a single portal which would coordinate public facing access processes for all affordable and supportive housing in the Municipality.

2.11 Continue to improve access and make programs and services more visible throughout Chatham-Kent, and particularly in the rural area

Services are sometimes located in places that are not accessible to those who need it. Chatham-Kent residents living outside of Chatham may experience the challenge of getting to centralized services. More can be done to increase the visibility of services and increase awareness of available services. Efforts should continue to be made to address the challenges of accessing services throughout Chatham-Kent, and particularly in the rural area, to better serve people experiencing homelessness or at risk of homelessness.

Efforts to improve access and make services more visible will include strengthening the knowledge of municipal call centre staff about housing and homelessness services that the Municipality provides to ensure that residents are referred

to CK CARES Door agencies and other services when needed. Chatham-Kent will use diverse virtual methods to increase awareness of services, such as providing information on websites and social media. The community will also use materials targeted towards people at risk of homelessness, such as mail-outs with Ontario Works cheques, newsletters to social housing tenants, or mail-outs to housing applicants.

2.12 Maintain and expand education and supports to tenants and landlords aimed at promoting successful tenancies

In 2018, Chatham-Kent implemented RentSmart, a tenant and landlord education program designed to encourage and promote successful tenancies, and increase housing stability. In 2018, 67 tenants and 47 landlords received RentSmart training. RentSmart training has been identified as a best practice in promoting successful tenancies, and additional landlords and tenants would benefit from education aimed at increasing housing stability. The Plan's target is that an average of 10 landlords and 50 tenants will receive RentSmart education each year.

Chatham-Kent Legal Clinic staff will also continue to provide tenants and potential tenants with education and supports to help save tenancies that are at risk. In addition, Chatham-Kent Legal Clinic will continue to provide education about housing law to community agencies and organizations such as Family Service Kent, Chatham-Kent Police Services, and Chatham-Kent Library Services.

Chatham-Kent will continue to encourage and refer housing applicants with poor tenancy history to complete the RentSmart Program in exchange for a positive tenancy report.

2.13 Improve targeting of homelessness prevention assistance

Given the limited resources available, it is important that homelessness prevention resources are targeted towards those that are at greatest risk of homelessness. To support this, an analysis of data will be conducted to support continued momentum toward prevention and diversion to meet the needs of those at most imminent risk for homelessness. For homelessness prevention efforts to be most successful, the level of case management support must be balanced with the acuity level of the individual. In a state of low vacancies and highly limited affordable housing options, Chatham-Kent will also leverage homelessness prevention resources to support the maintenance of relationships with landlords who are willing to rent to affordability assistance and Housing First program participants.

Outcome:

3. End chronic homelessness in Chatham-Kent



Outcome 3:

Key Targets:

- By 2025, Chatham-Kent will have ended chronic homelessness by reaching functional zero
- By 2021, people seeking emergency housing will be assessed to determine if appropriate alternative temporary accommodation is available, and if so, they will be diverted from emergency housing
- By 2024, 50% of people experiencing homelessness when leaving institutions (e.g. jail, hospital, treatment facility) will be discharged into appropriate housing
- By 2021, a local team will be devoted to coordinate and implement efforts to end chronic homelessness
- Chatham-Kent will continue to leverage Built for Zero Canada membership to actively maintain and increase quality By-Name List and Coordinated Access system improvements
- By 2024, partnerships will have been established with the healthcare sector to provide additional supportive housing
- By 2024, there will be an increase in the number of long-term care beds that are accessible to people experiencing homelessness and improvements in assessment and referral pathways

Strategies:

3.1 Continuously work to revise and improve the Coordinated Access system

Coordinated Access is a way to assist people experiencing homelessness access housing and services in a streamlined and consistent manner. Chatham-Kent has implemented a Coordinated Access system for people who are homeless, – known as CK CARES. This system has the core elements of Coordinated Access and meets the federal government’s Reaching Home Coordinated Access System criteria. This includes having a standardized approach to access, assessment, prioritization, and matching and referral for housing and other services. It also includes a By-Name List of everyone known to be experiencing homelessness and in need of housing and services. There are, however, opportunities to continue to enhance this Coordinated Access system. Chatham-Kent will continually work to revise and improve the Coordinated Access system, including by:

- Formalizing the Coordinated Access process and establishing formal agreements with community partners
- Continuing to improve community understanding of the system, including the community partners that are working with the CK CARES team and how to refer clients to help them become housed
- Continuing to review the “door agencies”. Door agencies are community partners that refer to, and work with, the CK CARES team to help people become housed
- Advocating to expand the public interface with coordinated access to include housing for people experiencing homelessness or at risk of homelessness (e.g. supportive

housing for persons living with a mental illness) and a broader range of support providers.

3.2 Develop a local team to coordinate and implement efforts to end chronic homelessness

In addition to working together to coordinate access to housing and supports, community partners will work together to coordinate and implement efforts to end chronic homelessness. This includes bringing together resources for the system, monitoring and evaluating outcomes of efforts to end chronic homelessness, and making sure all service providers are aligned and working together to address the overall goals of the system. To support community partners in effectively working together to achieve this goal, a local team will be developed to coordinate and implement efforts to end chronic homelessness.

3.3 Establish collaborative protocols to coordinate discharge planning to support transitions to appropriate housing

Different institutions – including correctional facilities, hospitals, addiction treatment facilities, child welfare organizations, mental health programs, and agencies serving survivors of domestic violence – return clients to the community with little or no support. Their exits are often unplanned with housing and support services not established in advance. This lack of planning increases the number of people experiencing homelessness in Chatham-Kent. Strong discharge planning services should be provided to support people leaving all types of institutions to prevent homelessness. To establish a baseline of the current number of discharges into homelessness, and better understand the need for these efforts, Chatham-Kent will engage in discussions related to strategic information and

data sharing with local partners in these systems. Building from the information exchange, Chatham-Kent will engage leadership staff from a variety of systems in support of discharge planning protocols and coordinated service delivery as well as the establishment of housing services and supports for people leaving these systems who would otherwise experience homelessness.

3.4 Work towards an expansion of housing services and supports for people experiencing homelessness requiring moderate and intensive intervention and support

Fifty-eight percent of the people who have been on the By-Name List since it was developed in 2018 have been assessed as having high acuity, suggesting that they require intensive intervention and support to end their experience of homelessness. Another 34% have been assessed as having moderate acuity, likely requiring moderate intervention and support.

There is a need to expand Intensive Case Management supports paired with rent subsidies. There is also a need to plan for more linkages between Intensive Case Management support and mainstream services to increase graduations from Intensive Case Management support. Existing Intensive Case Management Services are not adequately meeting the needs of people with very high acuities and some are returning to homelessness as a result. These individuals need Assertive Community Treatment or place-based Permanent Supportive Housing to end their experiences of homelessness. Targets for different types of housing with supports have been established to achieve the Plan's target of ending chronic homelessness by 2025, based on the acuity levels of people on the By-Name List, and the number of people experiencing or at high-risk of homelessness

in Chatham-Kent. The Plan calls for 17 permanent Intensive Case Management spaces, 40 time-limited Intensive Case Management spaces, five Assertive Community Treatment (ACT) spaces, and 15 Permanent Supportive Housing spaces with at least equivalent to ACT level supports by 2024 for people with experiences of homelessness who have high needs. This translates into a need for approximately 9.2 FTE case managers based on the projections by acuity level¹⁷. Partnerships with the healthcare sector are needed to provide these housing services and supports.

3.5 Encourage and support the healthcare sector to increase the number of long-term care beds that are accessible to people experiencing homelessness and improve assessment and referral pathways

Some individuals experiencing homelessness in Chatham-Kent are unable to live independently with supports and require long-term care. However, these individuals have not been able to access long-term care as a result of challenges with lack of supply of long-term care and access to assessment and referral. Community partners in the housing and homelessness sector will encourage and support the healthcare sector to increase the number of long-term care beds that are accessible to people experiencing homelessness and improve assessment and referral pathways.

3.6 Leverage federal, provincial and municipal investments to establish the necessary housing and support services for people experiencing or at-risk of homelessness

Significant investments are needed to establish the necessary

housing and support services to meet the target in the Plan to end chronic homelessness. The Municipality currently administers Provincial Community Homelessness Prevention Initiative (CHPI) funding and Provincial Home for Good funding to support these efforts. The Municipality has also applied to become a Designated Community under the Federal government's new redesigned homelessness funding program, Reaching Home: Canada's Homelessness Strategy. Chatham-Kent will work to align these funding initiatives to achieve the targets in the Plan and will seek out all available federal, provincial and municipal investments to establish the necessary housing and support services for people experiencing or at-risk of homelessness.

3.7 Increase rent subsidies to support housing stability of people experiencing homelessness

Each person supported with Intensive Case Management will also require ongoing affordability assistance, regardless of whether they graduate from Intensive Case Management and transition to independence in the community or not. In addition, some low- and mid-acuity homeless households whose primary barrier to housing is lack of income will also require affordability supports to end their experience of homelessness. The Plan calls for rent subsidies for 240 households who have experienced homelessness to access housing and achieve housing stability (support needs are discussed above in strategy 3.4).

3.8 Pilot a homelessness local priority for social housing and review after six and twelve months and expand the initiative if successful

The Municipality, as Service Manager of social housing, is permitted, under the Housing Services Act, to establish local priority rules related to the priority to be given when ranking household applications for housing (RGI) assistance. In 2019, the Municipality established a one-year pilot initiative that for one in 10 vacancies in Chatham-Kent Housing Services public housing units, households who are homeless would be ranked above regular, or chronological, for housing assistance. Households would be matched with this housing and supported through CK CARES. The Municipality will review this pilot initiative after six and twelve months and intends to expand the initiative to all social housing if it is successful.

3.9 Advocate for shelter allowances that are more in-keeping with rent levels

Increasing average market rents are resulting in a growing gap between current shelter allowances and market rents. This includes the shelter allowances that are provided through Ontario Works (OW) and Ontario Disability Support Program (ODSP) and the maximum subsidies available through various housing assistance programs. Chatham-Kent needs increases to the shelter allowances and maximum allowable rent for people receiving rental assistance to support housing stability for its residents.

To that end, housing and homelessness sector partners will participate in coalitions concerned with low shelter allowances and will make contact with other levels of government to educate them about the need, by providing statistics, facts, and anecdotes, and inviting them to meet with individuals receiving OW, ODSP, and portable housing benefits. The Municipality will also submit business cases annually to the Provincial government for the use of Alternative Average Market Rents that are more in-keeping with suitable housing that is available in the local rental market. To support these business cases, the Municipality will conduct an annual local market rent survey.

