

Municipality Of Chatham-Kent
Community Human Services
Employment and Social Services

To: Mayor and Members of Council
From: Valerie Colasanti, Director, Employment and Social Services
Date: January 22, 2018
Subject: Canadian Alliance to End Homelessness 20,000 Homes Campaign

Recommendation

It is recommended that:

1. The Municipality of Chatham-Kent enter into an agreement to participate in the Canadian Alliance to End Homelessness 20,000 Homes Campaign.

Background

The 20,000 Homes Campaign is a national change movement focused on ending chronic homelessness in 20 communities, and housing 20,000 of Canada's most vulnerable homeless people by July 1, 2020.

At the January 20, 2014 Council meeting, the 10 Year Chatham-Kent Housing and Homelessness Plan, based on the Housing First philosophy, was approved. Housing First is an approach to the delivery of homelessness services emphasizing that ending homelessness is possible by supporting individuals' return to permanent housing rather than directing resources primarily toward the provision of emergency shelter and basic needs. The 10 Year Housing and Homelessness Plan also mandated the establishment of a coordinated intake system, and a common acuity assessment and triage tool for homeless individuals.

In December 2016, the **Housing Services Act** was amended to state: "An enumeration of persons who are homeless shall be conducted by the service manager in the service manager's service area at the times and in the form and manner directed by the Minister." Homeless enumeration is the measurement of the number of people experiencing homelessness over a specific period of time.

In addition to providing reliable and consistent data to inform policy, programs, and services at both the Provincial and Service Manager levels, the following list outlines six objectives of local homeless enumeration:

- To provide a snapshot of homelessness, including information on the scope and nature of homelessness in communities across Ontario.
- To provide a mechanism for tracking progress and trends, including:
 - Establishing a baseline sample that can be used to track progress in reducing homelessness and chronic homelessness over time.
 - Enabling provincial reporting on the problem of homelessness.
 - Providing data that Service Managers can use to monitor the impact of local strategies and initiatives.
- To provide information to drive change, spur innovation and enable continuous improvement. Data gathered through enumeration can provide information about whether programs and initiatives are having the desired impact on homelessness.

Employment and Social Services will be holding local enumeration activities during the week of April 9-13, 2018. An enumeration approach will be utilized, in partnership with local agencies and organizations, combining a Registry Week with Magnet Events for Indigenous and Youth-specific populations.

Comments

The Canadian Alliance to End Homelessness' 20,000 Homes Campaign is an example of a sector-related activity that would enhance the data collected in collaboration with the Chatham-Kent Registry Week Enumeration Plan, and assist in aligning the Registry Week Enumeration into a solution-focused homelessness intervention plan.

The campaign has been put into a Canadian context and inspired by the successful 100,000 Homes Campaign in the United States. There are currently 32 Canadian communities across 8 Provinces and one Territory (including 18 in Ontario), participating in this campaign. Their participation has been valuable in understanding the complex needs and barriers facing homeless individuals and families in their communities, as well as assisting in informing future planning and prioritization of service delivery for the regions.

The campaign is free to join; by joining Chatham-Kent would receive assistance in implanting the six core elements of the campaign.

The six core elements of the 20,000 Homes Campaign are:

1. Knowing every homeless person by name and understanding each person's needs and preferences.
 - A problem cannot be solved without knowing its scope. A person's homelessness cannot be solved until their needs are known, and each person is met where they are at.
2. Implementing Housing First in a way that makes sense for each community.
 - The campaign's primary objective is to end chronic homelessness in 20 communities and to find permanent, safe, appropriate, and affordable housing for 20,000 of Canada's most vulnerable homeless people, ensuring they have the support necessary to sustain it. The goal is to get people into housing first and fast.
3. Using data to track progress and make decisions to improve a community's housing and homeless programs and the system as a whole.
 - The campaign goal to end chronic homelessness in 20 communities and house 20,000 people by July 1, 2020 is intentionally time-bound, concrete and measurable. To keep movement honest, accurate, and continuously improving, the campaign will include a user-friendly but rigorous data collection, analysis, and reporting process.
4. Improving housing placement and working toward a Coordinated Local Homelessness System of Care focused on ending homelessness.
 - Communities participating in the 20,000 Homes Campaign will be asked to undertake a community self-assessment to support improved housing placement rates and to begin the process of streamlining community processes toward the development of a coordinated homelessness system of care.
5. Learning from other communities across Canada.
 - Every community has something they can teach to and learn from other communities. Rather than working in relative isolation, the campaign will provide multiple avenues for sharing best practices and developing new solutions together.
6. Providing a united voice at a national and provincial level to secure the housing and resources necessary to end homelessness in Canada.
 - Communities become part of grassroots non-partisan advocacy effort to build public and political support for ending homelessness and raising awareness about housing and homelessness issues.