3.10 Continue to participate in Built for Zero Canada

Built for Zero Canada is a national change effort helping a core group of leading communities end chronic homelessness. Chatham-Kent is one of these communities. Built For Zero helps communities adopt proven practices, deploy existing resources more efficiently, and use real-time data, to improve services aimed at measurably and sustainably ending chronic homelessness. Chatham-Kent will continue to support and work within the efforts of Built for Zero Canada to actively maintain and make quality By-Name List and Coordinated Access system improvements.

Outcome:

4. Increase appropriate housing and supports for priority populations



Outcome 4:

Key Targets:

- By 2024, 300 additional households from population groups with the greatest needs will be provided with housing affordability assistance, such as a Portable Housing Benefit, which will increase housing stability
- By 2024, 8 new fixed-site supportive housing units will be completed for priority populations
- By 2021 discussions about developing affordable housing and expanding supports will have been initiated with at least three Indigenous communities/ organizations
- By 2024, 80% of Indigenous people experiencing homelessness will have access to appropriate housing and supports within 30 days of becoming homeless
- By 2024, more high-risk, low-income seniors will be receiving in-home supports to allow them to continue to live at home
- By 2024, 20 youth will transition from supportive housing to independent living with decreased supports
- The community will continue to maintain low returns to homelessness and reduce rates of returns to homelessness from all programs serving priority populations

Strategies:

4.1 Prioritize population groups with the greatest needs for investments in housing and support services

Chatham-Kent has identified a number of population groups that are a high priority for the community. Priority groups for housing that is linked with supports include people experiencing chronic homelessness, youth and Indigenous Peoples. Seniors are also a priority group for supports.

Non-senior singles and couples, including people experiencing chronic homelessness are a priority for new affordable rental housing and/or affordability assistance. Non-senior singles and couples have the highest number of applicants on the community's Centralized Waiting List for RGI housing and their wait times are among the longest. Chatham-Kent will continually monitor the needs of these population groups.

The community will consider population groups with the greatest needs when making funding and program investment decisions. To support effective program design, members of these population groups will be engaged in planning for housing and supports, when appropriate.

4.2 Work with the Indigenous community to build trust and working relationships

About 1,330 people that identify as Indigenous live in Chatham-Kent¹⁸. A larger percentage of Indigenous households are in core housing need compared to all households (18.5% vs 11%)¹⁹. Systemic racism against Indigenous people has led to disparities in housing. As part of its reconciliation

efforts, Chatham-Kent will recognize and begin to address these disparities. The first step in this process will be to work with Indigenous communities to build trust and working relationships. This will include engaging in frequent interactions and communications and becoming involved in each other's community projects or activities.

4.3 Explore opportunities to work with Indigenous communities and organizations to develop affordable housing and expand supports in Chatham-Kent

Affordable housing for Indigenous Peoples should be designed, owned, and operated by Indigenous housing and service providers. Chatham-Kent will engage in discussions with Indigenous communities and organizations to explore opportunities to work with them to develop affordable housing and expand supports. Chatham-Kent will explore opportunities to support Indigenous communities and organizations with either financial or in-kind support, or leveraging the funding available to them through federal or provincial governments. The community has established a target that by 2024, 80% of Indigenous Peoples experiencing homelessness will have access to appropriate housing and supports.

4.4 Along with local health care partners, encourage and support efforts to increase in-home supports for seniors

Chatham-Kent's population has a high proportion of seniors and its population will continue to age. An increasing number of seniors will require in-home personal care and other supports to allow them to remain in their homes. As a partner in the newly created Chatham-Kent Ontario Health Team, the Municipality will work with the Ontario Health Team to encourage increases in in-home supports for seniors.

4.5 Support successful graduations from housing and support programs targeting priority populations

Housing and supports programs can help clients acquire the knowledge and skills, economic resources, and connections to transition into housing on their own. Chatham-Kent will work to continue to achieve positive outcomes for clients transitioning from its housing and support programs. For youth in particular, this Plan has established a target that by 2024, 20 youth will transition from supportive housing to independent living without support and that they will maintain their housing.

4.6 Explore alternative options for housing, including options appropriate for seniors

Seniors are a fast growing population in Chatham-Kent, and as individuals age their housing needs change. Chatham-Kent will explore and promote alternative housing options, such as co-ownership, secondary units, tiny homes, and home sharing, etc. to expand the housing options available to seniors and others.

Outcome:

5. Increase community awareness and service integration



Outcome 5:

Key Targets:

Sector-wide capacity-building training will take place to increase staff effectiveness in supporting people with

- multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and diversion approaches

Chatham-Kent will commit to implementing and maintaining a community awareness and education

- campaign with emphasis on meaningfully engaging specific groups, such as faith-based groups, landlords, builders, and other private sector stakeholders

By 2021, the current Housing & Homelessness Committee will be refocused towards shared community leadership

- and responsibility. Higher emphasis will be placed on cross sectional leadership and collaboration, especially with the healthcare and justice systems
- By 2024, a cross-sectoral data collection reporting, and accountability framework will be developed

The community will participate in regional, provincial and national learning communities and opportunities to share

- and learn about best practices, and champion preventing and ending homelessness

Strategies:

Community engagement

5.1 Continue to increase service capacity through sector-wide capacity building and knowledge exchange for service providers and/or front-line staff as well as board members of community organizations

Sector-wide capacity-building, including training will take place to increase staff effectiveness in supporting people with multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and diversion approaches.

5.2 Continue to raise community awareness and knowledge of housing and homelessness issues and community supports for those who are homeless

Public awareness raising of housing and homelessness issues is important. There are common misconceptions and stigmas surrounding homelessness and households in need of affordable or supportive housing, due to a lack of awareness and understanding of the underlying causes. As a result, some members of the public, landlords, builders, and other private sector stakeholders are challenged to connect to the cause and support necessary solutions.

Chatham-Kent will develop a community awareness and education campaign on housing and homelessness issues and homelessness community supports by 2022, with emphasis on meaningfully engaging specific groups, such as faith-based groups, landlords, builders, and other private sector stakeholders.

The campaign will include a “Yes In My Back Yard” education strategy aimed at changing the narrative to support the development of new affordable housing. Part of this strategy will involve establishing a process of notifying the Housing and Homelessness Advisory Committee of affordable housing applications so it can comment on them and appear at public meetings in support of these applications. The campaign will also include a strategy aimed at addressing discrimination in the rental housing market and improving understanding of best practices for working with new immigrants, members of the LGBTQ2S+ community, visible minorities, and Indigenous Peoples.

There is also a need to increase community knowledge of existing homelessness community supports and how to access them so that residents can access the services they need in a timely manner.

Coordinated and integrated support system

5.3 Develop mechanisms to enhance service integration within and between the housing and homelessness serving system and other service systems

Many clients of the housing and homelessness service systems also interact with other service systems, including education, justice, child-welfare, and health. Integration of different service systems can help people access all the services they need, prevent homelessness, and improve housing stability. Chatham-Kent will develop mechanisms to enhance service integration within and between the housing and homelessness serving systems and other service systems. This will include:

- Refocusing the current Housing and Homelessness Committee towards shared community leadership and responsibility. Higher emphasis will be placed on cross

sectional leadership and collaboration, especially with the healthcare and justice systems

- Developing a cross-sectoral data collection, reporting and accountability framework, based on the strategies and targets in the Plan. This will include input and commitments from the housing and homelessness sector as well as from health, community and social services, justice, and child welfare sectors.
- Aligning and coordinating funding with the Chatham-Kent Ontario Health Team, other ministries, and United Way around the outcomes and priorities of the Plan
- Establishing cross-sectoral discharge planning protocols (as discussed under Outcome 3, Strategy 2)
- Coordinating access for housing and supportive housing services (as discussed under Outcome 2, Strategy 8)

5.4 Build capacity for high intensity supports for people with complex needs who have experienced homelessness

Housing support programs need to continue to evolve to meet changing needs. Currently, Intensive Case Management is the only program option for people experiencing homelessness with high needs. There is a need to complement Intensive Case Management with Assertive Community Treatment and place-based supportive housing for people experiencing chronic and episodic homelessness who have complex needs. In recent attempts to procure Assertive Community Treatment services, no community agency came forward in response to the Municipality's Request for Proposals. The Municipality of Chatham-Kent will continue to work with healthcare partners to build capacity in the community for high intensity supports for people with complex needs who have experienced homelessness.

5.5 Continue to participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing and ending homelessness

Chatham-Kent currently participates in several learning communities that help guide and inform the work of communities in preventing and ending homelessness in Chatham-Kent. This includes the Canadian Alliance to End Homelessness' efforts to help communities end chronic homelessness through Built for Zero Canada, as well as the federal government's learning and sharing opportunities about its local homelessness information management system, Homeless Individuals and Families Information System (HIFIS). The Chatham-Kent community will continue to participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing and ending homelessness

Moving Forward

This Plan reflects an opportunity to build on the strong foundation that was laid during the first five years of the original two Plans. It includes some ambitious, but achievable targets to help the community meet its key housing outcomes.

The strategies outlined in this Plan do not all require an equal effort or level of resources to implement, nor do they all have the same level of impact. Below, the strategies are listed by level of effort, level of impact, and level of resources. More time and attention should be spent on the strategies with the highest impacts.

Although Municipal Council is responsible for the development and administration of the Plan, the actions in this Plan require a community-wide response. Many of the actions require leadership from a variety of stakeholders including other governments and sectors. There is a need for both investment and collaboration from the health sector, in particular, but also community and social services, justice, and child welfare. Leadership from other sectors will be required for actions related to: providing supports to enhance housing stability; increasing the number of people in receipt of supportive housing; expanding housing supports and supports for people experiencing homelessness; increasing access to long-term care for people experiencing homelessness; and discharge planning to support transitions from institutional facilities to appropriate housing, to name a few. The private sector also has a key role to play, in particular in maintaining and creating new affordable, accessible housing.

As part of the implementation, the community will work together to determine accountability and establish commitments from various stakeholders in support of the Plan.

To help prioritize implementation, the following table outlines each of the strategies by level of effort required, level of impact, and level of resources requires.

Strategies by Level of Effort, Impact and Resources Required

Strategies	Level of Effort	Level of Impact	Level of Resources Required
Outcome: 1. Affordable rental and ownership housing that meets need and demand			
1.1 Adopt recommended planning and financial policies to encourage the creation of new affordable, accessible, and supportive housing	Moderate	Moderate	Moderate
1.2 Engage in communication and marketing strategies to encourage the development of affordable housing	Low	Low	Low
1.3 Leverage federal, provincial and municipal investments to develop new affordable and accessible rental housing units	High	High	High
1.4 Plan for and secure other government-owned surplus properties for use for affordable housing	Moderate	High	Moderate
1.5 Advocate to the Province to fast-track a broader range of affordable housing development applications	Low	Low	Low
1.6 Leverage federal, provincial and municipal investments to increase rent subsidies, including portable housing benefits	High	High	High

Strategies	Level of Effort	Level of Impact	Level of Resources Required
1.7 Leverage federal and provincial investments to support repairs to subsidized housing	Moderate	High	High
1.8 Support non-profit housing providers to strengthen their capacity and effectively manage their housing communities and support them to plan for long-term sustainability	Moderate	High	Moderate
1.9 Implement an Action Plan to Achieve Service Level Standards for RGI Housing	Moderate	High	High
1.10 Develop an Asset Management Plan for the entire social housing portfolio	Moderate	Moderate	Moderate
1.11 Support low-income households with funding to repair their homes and help improve energy-efficiency or accessibility through CK Renovates and Ontario Renovates	High	Moderate	High
1.12 Support low income households in becoming homeowners through contributions to Habitat for Humanity and the Affordable Home Ownership Program	Moderate	Low	High

Strategies	Level of Effort	Level of Impact	Level of Resources Required
Outcome: 2. Increase housing stability for residents of Chatham-Kent			
2.1 Continually review capacity and service issues in emergency accommodation and develop strategies to respond to these issues	Moderate	May Vary	Moderate
2.2 Provide the right services at the right time to people accessing emergency accommodation to assist them in moving faster to permanent housing	High	High	High
2.3 Establish formal (street) outreach efforts to ensure everyone experiencing absolute homelessness is connected to Chatham-Kent Coordinated Assessment Referral and Evaluation Services (CK CARES)	Moderate	Moderate	High
2.4 Review the role, and increase the number of Tenant Relations Case Managers and Community Relations Workers in support of social housing tenants	Moderate	Moderate	High
2.5 Continue to track, and evaluate, the role of the Paralegal Housing Stability Worker in addressing threats to tenancies as well as the legal clinic's success in saving tenancies that are at risk	Low	High	Low

Strategies	Level of Effort	Level of Impact	Level of Resources Required
2.6 Along with local health care partners, encourage and support efforts to maintain and increase access to community supports and community-based health care supports	Moderate	High	High
2.7 Encourage and support efforts to increase the number of people in receipt of supportive housing for high risk seniors; persons with mental health related needs and/or problematic substance use; and persons with developmental disabilities	Moderate	High	High
2.8 Develop a strategy to address hoarding in collaboration with community partners	Moderate	Moderate	High
2.9 Coordinate access for subsidized housing with housing and supports for people experiencing homelessness and advocate for further coordination of public facing access processes for housing and supports for people with mental illness, addictions, physical and/or developmental disabilities, and seniors.	Moderate	Moderate	Moderate

Strategies	Level of Effort	Level of Impact	Level of Resources Required
2.10 Investigate working collaboratively with all supportive housing providers on a single portal that would coordinate access to all affordable and supportive housing	Moderate	Moderate	Moderate
2.11 Continue to improve access and make programs and services more visible throughout Chatham-Kent, and particularly in the rural area	Low	Moderate	Moderate
2.12 Maintain and expand education and supports to tenants and landlords aimed at promoting successful tenancies	Moderate	Moderate	Moderate
2.13 Improve targeting of homelessness prevention assistance	Moderate	High	Moderate
Outcome:			
3. End chronic homelessness in Chatham-Kent			
3.1 Continuously work to revise and improve the Coordinated Access system	Moderate	Moderate	Moderate
3.2 Develop a local team to coordinate and implement efforts to end chronic homelessness	Moderate	Moderate	Moderate
3.3 Establish collaborative protocols to coordinate discharge planning to support transitions to appropriate housing	High	High	Moderate

Strategies	Level of Effort	Level of Impact	Level of Resources Required
3.4 Work towards an expansion of housing services and supports for people experiencing homelessness requiring moderate and intensive intervention and support	Moderate	High	High
3.5 Encourage and support the healthcare sector to increase the number of long-term care beds that are accessible to people experiencing homelessness and improve assessment and referral pathways	Moderate	Low	Moderate
3.6 Leverage federal, provincial and municipal investments to establish the necessary housing and support services for people experiencing or at-risk of homelessness	Moderate	High	High
3.7 Increase rent subsidies to support housing stability of people experiencing homelessness	Low	High	High
3.8 Pilot a homelessness local priority for social housing and review after six and twelve months and expand the initiative if successful	Low	High	Low
3.9 Advocate for shelter allowances that are more in-keeping with rent levels	Low	High	Low
3.10 Continue to participate in Built for Zero Canada	Moderate	High	Moderate

Strategies	Level of Effort	Level of Impact	Level of Resources Required
Outcome: 4. Increase appropriate housing and supports for priority populations			
4.1 Prioritize population groups with the greatest needs for investments in housing and support services	Low	High	Low
4.2 Work with the Indigenous community to build trust and working relationships	Moderate	Moderate	Low
4.3 Explore opportunities to work with Indigenous communities and organizations to develop affordable housing and expand supports in Chatham-Kent	Low	High	May Vary
4.4 Along with local health care partners, encourage and support efforts to increase in-home supports for seniors	Low	High	High
4.5 Support successful graduations from housing and support programs targeting priority populations	Moderate	High	Moderate

Strategies	Level of Effort	Level of Impact	Level of Resources Required
Outcome: 5. Increase community awareness and service integration			
5.1 Continue to increase service capacity through sector-wide capacity building and knowledge exchange for service providers and/or front-line staff as well as board members of community organizations	Moderate	Moderate	Moderate
5.2 Continue to raise community awareness and knowledge of housing and homelessness issues and community supports for those who are homeless	Low	Moderate	Low
5.3 Develop mechanisms to enhance service integration within and between the housing and homelessness serving system and other service systems	High	High	Moderate
5.4 Build capacity for high intensity supports for people with complex needs who have experienced homelessness	Moderate	High	Moderate
5.5 Continue to participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing and ending homelessness	Moderate	High	Moderate

Appendix A: Definitions and Acronyms

Accessible: In reference to a type of housing unit, accessible refers to units that are designed to promote accessibility for individuals with disabilities. This sometimes includes physical elements such as low height cupboards or light switches, wide doorways, and adapted bathrooms.

Acuity: An assessment of the level of complexity of a person's experience. Acuity is used to determine the appropriate level, intensity, duration, and frequency of case managed supports to sustainably end a person's or family's homelessness. In Chatham-Kent, the SPDAT suite of tools are the tools used to determine acuity.

Adequate Housing: Dwellings not requiring any major repairs, as reported by residents.

Affordable Housing: The term affordable housing encompasses a broad range of housing, including social housing, private market rental units, and ownership housing. Based on the Provincial Policy Statement's (PPS) definition of affordable housing:

- Affordable rental housing in Chatham-Kent refers to units rented at or below the Chatham-Kent average market rent for a specified unit size

- Affordable ownership housing in Chatham-Kent refers to housing that is priced at least 10% below the average purchase price of a resale unit in Chatham-Kent

Assertive Community Treatment (ACT): An interdisciplinary team of professionals available around the clock to provide treatment, support, and other needed services. The ACT team will typically engage people immediately after they have secured permanent housing and will regularly offer a variety of services to choose from. Services may be delivered in people's homes or in community offices or clinics. ACT teams might include social workers, physicians, nurses, occupational therapists, psychologists, counsellors, addictions specialists, housing specialists, employment specialists, administrative assistants, and other professionals. (Homeless Hub)

At Risk of Homelessness: Refers to people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards. (Canadian Observatory on Homelessness)

Best Practices: Refers to practices and procedures rooted in evidence-based research.

By-Names List: Refers to a real-time list of people experiencing homelessness that includes a robust set of data points that support coordinated access and prioritization at a household level and an understanding of homeless inflow and outflow at a system level. The real-time actionable data supports triage to appropriate supports and services, system performance evaluation, and advocacy. (Built For Zero Canada)

Chatham-Kent Coordinated Assessment Referral

and Evaluation Services (CK CARES): A coordinated access system where individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level access points where trained workers use a common assessment tool to evaluate the individual or family's depth of need, prioritize them for housing support services and then help to match them to available housing focused interventions.

Client: A person served by or utilizing the services of a social agency.

Coordinated Access: A coordinated access system is the process by which individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level access points where trained workers use a common assessment tool to evaluate the individual or family's depth of need, prioritize them for housing support services and then help to match them to available housing focused interventions.

Chronic Homelessness: Refers to individuals who are currently experiencing homelessness and who have been homeless for six months over the past year.

Core Housing Need: A household is in core housing need if its housing does not meet one or more of the adequacy, suitability or affordability standards and it would have to spend 30% or more of its before-tax income to access local housing that meets all three standards. (Canada Mortgage and Housing Corporation)

Diversion: A preventative strategy/initiative to divert individuals from emergency housing before they access emergency housing or immediately expedite their exit from emergency housing.

This may include helping people identify immediate alternative housing arrangements and connecting them with services and financial assistance to help them maintain or return to permanent housing

Episodic Homelessness: Refers to individuals who are currently homeless and have experienced three or more episodes of homelessness in the past year. Episodes are defined as periods when a person would be in a shelter or place not fit for human habitations, and after at least 30 days, would be back in the shelter or inhabitable location. (Built For Zero Canada)

Evidence-based: The integration of best practice research evidence within clinical expertise and client values. In the context of social programs, services and supports, evidence-based refers to the use of high-quality evidence (e.g. randomized control trials) to develop, test, and modify programs and services so that they are achieving intended outcomes.

Families: Households of two or more people and include two adults who are married/living together as well as head(s) of household with a child or children.

Functional Zero: Functional Zero is a relative measurement of the state of homelessness in a community. Functional Zero recognized that homelessness and risk cannot be completely eradicated nor can efforts undermine personal choice in some instances. Functional Zero is measured as a community having three or less people experiencing chronic homelessness in a month, sustained over six months. (Turner, Alanese and Pakeman)

High Acuity: A person will be considered high acuity if they have a Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT) score of 8+ as a youth or single adult, or 9+ as a family

Homelessness: Describes the situation of an individual, family or community without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. (Canadian Observatory on Homelessness)

Housing Allowance: Is a form of a rent subsidy that provides a fixed-amount benefit directly to households, usually in the private rental market. It is tied to the household (portable), so it moves where they move.