The [20,000 Homes Campaign Community Agreement](#), attached as Appendix A, outlines the commitment of communities to adopt the principles of the campaign; conduct a 20,000 Homes Registry Week; use a common assessment tool to assist with prioritizing housing and supports; and coordinate local communication efforts and messaging with the 20,000 Homes Campaign.

Although there is no funding attached to this initiative, and no municipal contribution required, participation in the 20,000 Homes Campaign is a natural extension of the work currently being completed in the Municipality of Chatham-Kent. Conducting the Registry Week Enumeration, while participating in the 20,000 Homes Campaign will allow for enhancements in data, data collection, and homelessness intervention to occur in the community.

Areas of Strategic Focus and Critical Success Factors

The recommendation in this report supports the following areas of strategic focus:

- Economic Prosperity:
Chatham-Kent is an innovative and thriving community with a diversified economy
- A Healthy and Safe Community:
Chatham-Kent is a healthy and safe community with sustainable population growth
- People and Culture:
Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community
- Environmental Sustainability:
Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

The recommendation in this report supports the following critical success factors:

- Financial Sustainability:
The Corporation of the Municipality of Chatham-Kent is financially sustainable
- Open, Transparent and Effective Governance:
The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership
- Has the potential to support all areas of strategic focus & critical success factors
- Neutral issues (does not support negatively or positively)

Financial Implications

There is no financial implication to the Municipality of Chatham-Kent. There is no charge for participation in the 20,000 Homes Campaign.

Consultation

The Chatham-Kent Enumeration Steering Committee, chaired by the Program Manager, Employment and Social Services, reviewed the 20,000 Homes Campaign and agree that it would be beneficial to the Municipality and the community of Chatham-Kent to join the campaign.

Prepared by:

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Reviewed by:

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Attachment: Appendix A, [20,000 Homes Campaign Community Agreement](#).

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20,000 Homes Campaign Community Agreement

The 20,000 Homes Campaign is a national movement of communities working together to permanently house 20,000 of Canada's most vulnerable homeless people by July 1, 2018.

The campaign is led by the Canadian Alliance to End Homelessness. It is free to join and the campaign team will assist all communities who join in implementing the six core elements of the campaign.

This agreement outlines the expectations of campaign communities and the support the 20,000 Homes national campaign team will provide.

Campaign principles

We believe homelessness is a national emergency requiring urgent and immediate action. The time has come to stop managing homelessness, and start ending it. We are dedicating ourselves to taking action. These core principles guide our campaign:

Housing First: permanent, safe, appropriate and affordable housing with the support necessary to sustain it, happens first and fast. We believe housing is a right for all Canadians.

Knowing who's out there: every homeless person is known by name because someone has deliberately gone out onto the streets, into shelters and wherever necessary to find them, assess their needs and meet them where they are at.

Tracking our progress: Local teams and the national campaign will use regularly collected, person-specific data to accurately track progress toward our goal. We will be transparent in our progress through good times and bad.

Improving local systems: we will seek to build coordinated housing and support systems that are simple to navigate, while targeting resources quickly and efficiently to the people who need it the most.

Resolutely focused on our mission: we are not interested in who gets credit or who gets blame. We are only interested in achieving our objective and ending homelessness.

Taking action: we favour action over perfection and will find a way to meet our objectives, despite the challenges that will come.

By joining the 20,000 Homes Campaign communities are agreeing to these shared principles.

Most vulnerable

The 20,000 Homes Campaign aims to permanently house our most vulnerable homeless neighbours. For the purposes of the campaign, 'most vulnerable' refers specifically to homeless individuals who are assessed as having high acuity (having complex needs and at risk of death from homelessness) and/or those who are chronic or episodically homeless. We are not targeting those who would be considered transitionally homeless (lower acuity and likely to resolve their own homelessness, with little assistance).

Agreement

Joining the 20,000 Campaign is a major undertaking for any community. The CAEH and our national campaign team is committed to your success and helping communities every step of the way.

The 20,000 Homes Campaign team will work with you as:

- a *coach* to help you meet your goals in a way that makes sense in your community and will connect you to training and technical assistance on solutions that work;
- a *champion* to amplify local results and collective impact;
- a *problem-solver* to learn and improve as we go; and importantly,
- *an advocate*, to push for government investment that advances an end to homelessness in Canada.

There are six core elements of the 20,000 Homes Campaign. The campaign team will assist all communities in implementing these elements in a way that makes sense for each community.

1. Knowing every homeless person by name and understanding each person's needs and preferences.

We cannot solve a problem without knowing its scope. We cannot solve a person's homelessness until we know his or her needs and meet each person where they are at.