Housing First: Is a recovery-oriented approach to ending homelessness that centres on quickly moving people experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed. There are five core principles of Housing First:

1. Immediate access to permanent housing with no housing readiness requirements
2. Consumer choice and self-determination
3. Recover orientation
4. Individuals and client-driven supports, and
5. Social and community integration

Indigenous: A collective name for the Indigenous Peoples of North America and their descendants. The Canadian Constitution recognizes three groups of Aboriginal Peoples: Indians (commonly referred to as First Nations), Métis, and Inuit. (CIRNAC)

First Nations (Non-Status): People who consider themselves Indians or members of a First Nation, but whom the Government of Canada does not recognize as Indians under the Indian Act, either because they are unable to prove their status or have lost their status rights. Many Indian people in

Canada, especially women, lost their Indian status through discriminatory practices in the past. Non-Status Indians are not entitled to the same rights and benefits available to Status Indians. (CIRNAC)

First Nations (Status): People who are entitled to have their names included on the Indian Register, an official list maintained by the federal government. Certain criteria determine who can be registered as a Status Indian. Only Status Indians are recognized as Indians under the Indian Act, which defines an Indian as, “a person who, pursuant to this Act, is registered as an Indian or is entitled to be registered as an Indian.” Status Indians are entitled to certain rights and benefits under the law. (CIRNAC)

Inuit: An Aboriginal People in Northern Canada, who live in Nunavut, Northwest Territories, Northern Quebec and Northern Labrador. The word means “people” in the Inuit language — Inuktitut. The singular of Inuit is Inuk. (CIRNAC)

Métis: People of mixed First Nation and European ancestry who identify themselves as Métis, as distinct from First Nations people, Inuit or non-Aboriginal people. The Métis have a unique culture that draws on their diverse ancestral origins, such as Scottish, French, Ojibway and Cree. (CIRNAC)

Indigenous Homelessness: describes the situation of First Nations, Metis, and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. (Canadian Observatory on Homelessness)

Intensive Case Management (ICM): Intensive case management

is a team-based approach to support individuals, the goal of which is to help clients maintain their housing and achieve an optimum quality of life through developing plans, enhancing life skills, addressing mental and physical health needs, engaging in meaningful activities and building social and community relations. It is designed for clients with lower acuity, but who identified as needing intensive support for a shorter and time-delineated period

LGBTQ2S+: Refers to Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit and other gender/sexual identities.

Low Acuity: A person will be considered low acuity if they have a VI-SPDAT score of six or less as a youth or a single adult, or three or less as a family.

Mid Acuity: A person will be considered mid acuity if they have a VI-SPDAT score between four to seven as a youth or a single adult, or four to eight as a family.

Point-In-Time Count: Provides a snapshot of the population experiencing homelessness at a point in time. Basic demographic information is collected from emergency accommodation and short-term housing facilities, and a survey is done with those enumerated through a street count. Public systems, including health and corrections, provide numbers of those without fixed address on the night of the count as well.

Prevention: Refers to the activities, interventions and planning that prevents individuals and families from experiencing homelessness.

Regeneration: Involves major changes (redevelopment, expansion, repairs or upgrades) to social housing projects in order to enhance its use to both tenants and the surrounding community.

Registry Week: Is a method of homelessness enumeration that involves a coordinated, multi-day count of homeless persons on the streets, in shelters and other spaces frequented by homeless persons. A Registry Week is a coordinated outreach and assessment process to collect information that will help find housing for persons experiencing homelessness, starting with the most vulnerable. (Ministry of Municipal Affairs and Housing)

Rent Assistance/Subsidy: This is a term that generally applies to any form of financial assistance provided by government to lower the rent. This includes rent-geared-to-income assistance in social housing, rent supplements, housing allowances, and housing benefits.

Rent Supplements: A subsidy paid to a landlord to bridge the gap between a tenant's rent-geared-to-income and the market rent ceiling set by the municipality.

Rent-Geared-to-Income (RGI): Refers to a rental structure in which the client pays a rental rate that represents 30% of their income. RGI subsidies are used to bridge the gap between the client's ability to pay and either break-even rents or market rents. (Housing Services Act, 2011)

Service Prioritization Decision Assessment Tool (SPDAT): An assessment tool to determine client placement based on the level of need. The SPDAT looks at the following: self care and daily living skills; meaningful daily activity; social relationships and networks; mental health and wellness; physical health and wellness; substance use; medication; personal administration and money management; personal responsibility and motivation; risk of personal harm or harm to others; interaction with emergency

services; involvement with high risk and/or exploitative situations; legal; history of homelessness and housing; and managing tenancy

Sleeping rough: People who are unsheltered, lacking housing and not accessing emergency accommodation. In most cases, people sleeping rough are staying in places not designed for or fit for human habitation, including: people living in public or private spaces without consent or contract (public space such as sidewalks, squares, parks or forests; and private space and vacant buildings, including squatting), or in places not intended for permanent human habitation (including cars or other vehicles, garages, attics, closets or buildings not designed for habitation, or in makeshift shelters, shacks or tents.)

Social Housing: Social housing is subsidized housing that generally was developed under federal and provincial programs during the 1950s – 1990s, where ongoing subsidies enable rents to be paid by residents on a rent- geared-to-income (RGI) basis (i.e. 30% of gross household income). Social housing is also called subsidized, RGI, community, or public housing.

Subsidized housing: A type of housing for which government provides financial support or rent assistance.

Support Services: Services directed at supporting individuals and families with daily living (e.g. referrals, individual case management, personal identification, transportation, legal/ financial assistance, mental health and child care.)

Supportive Housing: Refers to a combination of housing assistance and other supports that help people to live as independently as

possible. This includes several forms of rent subsidies (e.g. rent-g geared-to-income in social housing, rent supplements, housing allowances) and housing types (e.g. dedicated buildings, individual units). Supports also take a variety of forms and vary in intensity based on people's unique needs (e.g. Occupational Therapy, Physical Therapy, Nursing, social work, etc.)

Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT): The VI-SPDAT is complementary to the SPDAT and used triage people to appropriate housing and supports

Youth: Persons aged 16-25.

Youth Homelessness: Describes the situations and experience of youth people between the ages of 16-25 who are living independently of parents and/or caregivers, but do not have the means or ability to acquire stable, safe or permanent residence. (Canadian Observatory on Homelessness)

Appendix B: How the Quantitative Targets Were Developed

The quantitative targets were informed by data on current and future demand/need, as well as progress in addressing needs over the past few years and funding that has already been committed for 2020 to 2024. The following section provides information on the needs, current supply/funding, the targets, and the basis for the targets, for each of the **outcome areas with quantitative targets**. Achieving the targets will require leveraging investments from a range of sectors, including housing and homelessness, health, justice, child welfare, and all levels of government.

Outcome 1: Affordable rental and ownership housing that meets need and demand

Increased accessible, affordable rental housing

Need

The estimated gap between the demand and supply of affordable rental housing is 2,625 units²⁰

Current Context

- Chatham-Kent's Official Plan and original Housing and Homelessness Plan set a target that 25% of new units would

be affordable

- Since 2006, 123 new affordable rental housing units have been created with federal, provincial, and municipal funding, an annual average of approximately 9 units²¹
- An additional 65 Portable Housing Benefits have been committed for 2020
- Chatham-Kent has been allocated funding for 14 new affordable rental housing units and 50 housing allowances through Ontario Priorities Housing Initiative between 2019 and 2022
- The planned Canada Housing Benefit will increase the number of households in receipt of affordability assistance

Targets

- Between 2020 and 2024, there will be an increased number of private sector affordable rental housing units completed
- By 2024, 60 new non-profit, co-op, or municipal affordable rental housing units will be created
- By 2024, the number of households in receipt of affordability assistance will increase by 200²²
- By 2024, six new accessible affordable rental housing units will be completed

Basis for the Targets

- The number of private sector affordable rental housing units created that have not received federal, provincial, and municipal funding have not been tracked up to this point. 2020 will be used to establish a baseline for the number of private sector affordable rental housing units created, with a target of increasing the number by 2024

- The target for new non-profit, co-op, or municipal affordable rental housing units created considers historical levels of affordable rental housing development (9 units/ year), and aims to be somewhat more ambitious at 12 units/year
- The target of six new accessible affordable rental housing units is for fully accessible units, and is based on 10% of new non-profit, co-op, or municipal affordable rental housing units created

Increased affordable ownership housing

Need

- The estimated gap between the demand and supply of affordable ownership housing is 2,608 units²³

Current Context

- Chatham-Kent's Official Plan and original Housing and Homelessness Plan set a target that 25% of new units would be affordable. Based on historical levels of construction activity intended for home ownership, this would be approximately 158 units between 2020 and 2024²⁴

Targets

- 25% of new housing units will be affordable

Basis for the Targets

- Based on targets adopted by Council in the Official Plan and original Housing and Homelessness Plan

Maintained social housing

Need

- As of December 31, 2018, 834 households were on the wait list for Rent-Geared-to-Income (RGI) housing²⁵

Current Context

- There are 1,564 units of social housing in Chatham-Kent²⁶
- Chatham-Kent has been allocated funding for repairs to 178 social housing units through the Canada-Ontario Community Housing Initiative between 2019 and 2022

Targets

- 100% of existing social housing units will be retained
- By 2024, 25% of existing social housing buildings will be repaired and renovated

Basis for the Target

- The target for renovations/repairs of existing social housing units is slightly more ambitious than what would be achieved based on current funding commitments for 2019 to 2022

Increase access to and maintenance of low-income home ownership housing

Need

- An estimated 2,608 households with a mortgage are spending 30% or more of their income on their homes and cannot afford the affordable ownership house price²⁷
- As of 2016, 240 owners living in inadequate housing (ie. housing requiring major repairs) were unable to afford

the average market rent for an appropriate unit size for their household²⁸

Current Context

- Chatham-Kent has been allocated funding through Ontario Priorities Housing Initiative to support downpayment assistance for one low-income household purchasing a Habitat for Humanity home by 2022

Targets

- By 2024, 90 low-income home ownership units will be renovated/repaired
- By 2024, two new affordable ownership housing units (Habitat for Humanity homes) will be completed and will receive downpayment assistance through the Municipality

Basis for Targets

- The target of downpayment assistance for two new Habitat for Humanity homes is based on the current funding allocation of downpayment assistance for one household by 2022 and assumes another household could be supported in 2023 or 2024

Outcome 2: Increase housing stability for residents of Chatham-Kent

Increased supports to maintain housing stability

Need

- It is estimated that about 150 adults with serious and

persistent mental illness and over 300 seniors live in social housing in Chatham-Kent. In 2018, over 40% of social housing vacancies were filled by people who identified themselves as vulnerable enough to warrant priority status. Some of these tenants require supports to maintain successful tenancies. During the consultations, social housing providers emphasized the need for more supports in social housing

- The consultations identified the need for enhanced access to wellness, addiction treatment, mental health and personal care supports, all integrated with housing responses for people experiencing homelessness or at risk of housing instability
- Quantitative data on need is not available

Current Context

- Chatham-Kent has fewer tenant services/support staff per unit than many other communities²⁹

Target

- By 2021, a new Tenant Relations position will be established to increase housing stability within social housing
- By 2024, more vulnerable people will be linked to appropriate supports to maintain housing
- By 2024, 300 additional Portable Housing Benefits will result in housing stability for priority populations

Basis for Target

- Target of one new Tenant Relations position is based on the average number of tenant services/support staff per unit in a sample of other communities

- Target of more vulnerable people linked to appropriate supports does not identify a specific number as data is not available to fully quantify the needs
- Target of 300 additional Portable Housing Benefits includes the rent subsidies for 240 households who have experienced homelessness that are discussed below. Based on the number (240) estimated to be required to end chronic homelessness by 2025, plus some additional benefits for other priority populations, such as seniors

Increase in number of people in receipt of supportive housing

Need

- Wait lists for supportive housing in Chatham-Kent or serving Chatham-Kent:
 - Physical disabilities – 4
 - Mental health issues – 19
 - Intellectual (developmental) disability – 187 people waiting for supported independent living and 126 people waiting for group living (some people may be on more than one list)³⁰
- There is no wait list of supportive housing for seniors, but the wait lists for each of the long-term care homes in Chatham-Kent total 218 people (some may be on more than one list, but include a minimum of 90 people). Balance of care studies show that between 20% and 50% of individuals on residential LTC waiting lists in Ontario could potentially be “diverted” safely and cost-effectively to the community if given access to the necessary mix of health and social care services³¹

Current Context

- Current supply of supportive housing in Chatham-Kent or serving Chatham-Kent:
 - Physical disabilities – 18 units
 - Mental health issues – 310 spaces
 - Intellectual (developmental) disability – 133 beds, plus 134 people supported in their own home
 - No supportive housing for high-risk seniors³²

Target

- By 2024, five new fixed-site supportive housing units will be completed for people with developmental disabilities

Basis for Target

- Based on stated stakeholder plans and commitments during community consultation.

Outcome 3: End chronic homelessness in Chatham-Kent

Reduced discharges to homelessness from institutions

Need

- Different institutions – including correctional facilities, hospitals, addiction treatment facilities, child welfare organizations, mental health programs, and agencies serving survivors of domestic violence – return people to the community with little or no support
- Baseline data on the number of people discharged from institutions into homelessness are not available

Current Context

- Formal protocols with correctional facilities, hospitals, addiction treatment facilities, child welfare organizations, mental health programs, and agencies serving survivors of domestic violence have not yet been established to reduce discharges from institutions into homelessness

Target

- By 2024, 50% of people experiencing homelessness when leaving institutions will be discharged into appropriate housing

Basis for Target

- Estimate of reasonable outcome based on protocols in other communities

Housing services and supports for people experiencing homelessness

Need

- To end chronic homelessness by 2025, it is estimated that the following additional housing services and supports will be required: 17 permanent Intensive Case Management spaces, 40 time-limited Intensive Case Management spaces, four Assertive Community Treatment (ACT) spaces, and 15 permanent supportive housing spaces with at least equivalent to ACT level support
- Several individuals on the By-Name List are unable to live independently and require long-term care

Current Context

- 396 clients were supported with rapid re-housing from April 2018 to March 2019
- Chatham-Kent has 40 Portable Housing Benefits for low to mid acuity individuals experiencing chronic homelessness
- There are currently 22 Intensive Case Management spaces for adults experiencing chronic homelessness with high acuity and 48 spaces for youth
- Individuals experiencing homelessness who are unable to live independently are generally unable to access long-term care at this time

Targets

- By 2025, Chatham-Kent will have ended chronic homelessness by reaching functional zero
- By 2024, there will be an increase in the number of long-term care beds that are accessible to people experiencing homelessness and better assessment and referral pathways
- By 2024, an additional 17 permanent Intensive Case Management spaces, 40 time-limited Intensive Case Management spaces, five Assertive Community Treatment (ACT) spaces, and 15 place-based permanent supportive housing spaces with at least equivalent to ACT level supports will be created for people with experiences of homelessness who have high needs

Basis for Targets

- Target to have ended chronic homelessness by reaching functional zero is based on the Province's target to end chronic homelessness by 2025
- Target to increase the number of long-term care beds

that are accessible to people experiencing homelessness is based on an improvement from the current situation that individuals experiencing homelessness who are unable to live independently are generally unable to access long-term care

- Target for number of housing and supports spaces for people with experiences of homelessness who have high needs is the best estimate of the spaces that would be required to achieve functional zero chronic homelessness based on current best available data on the population experiencing and at risk of homelessness and their level of need/acuity

Rent subsidies for people experiencing homelessness

Need

- It is estimated that 240 households will be served in the Intensive Case Management, Assertive Community Treatment, or Permanent Supportive Housing spaces between 2020 and 2024. These households will also require ongoing affordability assistance
- In addition, some low- and mid-acuity homeless households whose primary barrier to housing is lack of income will also require affordability supports to end their experience of homelessness

Current Context

- Current affordability assistance for people who have experienced homelessness include: 70 clients receiving ICM who have been provided with rent subsidies, 40 Portable Housing Benefits, and 40 short-term rent subsidies (12-24 months)

Target

- By 2024, an additional 240 households who have experienced homelessness will be receiving rent subsidies to access housing and achieve housing stability

Basis for Target

- Target is based on the estimated number of households that would need to be served in the Intensive Case Management, Assertive Community Treatment, or Permanent Supportive Housing spaces between 2020 and 2024 to achieve functional zero within chronic homelessness by 2025

Outcome 4: Increase appropriate housing and supports for priority populations

Increase in supportive housing for Indigenous Peoples, youth, and seniors, and those experiencing chronic homelessness

Need

- The need for supportive housing for chronic homelessness is discussed above. Based on current data, approximately four of the spaces offering intensive supports/supportive housing to end chronic homelessness should be geared towards Indigenous People and five should be geared towards youth.
- The need for supportive housing for seniors is discussed above.

Current Context

- Funding has been committed for 8 new fixed-site supportive housing units for priority populations
- Information on current housing and support spaces for those experiencing chronic homelessness are discussed above

Target

- By 2024, 8 new fixed-site supportive housing units will be completed for priority populations

Basis for Target

- Based on current funding commitment for 8 new fixed-site supportive housing units for priority populations

Increase in affordable housing and supports for Indigenous Peoples

Need

- 235 Indigenous households were in core housing need in 2016
- Approximately 4% of people (six people) on the By-Name List of people experiencing homelessness self-identified as Indigenous

Current Context

- Ontario Aboriginal Housing Services owns 19 affordable rental housing units in Wallaceburg

Targets

- By 2024, 80% of Indigenous Peoples experiencing homelessness will have access to appropriate housing and supports within 30 days of becoming homeless
- By 2021, discussions about developing affordable housing and expanding supports will have been initiated with Indigenous communities or organizations

Basis for Target

- Target for Indigenous People experiencing homelessness that will have access to appropriate housing and supports is an estimate of what could be reasonably achievable
- Target for development of affordable housing and expanding supports in partnerships with Indigenous communities/ organizations recognizes that there is a need to build trust and working relationships before establishing a specific target

Increase in seniors receiving in-home supports

Need

- Data on the need and current wait times for personal support were not available

Current Context

- Data on number of seniors receiving in-home supports were not available

Target

- By 2024, more seniors will be receiving in-home supports to allow them to continue to live at home

Basis for Target

- Given that no baseline data is available, this target allows for simple calculation of increases to the number of seniors receiving in-home supports

Appendix C: Performance and Outcome Measurement Plan

The following table outlines the indicators and data sources required for measuring and evaluating progress under the Plan, as well as the frequency of reporting on various targets.

Strategy	Target	Indicator	Lead
Outcome: 1. Affordable rental and ownership housing that meets need and demand			
1.1 Adopt recommended planning and financial policies to encourage the creation of new affordable, accessible, and supportive housing	Between 2020 and 2024, there will be an increased number of private sector affordable rental housing units completed	Number of private new housing units intended to be rented below the average market rent for the specified unit size for Chatham-Kent	Chatham-Kent Building Development Services

Strategy	Target	Indicator	Lead
1.1 continued	25% of new housing units will be affordable	Number of new affordable housing units completed as a percentage of total units created	Chatham-Kent Building Development Services
	14 (100%) of recommended planning and financial policies adopted by Council	Number and percentage of recommended planning and financial policies adopted by Council	Chatham-Kent Housing Services
1.2 Engage in communication and marketing strategies to encourage the development of affordable housing	targets shown above		
1.3 Leverage federal, provincial and municipal investments to develop new affordable and accessible rental housing units	14 (100%) of recommended planning and financial policies adopted by Council	Number and percentage of recommended planning and financial policies adopted by Council	Chatham-Kent Housing Services

Strategy	Target	Indicator	Lead
1.4 Plan for and secure other government-owned surplus properties for use for affordable housing	Three other government-owned surplus properties secured by the Municipality for use for affordable housing	Number of other government-owned surplus properties secured by the Municipality for use for affordable housing	Chatham-Kent Community Development
1.5 Advocate to the Province to fast-track a broader range of affordable housing development applications	By 2020, a letter from Council and letters from five community partners will be submitted to the Province to ask it to take action to fast-track a broader range of affordable housing development applications	Number of letters from Council and number of letters from community partners submitted to the Province to ask it to take action to fast-track a broader range of affordable housing development applications	Chatham-Kent Housing Services
1.6 Leverage federal, provincial and municipal investments to increase rent subsidies, including portable housing benefits	By 2024, 300 additional Portable Housing Benefits will result in housing stability for priority populations	Number of priority households in receipt of Portable Housing Benefits compared to 2019	Chatham-Kent Housing Services and Employment and Social Services

Strategy	Target	Indicator	Lead
1.7 Leverage federal and provincial investments to support repairs to subsidized housing	By 2024, 25% of existing social housing buildings will be renovated/ repaired	Percentage of social housing buildings that receive funding for repairs	Chatham-Kent Housing Services
1.8 Support non-profit housing providers to strengthen their capacity and effectively manage their housing communities and support them to plan for long-term sustainability	100% of existing social housing units will be retained	Listed and de-listed Social Housing Properties under the HSA regulations	Chatham-Kent Housing Services
	By 2022, 90% of social housing providers will have a long-term strategic plan and succession plan	Percent of social housing providers with a strategic plan and succession plan	Chatham-Kent Housing Services and social housing providers
	By 2022, 100% of social housing providers will have 5 year capital plans	Percent of social housing providers with five year capital plans	Chatham-Kent Housing Services and social housing providers
	By 2023, a portfolio-wide social housing regeneration plan will be developed	A portfolio-wide social housing regeneration plan completed	Chatham-Kent Housing Services

Strategy	Target	Indicator	Lead
1.9 Implement an Action Plan to Achieve Service Level Standards for RGI Housing	The community will meet its Service Level Standards for Rent-Geared-to-Income units	Number of social housing units with households with income below the prescribed Household Income Limits (i.e., regular RGI) compared to Service Level Standard of 1,365	Chatham-Kent Housing Services
1.10 Develop an Asset Management Plan for the entire social housing portfolio	By 2024, an Asset Management Plan will be completed for the entire social housing portfolio	Completion of an Asset Management Plan for social housing	Chatham-Kent Housing Services
1.11 Support low-income households with funding to repair their homes and help improve energy-efficiency or accessibility through CK Renovates and Ontario Renovates	By 2024, 90 low-income home-ownership units will be renovated/ repaired	Number of low-income households that receive funding for repairs	Chatham-Kent Housing Services

Strategy	Target	Indicator	Lead
1.12 Support low income households in becoming homeowners through contributions to Habitat for Humanity and the Affordable Home Ownership program	By 2024, 10 new affordable ownership housing units (two Habitat for Humanity homes) will be completed where the homeowners receive assistance through the Municipality	Number of new Habitat for Humanity builds where homeowners receive assistance through the Municipality and Number of homeowners receiving assistance through the Affordable Home Ownership program	Chatham-Kent Housing Services and Employment and Social Services
Outcome:			
2. Increased housing stability for residents of Chatham-Kent			
2.1 Continually review capacity and service issues in emergency accommodation and develop strategies to respond to these issues	The number of emergency housing applicants with services restrictions placed on them will decrease annually	Number of emergency housing applicants with services restrictions compared to baseline of 96	Municipality of Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
2.1 continued	100% of emergency accommodation users will have an assessment completed by the end of their 14th day in emergency accommodation	Percentage of emergency accommodation users where a VISPDAT has been completed by their 14th day in emergency accommodation	Chatham-Kent Employment and Social Services
	100% of emergency accommodation users will have housing stabilization plans completed by the end of their 14th day in the emergency accommodation	Percentage of emergency accommodation users where a housing stabilization plan has been completed by their 14th day in emergency accommodation	Chatham-Kent Employment and Social Services
	The percentage of clients discharged from emergency accommodation to transitional and/or long term housing will increase annually	Percentage of emergency accommodation users discharged to transitional and/or long term housing	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
2.2 Provide the right services at the right time to people accessing emergency accommodation to assist them in moving faster to permanent housing	From 2020 to 2024, the average time from first emergency accommodation stay to being housed will decrease	Average time from first emergency accommodation stay to discharge to housing	Chatham-Kent Employment and Social Services
2.3 Establish formal (street) outreach efforts to ensure everyone experiencing absolute homelessness is connected to Chatham-Kent Coordinated Assessment Referral and Evaluation Services (CK CARES)	By 2022, 100% of those experiencing homelessness will be engaged with and provided a referral to CK CARES within 30 days of becoming homeless	Percentage of people who are referred to housing and supports or exit the homeless-serving system within 30 days (including those who have refused a referral but who are regularly (at least every two weeks) engaged with to offer a referral)	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
<p>2.4 Review the role, and increase the number of Tenant Relations Case Managers and Community Relations Workers in support of social housing tenants</p>	<p>By 2022, a new Tenant Relations Case Manager position will be added to increase housing stability within municipally-owned public housing and by 2024 a new Community Relations Worker will be added to support private non-profit social housing tenants</p>	<p>Number of new Tenant Relations Case Manager positions added within municipally-owned public housing and new Community Relations Workers added in private non-profit social housing</p>	<p>Chatham-Kent Housing Services</p>
<p>2.5 Continue to track, and evaluate, the role of the Paralegal Housing Stability Worker in addressing threats to tenancies as well as the legal clinic's success in saving tenancies that are at risk</p>	<p>Chatham-Kent Legal Clinic (CKLC) will support an average of 500 tenants per year in their arrears and maintenance cases and will save 85% of cases of tenants in jeopardy</p>	<p>Number of arrears and maintenance cases with CKLC, tenancies saved compared to tenancies in jeopardy</p>	<p>CKLC tracking report</p>

Strategy	Target	Indicator	Lead
2.5 continued	There will be an annual decrease in the number of arrears cases that are brought to the Landlord and Tenant Board	Number of Landlord and Tenant Board Hearing Docket Files compared to baseline of 565	CKLC tracking report
2.6 Along with local health care partners, encourage and support efforts to maintain and increase access to community supports and community-based health care supports	By 2024, more vulnerable people will be linked to appropriate supports to maintain housing	Number of people receiving supports compared to 2019	Chatham-Kent Employment and Social Services, Housing Services and service providers
	At least five organizations will participate in formal community partnerships related to the provision of supports, such as CK CARES	Number of organizations participating in CK CARES	Chatham-Kent Employment and Social Services
	The Municipality continues its participation in the Prosperity Roundtable	Municipal participation in the Prosperity Roundtable	Chatham-Kent Housing Services and Employment and Social Services

Strategy	Target	Indicator	Lead
2.7 Encourage and support efforts to increase the number of people in receipt of supportive housing for high risk seniors; persons with mental health related needs and/ or problematic substance use; and persons with developmental disabilities	There will be an increase in the number of people in receipt of affordability assistance linked with supports (ie. supportive housing) (not including people who have experienced homelessness)	Number of people in receipt of affordability assistance linked with supports (not including people who have experienced homelessness)	Chatham Kent Housing Services
2.8 Develop a strategy to address hoarding in collaboration with community partners	By 2022, a hoarding strategy will be developed	Hoarding strategy completed	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
<p>2.9 Coordinate access for subsidized housing with housing and supports for people experiencing homelessness and advocate for further coordination of public facing access processes for housing and supports for people with mental illness, addictions, physical and/or developmental disabilities, and seniors</p>	<p>One mechanism for coordination of access for subsidized housing with housing and supports for people experiencing homelessness and/or housing with supports for other population groups, such as one-window brand and customer service system, one-window resource guide on website, cross training of staff, referral protocols</p>	<p>Number of mechanisms for coordination of access for subsidized housing with housing and supports for people experiencing homelessness and/or housing with supports for other population groups</p>	<p>Chatham Kent Housing Services and Employment and Social Services</p>

Strategy	Target	Indicator	Lead
2.10 Investigate working collaboratively with all supportive housing providers on a single portal that would coordinate access to all affordable and supportive housing	Conversations with all supportive housing providers about a single portal	Conversations have been conducted with all supportive housing providers about a single portal	Chatham-Kent Housing Services and Employment and Social Services
2.11 Continue to improve access and make programs and services more visible throughout Chatham-Kent, and particularly in the rural area	Communication plan for community services will be developed and implemented by 2021	Communication plan for community services completed	Chatham-Kent Employment and Social Services
2.12 Maintain and expand education and supports to tenants and landlords aimed at promoting successful tenancies	An average of 50 tenants will receive RentSmart education each year An average of 10 landlords will receive RentSmart education each year	Number of tenants who receive RentSmart education Number of landlords who receive RentSmart education	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
2.13 Improve targeting of homelessness prevention assistance	Between 2020 and 2024 there will be an increase in the number of households at imminent risk of homelessness that will be prevented from becoming homeless	Number of households at imminent risk of homelessness receiving financial assistance/ or supports that remain housed after six months	Chatham-Kent Employment and Social Services
Outcome: 3. End chronic homelessness in Chatham-Kent			
3.1 Continuously work to revise and improve the Coordinated Access system	By 2021, people seeking emergency housing will be assessed to determine if appropriate alternative temporary accommodation is available, and if so, they will be diverted from emergency accommodation	Diversion protocol in place and consistently followed at all entry points to emergency accommodation	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
3.1 continued	Increase in the percent of people seeking emergency accommodation who are connected to prevention or diversion supports who remain housed at six months	Percentage of people seeking emergency accommodation who are connected to prevention or diversion supports remain housed at six months compared to baseline to be established in 2020	Chatham-Kent Employment and Social Services
	Chatham-Kent will continue to leverage Built for Zero Canada membership to actively maintain and increase quality By-Name List and Coordinated Access system improvements	Membership in Built for Zero Canada	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
3.1 continued	80% of community organizations surveyed reporting a strong understanding of CK CARES, the homelessness coordinated access system for housing and supports	Percentage of community organizations reporting a strong understanding of CK CARES	Chatham-Kent Housing Services
3.2 Develop a local team to coordinate and implement efforts to end chronic homelessness	By 2021, a local team will be devoted to coordinate and implement efforts to end chronic homelessness	A local team devoted to coordinate and implement efforts to end chronic homelessness	Chatham-Kent Employment and Social Services
3.3 Establish collaborative protocols to coordinate discharge planning to support transitions to appropriate housing	By 2022, cross-sectoral discharge planning protocols will be established	Cross-sectoral discharge planning protocols established	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
3.3 continued	By 2024, 50% of people experiencing homelessness when leaving institutions will be discharged into appropriate housing	Percentage of people experiencing homelessness leaving institutions with planned discharges to housing	Correctional facilities, children's aid society, hospitals, treatment centres
3.4 Work towards an expansion of housing services and supports for people experiencing homelessness requiring moderate and intensive intervention and support	By 2025, Chatham-Kent will have ended chronic homelessness by reaching functional zero	Number of people on the BNL compared to December 2019	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
3.4 continued	By 2024, 17 permanent Intensive Case Management spaces and 40 time-limited Intensive Case Management spaces will be created for people with experiences of homelessness who have high needs	Number of permanent Intensive Case Management spaces and # of time-limited Intensive Case Management spaces created for people with experiences of homelessness who have high needs	Chatham-Kent Employment and Social Services
	By 2024, five Assertive Community Treatment spaces will be created for people with experiences of homelessness who have high needs	Number of Assertive Community Treatment spaces dedicated to people with experiences of homelessness who have high needs	Chatham-Kent Employment and Social Services or community partners

Strategy	Target	Indicator	Lead
3.4 continued	By 2024, 15 permanent supportive housing spaces will be created for people with experiences of homelessness who have high needs	Number of permanent supportive housing spaces will be created for people with experiences of homelessness who have high needs	Chatham-Kent Employment and Social Services or community partners
	By 2024, partnerships will have been established with the healthcare sector to provide additional supportive housing	Number of partnerships with healthcare organizations to provide supportive housing	Chatham-Kent Employment and Social Services or community partners
3.5 Encourage and support the healthcare sector to increase the number of long-term care beds that are accessible to people experiencing homelessness and improve assessment and referral pathways	By 2024, there will be an increase in the number of long-term care beds that are accessible to people experiencing homelessness and improvements in assessment and referral pathways	Number of people experiencing homelessness who are admitted to long-term care	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
3.6 Leverage federal, provincial and municipal investments to establish the necessary housing and support services for people experiencing or at-risk of homelessness	see targets in 3.4 above	see indicators in 3.6 above	Chatham-Kent Employment and Social Services or community partners
3.7 Increase rent subsidies to support housing stability of people experiencing homelessness	By 2024, the number of households that were previously homeless who are in receipt of affordability assistance will increase by 240	Number of households that were previously homeless who are in receipt of RGI social housing, rent supplements, housing allowances, or portable housing benefits	Chatham-Kent Employment and Social Services
3.8 Pilot a homelessness local priority for social housing and review after six and twelve months and expand the initiative if successful	90% of households housed through the homelessness local priority for social housing will remain stably housed at 12 months	Number of households housed through the homelessness local priority for social housing will remain stably housed at 12 months	Chatham-Kent Employment and Social Services and Housing Services

Strategy	Target	Indicator	Lead
3.9 Advocate for shelter allowances that are more in-keeping with rent levels	An annual local market rent survey will be conducted starting in 2021	Completion of a local market rent survey	Chatham-Kent Housing Services
3.10 Continue to participate in Built for Zero Canada	Membership in Built for Zero Canada	Membership in Built for Zero Canada	Chatham-Kent Employment and Social Services
Outcome: 4. Increase appropriate housing and supports for priority populations			
4.1 Prioritize population groups with the greatest needs for investments in housing and support services	By 2024, 300 additional households from population groups with the greatest needs will be provided with housing affordability assistance, such as a Portable Housing Benefit, which increase housing stability	Number of additional households from population groups with the greatest needs will be provided with affordability assistance, such as a Portable Housing Benefit, and maintain their housing at six months	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
4.1 continued	By 2024, 8 new fixed-site supportive housing units will be completed for priority populations	Number of fixed-site supportive housing units completed for Indigenous Peoples, youth, seniors, and those experiencing chronic homelessness	Chatham-Kent Employment and Social Services
4.2 Work with the Indigenous community to build trust and working relationships	Meetings with Indigenous communities and organizations will take place at least annually	Meetings with each Indigenous community and organization	Chatham-Kent Housing Services
4.3 Explore opportunities to work with Indigenous communities and organizations to develop affordable housing and expand supports in Chatham-Kent	By 2021, discussions about developing affordable housing and expanding supports will have been initiated with at least three Indigenous communities/ organizations	Number of Indigenous communities/ organizations where discussions about developing affordable housing and expanding supports have been initiated	Chatham-Kent Housing Services and Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
4.3 continued	By 2024, 80% of Indigenous Peoples experiencing homelessness will have access to appropriate housing and supports within 30 days of becoming homeless	By 2024, 80% of Indigenous Peoples experiencing homelessness will have access to appropriate housing and supports within 30 days of becoming homeless	Chatham-Kent Housing Services and Chatham-Kent Employment and Social Services
4.4 Along with local health care partners, encourage and support efforts to increase in-home supports for seniors	By 2024, more high-risk, low-income seniors will be receiving in-home supports to allow them to continue to live at home	Percentage of seniors receiving in-home supports compared to 2019	Chatham-Kent Ontario Health Team
4.5 Support successful graduations from housing and support programs targeting priority populations	Continue to maintain low returns to homelessness and reduce returns to homelessness from all programs serving priority populations	Number of returns to homelessness after being housed through the BNL as a percentage of all Indigenous Peoples, seniors, youth, and people experiencing chronic homelessness housed through the BNL	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
4.5 continued	By 2024, 20 youth will transition from supportive housing to independent living with decreased supports	Number of youth who were in supportive housing who are housed and no longer receive support	Chatham-Kent Employment and Social Services
4.6 Explore alternative options for housing, including options appropriate for seniors	Increase in alternative housing options	Number of alternative housing options created	Chatham-Kent Building Development Services
Outcome: 5. Increase community awareness and service integration			
5.1 Continue to increase service capacity through sector-wide capacity building and knowledge exchange for service providers and/or front-line staff as well as board members of community organizations	Sector-wide training will take place to increase staff effectiveness in supporting people with multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and diversion approaches	Number of training activities for service providers	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
5.1 continued	The community will participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing and ending homelessness	Number of regional, provincial and national learning opportunities with community participation	Chatham-Kent Housing Services and Chatham-Kent Employment and Social Services
5.2 Continue to raise community awareness and knowledge of housing and homelessness issues and community supports for those who are homeless	A community awareness and education campaign will be implemented and maintained with emphasis on meaningfully engaging specific groups, such as faith-based groups, landlords, builders, and other private sector stakeholders	Public awareness and education campaign on housing and homelessness issues and homelessness community supports developed	Chatham-Kent Employment and Social Services

Strategy	Target	Indicator	Lead
5.3 Develop mechanisms to enhance service integration within and between the housing and homelessness serving system and other service systems	By 2021, the current Housing & Homelessness Committee will be refocused towards shared community leadership and responsibility. Higher emphasis will be placed on cross sectional leadership and collaboration, especially with the healthcare and justice systems	Housing and Homelessness Committee refocusing completed	Chatham-Kent Housing Services and Employment and Social Services
	By 2024, a cross-sectoral data collection reporting, and accountability framework will be developed	Cross-sectoral data collection reporting, and accountability framework completed	Chatham-Kent Housing Services and Employment and Social Services

<p>5.4 Build capacity for high intensity supports for people with complex needs who have experienced homelessness</p>	<p>Increase in number of community service providers providing high intensity supports for people with complex needs who have experienced homelessness</p>	<p>Number of programs operated by community service providers providing high intensity supports for people with complex needs who have experienced homelessness</p>	<p>Chatham-Kent Employment and Social Services and community service providers</p>
<p>5.5 Continue to participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing and ending homelessness</p>	<p>The community will participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing and ending homelessness</p>	<p>Participation in CAEH, Built for Zero Canada, and HIFIS learning opportunities</p>	<p>Chatham-Kent Employment and Social Services</p>

Appendix D: Summary of Consultation Findings

A vital component in the review of Chatham-Kent's Housing and Homelessness Plan was a meaningful and comprehensive community engagement strategy. As part of this strategy, a broad range of stakeholders were invited, through various formats, to share their insights, ideas and experiences on the strengths, challenges, and gaps in housing and homelessness services across Chatham-Kent, and to help determine priorities for the next Plan. Over May, June and July 2019, stakeholders have participated in:

- One workshop (50 participants)
- Focus Groups with Individuals with Lived Experience (56 participants)
- Small Group Discussions (Four sessions with approximately 34 stakeholders)
- Telephone interviews with Indigenous Organizations (Four participants)
- Online survey (421 respondents)

The information gathered throughout these activities, summarized below, provides important input that was used to help set the future direction for housing and homelessness services in Chatham-Kent.

Current Strengths

Throughout discussions with various stakeholders and residents,

a number of strengths within the current housing and homelessness system were identified. Strengths include a wide range of support services and programs, increasing coordination among agencies, and increasing recognition of the needs of vulnerable population groups.

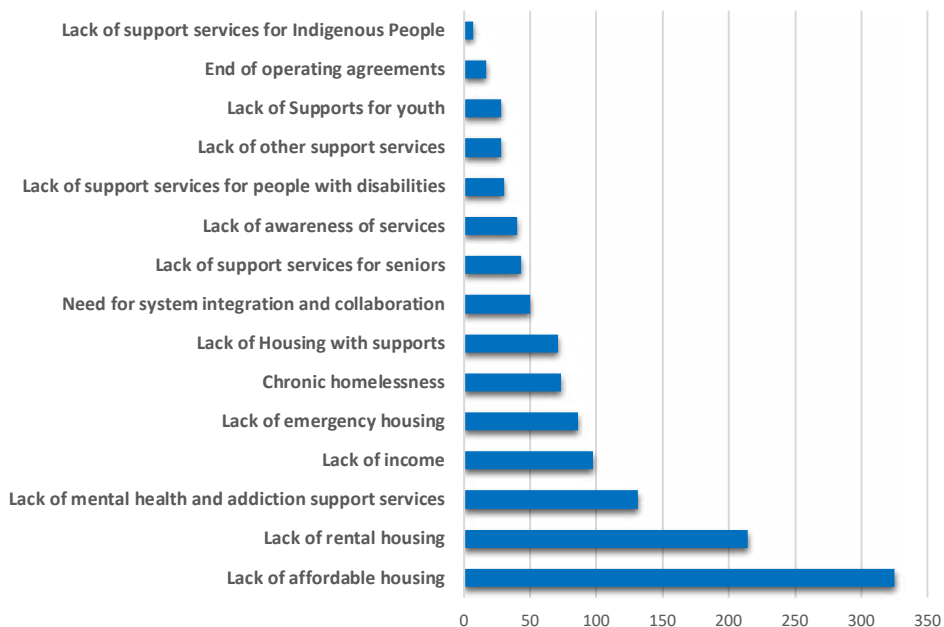
Stakeholders also emphasized strong municipal support for affordable housing, highlighting programs such as the portable housing benefit, base funding for the affordable housing reserve, and private and non-profit partnerships as strengths in sustaining and expanding affordable housing.

The Most Pressing Housing Issue

In addition to acknowledging current strengths and achievements in meeting the housing needs of residents, discussions held as part of various community engagement activities highlight a number of continued challenges within the current housing and homelessness system in Chatham-Kent.

Overall, the lack of affordable housing was identified as the most pressing housing issue currently facing Chatham-Kent. This was followed by lack of rental housing (51.4%), lack of mental health and addiction support services (31.5%), lack of income (23.3%), lack of emergency accommodation (20.7%), chronic homelessness (17.5%), and lack of housing with supports (17.1%). A lack of support services for various population groups was also identified including for youth (6.7%), Indigenous Peoples (1.7%), seniors (10.3%), and people with disabilities (7.2%).

Most Pressing Issues Reported by Survey Respondents



Challenges and Needs

Overarching themes regarding continued challenges within the current housing and homelessness system in Chatham-Kent, as identified by stakeholders, include:

Affordable Housing

As noted, the most common concern expressed by residents and stakeholders is the lack of affordable housing across the Municipality.

Low income, lack of jobs, and the gap between current shelter allowance rates and rent levels were emphasized as key contributors to the need for more affordable housing.

The need for more affordable rental housing was of most concern for residents and stakeholders. Discrimination by landlords was identified as a key barrier to accessing affordable rental housing. This was noted in particular for Indigenous Peoples, people with mental health challenges, people fleeing domestic violence, as well as low-income individuals and families, and/or people on OW or ODSP.

During community consultation, stakeholders expressed concerns that affordable housing/rental housing was being bought-up by outside investors, resulting in a lack of housing supply and increased rent levels.

Challenges were also expressed regarding the capacity of the non-profit sector to be sustainable in the longer term and the need for some support for succession planning, business planning and financial planning.

Stakeholders emphasize the need for continued funding for affordable housing including more portable housing benefits and rent subsidies, and looking at opportunities such as home sharing, smaller dwelling sizes, utilizing vacant land/properties, rent controls, more support for secondary suites, convert-to-rent program, and inclusionary zoning.

Private sector stakeholders would like to see additional financial incentives such as waiving property taxes during construction, waiving permit fees, and providing grants to hire local construction workers.

NIMBYism (not in my backyard) was another concern with respect to the development of affordable housing.

Emergency Accommodation System and Crisis Services

A lack of emergency accommodation options is another key concern raised among stakeholders.

The use of motels for emergency accommodation, in particular for families and youth, was identified as a concern. Stakeholders highlight that when people are housed in motels, support services are often not as accessible and in some cases the environment is unsafe (i.e. concerns about violence, drug use, and sex trafficking).

Stakeholders identified the need for transitional housing for youth, emergency accommodation spaces for men and families, and the need for a low-barrier emergency accommodation option.

Having more supports for people who are currently experiencing chronic homelessness with high level of support needs and bring supports to where people are at was also recommended.

Supportive Housing and Support Services

A key gap in services highlighted by stakeholders is the lack of sufficient support services for people with mental health and addiction issues. Several stakeholders suggest the need for a residential treatment centre in Chatham for people with substance abuse challenges.

More group home-type housing options for people in need of housing and supports was put forward as a need in the community. Housing and supports for people with developmental disabilities was also highlighted as a gap by some stakeholders.

Having more support service workers coming into social housing was also emphasized as a need by non-profit housing providers. Supports to promote successful tenancies was also identified as a need in the community, life skills programming, tenant coaching, and providing household items were suggested solutions.

Several stakeholders point to the need for a local Indigenous Friendship Centre and/or satellite office as a way of creating better access to support services for Indigenous People in Chatham-Kent. Stakeholders also suggest the need for culturally appropriate services and cultural training for staff. Sensitivity training for social housing attendants was also suggested as a way of addressing discrimination and stereotyping.

Lack of transportation from rural areas and First Nation Communities into Chatham for support services was also emphasized as a barrier.

Awareness and Navigation

Another important theme to emerge from discussions is the need for greater awareness of existing supports and services. A lack of awareness was expressed by both service providers themselves, wanting to be more aware of other services in the system, and from people with lived experience who express not knowing where to go in a crisis and how to access services.

Suggestions to improve access include some form of resource (e.g. online database) to help access available housing. Social housing tenants further suggested that having more information about social housing properties and units would be helpful in making suitable housing choices at the time of the application.

Stakeholders suggest the need for more education in the community in general of homelessness. Greater awareness of Indigenous housing issues was also emphasized as a need in the community.

Coordination and Integration

Overall stakeholders highlight that there is increased coordination among community agencies and that the 'no wrong door' approach is happening in Chatham-Kent. However, the challenge is what happens

once someone gets to the door, there is nothing after the door, because the volume of need is so high. Stakeholders highlight the need for a system approach including greater integration with other systems such as hospitals and jails and the need for a system-wide discharge planning policy.

Some participants would like to see a greater number of agencies have access to HIFIS. Other suggestions to improve coordination include having a community resource worker at the front of the process and increasing the ability of coordinated access agencies to follow-up with clients. Stakeholders also suggest the need to consider a centralized (rather than de-centralized) intake process.

A key challenge noted by people with lived experience is the need to retell their story to numerous workers. Stakeholders note that there is a wrap around table but that not all agencies are at the table, which can create a disconnect. More coordination with Indigenous organizations was also suggested.

Appendix E: Activities and Outcomes Under the Original Plans

Since 2013, the Municipality of Chatham-Kent, together with community partners and stakeholders, have been working towards completing the activities outlined in the original plans.

Through the original Housing and Homelessness Plans, Chatham-Kent has had many successes in implementing new approaches, including increasing housing options to meet the needs of vulnerable individuals and families. Through partnerships with community groups and organizations, people have been assisted in obtaining the supports needed to obtain and maintain housing.

The following table provides a summary of key activities and outcomes that have been achieved over the past five years (2014-2018). Activities are outlined for each of the three key strategy areas of the Chatham-Kent Housing and Homelessness Workplan.

Activities	Outcomes
Goal: Housing Supply	
<ul style="list-style-type: none"> • Delivery of Ontario Renovates Program; helping families with repairs to maintain their homes • Developed and implemented CK Renovates Home Repair Program for low income homeowners • Implemented policy to permit secondary suites in all residential zones • Continued participation in the Investment in Affordable Housing Extension Program including homeownership and housing allowance programs • Established CK Homeownership Revolving Loan Fund • Conducted review of municipal policy options to encourage affordable housing development 	<ul style="list-style-type: none"> • Approximately \$2.57 million invested to help 145 families with home repairs and accessibility modifications through Ontario Renovates Program • 86 homeowners assisted through the CK Renovates Home Repair Program • 100 households assisted with buying a home (IAHE plus CK Home Ownership Revolving Loan Fund) • 233 households provided with rent assistance payments • 50 new affordable rental units built (2017 and 2018)

Activities	Outcomes
Goal: Housing Stability	
<ul style="list-style-type: none"> • Supported community agencies in the delivery of homelessness programs and supports • Implemented Chatham-Kent Shelter Solutions to improve rapid re-housing efforts • Completed homelessness enumeration • Implemented new short-term Housing Allowances • Implemented municipally funded Portable Housing Benefit (CK-PHB) • Implemented Housing First Homes 4 Youth and Intensive Case Management program for chronically and episodically homeless individuals • Delivery of the Survivors of Domestic Violence Portable Housing Benefit pilot program • Delivery of Homemaker’s Program • Launched Homelessness Response Line • Fast Intervention Risk Specific Teams (FIRST) Strategy implemented • RentSmart program implemented; a tenant and landlord education program to promote successful tenancies (2018) 	<ul style="list-style-type: none"> • 1,831 people moved from experiencing absolute homelessness to transitional housing • 1,951 people moved from transitional housing into long-term stable housing • 3,585 people experiencing absolute homelessness received supports leading to more stable housing • 3,438 people were provided with urgent housing loss prevention services (2016-2018) • 231,650 meals provided by community meal programs • 7,575 individuals and families received supports through CK Shelter Solutions • 192 households received short-term housing allowances • 71 rent supplements provided through HF Intensive Case Management Program • 62 homeless youth successfully housed • 55 households received support through Survivors of Domestic Violence Portable Housing Benefit

Activities	Outcomes
Goal: Advocacy, Partnerships and Service Coordination	
<ul style="list-style-type: none"> • Implemented Coordinated Entry & Access System • Established Housing and Homelessness Committee • Continued community awareness and promotion initiatives • Conducted interviews and focus groups to further identify housing and support needs of Indigenous Peoples, persons with disabilities, homeless individuals, and victims of domestic violence • Continued efforts to promote and foster positive landlord and tenant relationships • Implemented Homeless Individuals and Families Information System (HIFIS) • Established Lived Experience Working Group 	<ul style="list-style-type: none"> • Six agencies participate in Coordinated Entry & Access System • 79 high needs chronically homeless individuals were housed from the By-Name-List (2018) • 115 education and information presentations to municipal staff, community agencies and stakeholders • Sixteen town hall meetings with social housing tenants • Hosted Affordable Housing Forum

Endnotes

- 1 Vink Consulting calculations based on Statistics Canada Census data and MMAH data
- 2 Vink Consulting calculations based on Statistics Canada Census data and MMAH data. Based on the number of renter households in core housing need subtract those in core housing need who are already receiving subsidized housing.
- 3 Vink Consulting calculations based on Statistics Canada Census data and MMAH data
- 4 Based on the By-Name List, up to July 2019
- 5 Prior municipal, provincial, and/or federal approval and investment will be required
- 6 March of Dimes, December 2018; Canadian Mental Health Association, December 2018; Developmental Services Ontario, data for Chatham-Kent, September 2019
- 7 Municipality of Chatham-Kent, Community Human Services, Housing Services, Information Report, Rent-Geared-to-Income Centralized Wait List Trends, October 31, 2019, available at: <https://www.chatham-kent.ca/localgovernment/council/meetings/Documents/2019/November/Nov-18-15a.pdf>
- 8 Community Land Trusts are private non-profit corporations established for the purpose of acquiring and holding land for affordable housing. The Community Land Trust maintains ownership of the land and the land is leased, usually to low- and moderate-income residents, through a long-term lease
- 9 Based on data from Housing and Homelessness Plan Progress Reports
- 10 Source: Statistics Canada Census, 2016
- 11 Prior municipal, provincial and/or federal approval and investment will be required
- 12 $1,365 \text{ RGI units} \times 1.5 \text{ adults} \times 7\% = 143 \text{ adults}$, $199 \text{ market units} \times 1.5 \text{ adults} \times 3\% = 9 \text{ adults}$. This estimate follows the same assumptions and formula as ONPHA's estimate in its Strengthening Social Housing Communities report

- 13 Source: Social Housing Data Request, Municipality of Chatham Kent. Includes both SPP and Homeless priority households.
- 14 Prior municipal, provincial and/or federal approval and investment will be required
- 15 The level of supports in social housing in other communities varies and it's difficult to ensure an apple-to-apples comparison because roles and responsibilities of tenant services/support staff vary by community. However, a comparison to seven other communities showed that they had an average of one tenant services/support staff per 471 units, whereas Chatham-Kent currently has one staff per 558 units. In a number of other communities where buildings have a concentration of vulnerable tenants, the ratio of support staff to units is lower. For example, Toronto Community Housing's 291 George St. building has one staff per 66 units and Options Bytown's 8 high-needs buildings have a ratio of one staff per 180 units.
- 16 Canadian Mental Health Association, December 2018
- 17 Prior municipal, provincial and/or federal approval and investment will be required
- 18 Source: Statistics Canada Census, 2016
- 19 Source: Statistics Canada Census, 2016, custom run (MMAH)
- 20 Vink Consulting calculations based on Statistics Canada Census data and MMAH data. Based on the number of renter households in core housing need subtract those in core housing need who are already receiving subsidized housing
- 21 Data provided by Municipality of Chatham-Kent
- 22 Not including affordability assistance specifically targeted at homelessness
- 23 Vink Consulting calculations based on Statistics Canada Census data and MMAH data
- 24 Vink Consulting calculations based on CMHC Starts and Completion Survey data
- 25 Data provided by Municipality of Chatham-Kent
- 26 Data provided by Municipality of Chatham-Kent
- 27 Vink Consulting calculations based on Statistics Canada Census data and MMAH data

28 Statistics Canada Census, 2016 Custom Data Run

29 The level of supports in social housing in other communities varies and it's difficult to ensure an apple-to-apples comparison because roles and responsibilities of tenant services/support staff vary by community. However, a comparison to seven other communities showed that they had an average of one tenant services/support staff per 471 units, whereas Chatham-Kent currently has one staff per 558 units. In a number of other communities where buildings have a concentration of vulnerable tenants, the ratio of support staff to units is lower. For example, Toronto Community Housing's 291 George St. building has one staff per 66 units and Options Bytown's 8 high-needs buildings have a ratio of one staff per 180 units.

30 March of Dimes, December 2018; Canadian Mental Health Association, December 2018; Developmental Services Ontario, data for Chatham-Kent, September 2019

31 Paul Williams, et al, The Balance of Care, In Focus Fact Sheet, 2006

32 March of Dimes, December 2018; Canadian Mental Health Association, December 2018; Developmental Services Ontario, data for Chatham-Kent, September 2019