20,000 Homes Campaign commitments:

- ✓ 20,000 Homes Campaign will train and support communities in conducting Registry Weeks as coordinated outreach and triage assessment process to develop actionable data on every person experiencing homelessness. Our training will equip you to recruit, train and employ volunteers and stakeholders outside of formal homelessness-serving systems. 20,000 Homes will provide a common assessment tool and a simple database to analyze the results.

- ✓ 20,000 Homes Campaign will support communities to align the Registry Week process and information with national Point-in-Time counts if requested. It's important to note that the campaign is not interested in enumerating homelessness, our focus is ending it. The Registry Week process is first and foremost a housing intervention. The process however, can be used in support of PIT counts and we will help communities minimize duplication in effort.
- ✓ The 20,000 Homes Campaign will provide a communications toolkit to support communities with activities connected to the Registry Week and our national advocacy efforts

Community commitments:

- We will complete at least one Registry Week and we will engage volunteers who want to contribute to implementing a registry week and taking forward action: neighbours, people with lived experience, local businesses, housing and service providers, faith-based groups and government agencies
- We commit to using a common assessment tool and we agree to prioritize housing and support for homeless people with the most acute needs first. We will keep and update a list of people who are homeless in our community, listing them by name. We will list people by name and prioritize the most vulnerable for housing first.
- We commit to taking urgent and immediate action to house and support the people we survey including setting time bound targets for housing people identified through the registry week process.
- We commit to coordinating local communication efforts and messaging with the 20,000 Homes Campaign.

2. Implementing Housing First in a way that makes sense for each community.

The campaign's primary objective is to find permanent, safe, appropriate and affordable housing for 20,000 of Canada's most vulnerable homeless people ensuring they have the support necessary to sustain it. We want to get people into housing first and fast.

Housing First includes a core set of principles and a can include a range of different housing interventions.

20,000 Homes Campaign commitments:

- ✓ The 20,000 Homes Campaign will assist communities with implementing Housing First as well as teaching communities how their existing services and housing can be transformed to Housing First.
- ✓ Through our national campaign team and partners in the field, we will provide communities with the coaching, training and technical assistance required to successfully implement Housing First programs. Wherever possible training will be provided free of charge. If this isn't possible the training will be provided on a cost recovery basis. We will explain any costs associated with training well in advance.
- ✓ With each community, we will set clear goals in monthly, quarterly or other short-cycle increments so that support is responsive and learning is constant.
- ✓ The campaign will create and support the development of a national community of practice to facilitate problem solving and learning among campaign communities.
- ✓ The campaign will host regular webcasts and/or conference calls to provide training and technical assistance.

Community commitments:

- We are committed to Housing First and agree to the four core principles of the Housing First philosophy:
 - consumer choice and self-determination in all housing and support services;
 - provide direct access to permanent housing with the support necessary to sustain it;
 - housing is a Human Right and is not conditional on sobriety or program participation;
 - social inclusion, self-sufficiency and improved quality of life and health to the greatest extent possible is the ultimate objective of housing and support services
- We are committed to implementing Housing First as a philosophy and a practice in a way that makes sense in our community, understanding that Housing First programs can take different forms depending on the unique characteristics of each community and the needs of our homeless neighbours. We will work with the 20,000 Homes Campaign to move our most vulnerable homeless neighbours rapidly into permanent affordable housing with the supports to sustain it.

- We agree to work toward achieving the best possible housing outcomes using evidence based best practices in Housing First program delivery. We will benchmark our Housing First program outcomes against our peers and evidence based standards and strive for continuous improvement.
- We will not apply assumptions about housing readiness or screen people out for housing assistance.
- We will work proactively with the 20,000 Homes Campaign to examine our processes and performance, to remove barriers, and to build on what is working to create a culture of continuous improvement.

3. Using data to track progress and to make decisions to improve a community's homeless programs and the system as a whole.

The campaign goal to house 20,000 people in three years is intentionally time-bound, concrete and measurable. To keep our movement honest, accurate and continuously improving the campaign will include a user-friendly but rigorous data collection, analysis and reporting process.

20,000 Homes Campaign commitments:

- ✓ The campaign will provide a free, user-friendly database and tools to analyze results of Registry Weeks and track and report housing placements. These tools are not designed to replace or replicate local databases. The campaign will support communities in developing customized dashboards, reporting tools and templates.
- ✓ The campaign will work with communities to set monthly housing placement targets. The campaign will roll up data to provide regular local, provincial and national progress reports that track progress towards the Campaign goal, celebrate key milestones, and capture aggregate data on vulnerable people experiencing homelessness.
- ✓ The campaign will specifically track and report on youth and Aboriginal homelessness as assessed through registry weeks in order to expose and begin to resolve these critical issues.
- ✓ The campaign will specifically track and report public system use by vulnerable homeless people in order to advocate for public policy changes and funding in support of ending homelessness.

- ✓ The 20,000 Homes Campaign will work to align the data collection and reporting of the Campaign with existing and emerging information systems.
- ✓ The 20,000 Homes Campaign will make all aggregate data and progress reports publicly available.
- ✓ All information collected by the campaign will be collected in accordance with local, provincial and federal privacy legislation and our campaign privacy policy. The campaign will not collect, store or disclose identifiable individual personal information.

Community commitments:

- We agree to share anonymous individual assessment survey results to allow for a local, provincial and national analysis of homelessness in Canada.
- We agree to report our monthly housing placement directly to the campaign.
- We commit to using common definitions and measurements.
- We agree to have our aggregate (i.e., not client-level) monthly housing placement data and aggregate survey assessment data shared publicly on the campaign website.
- We agree to adhere by all relevant local, provincial and national privacy legislation and the 20,000 Homes Campaign privacy policy.

4. Improving housing placement and working toward building a coordinated local homelessness system of care focused on ending homelessness

We are asking communities participating in the 20,000 Homes Campaign to undertake a community self-assessment to support improved housing placement rates and to begin the process of streamlining community processes toward the development of a coordinated homelessness system of care.

20,000 Homes Campaign commitments:

- ✓ The 20,000 Homes Campaign will provide a community self-assessment tool designed to walk communities through their progress and needs in key competencies critical to ending homelessness. The tool is set up as a workbook that enables you to gauge your community's status in meeting the essential elements of system planning in a housing first context. Elements include assessment, outreach, prioritization, housing placement

and retention, coordinated systems delivery, and information and performance management. The community self-assessment tool will be available in fall 2015.

- ✓ The 20,000 Homes Campaign will analyze the self-assessment results with communities and identify opportunities for systems and process improvements. Where requested, we will work with communities to support the development of local homeless system plans.
- ✓ The 20,000 Homes Campaign will aggregate national findings from the community self-assessments to inform advocacy, training & technical assistance activities and peer exchange efforts.

Community commitments:

- We agree to undertake the community self-assessment as a basis for building on our assets and defining our gaps in precise and actionable terms.
- We will not get stuck on what we do not have – scarcity. We will unpack and apply the resources we have – our abundance - to house people while educating and informing decision-makers on practical investments and policy changes they can make to support our work.
- We agree to work with the campaign toward the development of a coordinated system of care focused on ending homelessness in our community.

5. Learning from other communities across Canada.

Every community has something they can teach other communities and things they can learn from others. Rather than working in relative isolation, the campaign will provide multiple avenues for sharing best practices and developing new solutions together.

20,000 Homes Campaign commitments:

- ✓ The 20,000 Homes Campaign will host and animate a national learning platform – including online, video, face-to-face gatherings and through the CAEH national conference on ending homelessness - where participating Campaign communities will pose sticky questions, provide materials, test innovations, and celebrate and support each other.

Community commitments:

- We're in! We will willingly give away our tested ideas and smart tools, enthusiastically support our peers in solving sticky problems and will happily 'steal' ideas and practices that support our work.

6. Providing a united voice at a national and provincial level to secure the housing and resources necessary to end homelessness in Canada.

Communities can become part of a grassroots non-partisan advocacy effort to build public and political support for ending homelessness

20,000 Homes Campaign commitments:

- ✓ The 20,000 Homes Campaign will develop an adaptive national housing advocacy strategy focused on re-engaging federal and provincial governments in meaningful investments in affordable housing and supports focused on ending homelessness.
- ✓ Any advocacy effort will be non-partisan, respectful and constructive.
- ✓ The campaign will specifically track and report on youth and Aboriginal homelessness as assessed through registry weeks in order to expose and begin to resolve these critical issues.
- ✓ The campaign will specifically track and report public system use by vulnerable homeless people in order to advocate for public policy changes and funding in support of ending homelessness.
- ✓ The 20,000 Homes Campaign will provide a communications toolkit and support communities with activities connected to the Registry Week and our national advocacy efforts.

Community commitments:

- We will help spread the word about the 20,000 Homes Campaign and are proud to acknowledge our participation in it.
- We commit to coordinating local communication efforts and messaging with the 20,000 Homes Campaign.
- We agree to share anonymous individual assessment survey results to allow for a local, provincial and national analysis of homelessness in Canada.

- We agree to have our aggregate (i.e., not client-level) monthly housing placement data and aggregate survey assessment data shared publicly on the campaign website.

Last but not least...together:

- ✓ We will celebrate achievements
- ✓ We are not interested in assigning credit or blame
- ✓ We will favour action over perfection.
- ✓ We know that what we are doing is full of joy – we will laugh and create a fun, welcoming movement.
- ✓ We are resolutely focused on our mission. We will find a way to meet our objective despite the challenges that will come.

Signed

Signature

Community:

Date:

Signature

Canadian Alliance to End Homelessness

Date: