



BOARD REPORT

REPORT No.: 2022-21

MEETING DATE: APRIL 21, 2022

SUBJECT: HOMELESSNESS PREVENTION PROGRAM - TRANSFER PAYMENT AGREEMENT AND INVESTMENT PLAN

RECOMMENDATION

THAT with respect to Report No. 2022-21 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board (the Board), approve the Homelessness Prevention Program Investment Plan and authorize the Chief Administrative Officer to submit it to the Ministry of Municipal Affairs and Housing;

AND THAT the Board authorize the Board Chair and Chief Administrative Officer to execute the Homelessness Prevention Plan Transfer Payment Agreement, and any other documents related thereto;

AND THAT the Board calls upon the Minister of Municipal Affairs and Housing to hold the eligible administrative allocation of the Homelessness Prevention Program to 7.5% in future years, and not reduce it to 5% as planned;

AND THAT any necessary By-law be presented to the Board for consideration.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information regarding the Ministry of Municipal Affairs and Housing (MMAH) Homelessness Prevention Program and to present an Investment Plan for approval.

BACKGROUND

On March 7, 2022, the Chair received a letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing, providing details on the new Homelessness Prevention Program that would commence on April 1, 2022.

The Homelessness Prevention Program consolidates the Community Homelessness Prevention Initiative (CHPI), Home for Good and the Strong Communities Rent Supplement Program into one flexible program with one funding agreement and annual allocation.

CHPI was established on January 1, 2013 and combined funding from six distinct homelessness-related initiatives from the Ministry of Community and Social Services (MCSS) and the MMAH: Consolidated Homelessness Prevention Program (MCSS), Emergency Energy Fund (MCSS), Emergency Hostel Services (MCSS), Domiciliary Hostel Program (MCSS), Community Start-Up and Maintenance Benefit (MCSS), and Provincial Rent Bank (MMAH). Note that some Ministry names have changed since the initial agreements were established.

The CHPI funding allowed Service Managers to address local housing and homelessness priorities. Under the CHPI Program, Service Managers had the flexibility to use funding in the following four service categories: Emergency Shelter Solutions, Housing with Related Supports, Other Services and Supports, and Homelessness Prevention.

On March 27, 2017 the Ministry of Housing Ontario (MHO) provided information on a new supportive housing program called Home for Good. This program was not offered universally across the province, but instead required the preparation of an expression of interest to obtain funding. This program supported the province's goal of ending chronic homelessness by 2025 by providing housing assistance and supports to individuals and families in the four provincial priority homelessness areas: Chronic homelessness; Youth homelessness; Indigenous homelessness; and Homelessness following transition from provincially funded institutions and service systems (e.g., hospitals, corrections).

TBDSSAB submitted an expression of interest outlining how partnerships with community support service providers would address the needs of chronic homelessness and those at risk of becoming homeless in the District of Thunder Bay. TBDSSAB partnered with Dilico Anishinabek Family Care and St. Joseph's Care Group to provide case management and supports while augmenting proven in-house supports through the creation of an additional Tenant Support Worker position within the TBDSSAB. The expression of interest was approved by the province in late 2017 and the program has been operational since that time.

The Strong Communities Rent Supplement program was a re-design of the New Tomorrow and Homelessness Rent Supplement programs and was launched in 2004. The program provided funding for regular rent supplement units, as well as supportive housing units in partnership with the Ministry of Health and Long-Term Care (MOHLTC) and the MCSS.

The Strong Communities Rent Supplement program had a fixed funding allocation to provide monthly rent subsidies. Currently, TBDSSAB has 54 households receiving rent subsidies under this program.

The Homelessness Prevention Program aims to address chronic homelessness across the province and provide greater flexibility to support a wide range of homelessness prevention and supportive housing activities. The funding will provide housing assistance and support services to vulnerable populations and support households to

remain stably housed over time. There is also flexibility to fund capital projects and provide longer-term rental assistance as appropriate.

COMMENTS

As the Homelessness Prevention Program replaces the CHPI, Home for Good, and the Strong Communities Rent Supplement Program, Administration has reviewed the 2022-23 plans for each of these and incorporated prioritized initiatives into the proposed Homelessness Prevention Program Investment Plan. Some new initiatives are also included in the proposed investment plan.

The draft Investment Plan established for the Homelessness Prevention Program provides a focus on operational services to ensure the ongoing provision of supports and services to address homelessness needs that have been identified in each community and have become more prevalent during the COVID-19 pandemic.

Under the previous CHPI and Home for Good programs, Service Managers were able to allocate up to 10% of the funding to address administrative expenses. Under this new Homelessness Prevention Program, Service Managers may use up to 7.5% of their annual allocation for program administration expenses in 2022-23, with this being reduced to 5% in the 2023-24 fiscal year. As TBDSSAB has not claimed the maximum 10% administrative expense for a few years, targeting 7.5% for CHPI in 2020-21, this initial reduction is manageable. However, a further reduction to a 5% maximum would require an administrative capacity reduction or a municipal levy increase beginning in 2023.

Outlined in the guidelines for the Homelessness Prevention Program are a set of performance indicators that have been developed to monitor and track progress on the achievement of program outcomes, including the ultimate goal of measuring a reduction in homelessness and chronic homelessness. For each performance indicator identified, data elements will be reported annually in the Service Manager year-end report. Though some performance indicators have been identified at this time, a separate Performance Indicators Reporting Guide will be released with details on specific data elements, definitions, and instructions at a later date. Performance measures have been in place under the CHPI and Home for Good programs and form part of the annual funding agreements with service and delivery partners.

The attached draft Investment Plan identifies the recommendations for service category expenditures under the Homelessness Prevention Plan based on the review and analysis by Administration in considering existing needs, pressures, programs, and new initiatives. Should an in-year request to realign any of the expenditures be required, a request to realign funding may be made up to November 30th, 2022. As this is the first year for this program, and guidelines as well as local priorities may change, and that planning had already begun under the former programs' priorities, it is anticipated that the Investment Plan for future years may vary from this initial plan. With the enhanced flexibility built into the Homelessness Prevention Program, ongoing analysis of implemented initiatives will continue, including input from the TBDSSAB Homelessness Prevention Program Table (formerly CHPI Table), and new recommendations for

program funding allocations will occur annually. This initial plan will serve as a transition plan for TBDSSAB.

Within the Homelessness Prevention Program there is a new opportunity to utilize the funding for capital projects. Eligible capital expenditures include new development and retrofit work for emergency shelters, and new development and retrofit work for supportive housing facilities. With the timing for the initial investment plan for the 2022-23 year, capital projects are not included in the recommendations. However, through this year, opportunities and needs for capital expenditures will be explored and reviewed, and future investment plans may include capital investment recommendations. As only a small increase in overall funding was realized in this first allocation for the Homelessness Prevention Program, any capital investment would likely require a realignment and reduction in operating expenditures to define appropriate funding for capital project investment. An expression of interest process may be initiated this summer to seek potential projects for future consideration.

The Homelessness Prevention Plan Transfer Payment Agreement is established by MMAH and includes the terms and conditions for funding, reporting, communications, and overall governance. There is a section addressing conflict of interest that includes actual, potential, or perceived conflict with the following statement:

A conflict of interest includes any circumstances where, in respect of each Program:

- (a) the Recipient; or
- (b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased and impartial judgment relating to the Program, the use of the Funds, or both.

Further, a section on acquisitions states:

If the Recipient acquires goods, services, or both with the Funds, it will:

- (a) do so through a process that promotes the best value for money; and
- (b) comply with the *Broader Public Sector Accountability Act, 2010* (Ontario), including any procurement directive issued thereunder, to the extent applicable.

All terms and requirements of the Homelessness Prevention Plan Transfer Payment Agreement have been reviewed and noted by Administration and will be reviewed by the CAO and Chair prior to signing the agreement.

STRATEGIC PLAN IMPACT

This program supports the strategic plan vision of establishing flexible, inclusive services through the provision of relevant diverse housing supports. The program supports the success of the people we serve.

FINANCIAL IMPLICATIONS

The Homelessness Prevention Program is a 100% provincially funded program. TBDSSAB has been notified that it will receive \$5,567,400 upon approval of the Homelessness Prevention Program Investment Plan, for the April 1, 2022 – March 31, 2023 funding year.

Funding under the Homelessness Prevention Program replaces previously planned allocation funding under the Community Homelessness Prevention Initiative (\$3,542,466), the Home for Good program (\$1,270,124) and the Strong Communities Rent Supplement program (\$437,218), totalling \$5,249,808.

TBDSSAB is eligible to use up to 7.5% of the approved funding allocation for administration costs. The allowable administration costs for the Ministry fiscal 2022-23 and future years is scheduled to be further reduced to 5%.



CONCLUSION

It is concluded that this report provides the Board with information relative to the new Homelessness Prevention Program, established by the MMAH.

It is recommended that the Board authorizes the Chair and the CAO to execute the Homelessness Prevention Program Investment Plan and all required agreements related to the program and make all necessary submissions to meet program guidelines and timeframes.

REFERENCE MATERIALS

- Attachments #1 [Letter from the Honourable Steve Clark, MMAH dated March 7, 2022](#)
 #2 [Homelessness Prevention Program Investment Plan 2022-23](#)
 #3 [Program Investment Rationale and Recommendations](#)
 #4 [Inventory of Emergency, Supportive and Community Housing Providers](#)

PREPARED BY:	Crystal Simeoni, Manager, Housing Programs Jennifer Lible, Manager, Social Assistance Programs Michelle Wojciechowski, Manager, Intake and Eligibility Aaron Park, Supervisor, Research and Social Policy
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Bill Bradica, Chief Administrative Officer

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March 7, 2022

Lucy Kloosterhuis
Board Chair, Thunder Bay DSSAB
231 May Street South
Thunder Bay, Ontario, P7E 1B5

Dear Lucy Kloosterhuis:

I am pleased to be writing to you today with important details regarding funding for the 2022-23 fiscal year, including the redesign of several of the Ministry's key homelessness prevention and supportive housing programs, an extension to the provincial Social Services Relief Fund (SSRF), and an update on the next phase of National Housing Strategy (NHS) investments.

As part of our government's commitment to increasing affordable housing options and reducing homelessness, we are projecting to invest almost \$1.1 billion in 2022-23, which will help sustain, repair and grow community housing, and address homelessness across Ontario. A table of your 2022-23 allocations is provided at the end of this letter.

Homeless Prevention Program (HPP)

I am happy to announce that the Ministry is consolidating the Community Homelessness Prevention Initiative, Home For Good and the Strong Communities Rent Supplement Program into one flexible **Homelessness Prevention Program**, beginning April 1, 2022. We are also increasing our investment by nearly \$25 million, bringing total provincial funding under the Homelessness Prevention Program to over \$463 million.

The Homelessness Prevention Program will drive progress in addressing chronic homelessness across the province and will provide your staff with greater flexibility to support a wide range of homelessness prevention and supportive housing activities. Funding will provide housing assistance and support services to vulnerable populations to prevent chronic homelessness and support recipients to remain stably housed over time. It will also provide staff with the necessary flexibility to fund capital projects and provide longer-term rental assistance as appropriate.

This program responds to feedback from Service Managers during engagement the Multi-Ministry Supportive Housing Initiative to streamline programs, reduce the administrative burden and provide additional flexibility in how funding can be used to meet the unique needs of each community.

This funding allocation replaces your previously communicated 2022-23 funding under the Community Homelessness Prevention Initiative, Home For Good, and the Strong Communities Rent Supplement Program. This allocation is to be used in accordance with the enclosed Program Guidelines and is contingent on the completion and Ministry approval of an initial Investment Plan. You are also required to return a signed Transfer Payment Agreement to the Ministry prior to receiving their first payment under the Homelessness Prevention Program.

To make further progress in allocating funding to meet local need, the ministry intends to review the funding allocation methodology for the overall HPP funding envelope. In this process, new and updated data sources and new indicators may be identified for consideration, including identifying indicators to replace the outdated historic spending portion of the model. Part of the recommendations for the new methodology will likely include consistently using the most up-to-date data available to the Ministry. The Ministry intends to consult with Service Managers. Further details regarding consultation and next steps will be communicated in 2022-23. Please see program attachments for additional information on the program.

Please find enclosed the HPP Transfer Payment Agreement and return it to the Ministry to confirm your agreement to the terms and conditions of the program. Upon receipt of the signed Investment Plan and Transfer Payment Agreement, the Ministry will proceed to initiate your first payments.

The Ministry requires that all information set out in this letter regarding the Homelessness Prevention Program be held confidential until publicly announced by the province. The province will have sole responsibility for the initial public communication regarding the HPP funding described in this letter.

Social Services Relief Fund (SSRF)

Our government has provided over \$1 billion through the SSRF since March 2020 for emergency housing and homelessness program supports. This investment is:

- supporting over 6,000 temporary shelter and isolation spaces,
- providing 10,000 households with temporary financial assistance so they can stay in their homes, and
- creating and repairing over 4,000 housing and shelter units.

Building on this success, I am pleased to advise that additional SSRF funding is being made available to help sustain vital services for vulnerable Ontarians, including housing and homelessness programs. More details of funding allocations and program materials will be available in the coming weeks.

The evidence is clear – the SSRF program is doing a lot of good in Ontario’s communities. That is why I am calling on the federal government to match our SSRF investment so that we can continue to address the housing and homelessness needs of our most vulnerable Ontarians, help municipalities and Indigenous community partners deliver critical services and create longer-term housing solutions and keep people safe.

National Housing Strategy Investments

We continue to negotiate with Canada Mortgage and Housing Corporation on the next phase of NHS including the province’s fair share of federal funding.

Currently, federal allocations to Ontario reflect the provincial share of the national population of 38 percent even though we have just over 44 percent of households nationally living in core housing need. I will continue to advocate for a funding allocation based on need with the federal government. Once negotiations with the federal government are concluded, we will announce allocations covering the next Action Plan period.

Your 2022-23 planned allocations for COCHI, OPHI and COHB provided in August 2021 remain unchanged. These allocations are subject to final agreement with the Canada Mortgage and Housing Corporation which we expect to secure shortly. Key program design elements will also remain unchanged. Further details will follow in the coming weeks.

Again, I am pleased to be writing to you today to share this exciting news about the Ministry’s key homelessness prevention and supportive housing programming. As always, we sincerely appreciate your efforts to assist vulnerable people in your communities, and I look forward to continuing our work together as we move forward on these important changes.

Sincerely,



Steve Clark
Minister

Enclosures
c. William Bradica, Chief Administrative Officer
William Bradica, CAO
Jessica Vail, Team Lead, Municipal Services Office

Appendix “A”

2022-23 Fiscal Year Planned Funding Allocations – Thunder Bay DSSAB

Program	2021-22 Allocation	2022-23 Planned Allocation (previously communicated August 2021)	2022-23 Revised Allocations
<i>Community Homelessness Prevention Initiative (CHPI)</i>	\$3,542,466	\$3,542,466	N/A
<i>Home For Good (HFG)</i>	\$1,270,124	\$1,270,124	N/A
<i>Strong Communities Rent Supplement Program (SCRSP)</i>	\$437,218	\$437,218	N/A
Subtotal	\$5,249,808	\$5,249,808	See Below
Homelessness Prevention Program (HPP)	N/A	N/A	\$5,567,400
Canada-Ontario Community Housing Initiative (COCHI) ¹	\$1,470,231	\$2,921,670	\$2,921,670
Ontario Priorities Housing Initiative (OPHI) ¹	\$1,423,530	\$909,900	\$909,900
Canada-Ontario Housing Benefit (COHB) ¹	\$95,872	\$502,400	\$502,400

¹subject to final agreement with the Canada Mortgage and Housing Corporation.

Appendix “B”

Homelessness Prevention Program – Program Guidelines

Please see attached.

Appendix “C”

Homelessness Prevention Program – Investment Plan

Please see attached.

Appendix “D”

Homelessness Prevention Program – Transfer Payment Agreement

Please see attached.



HPP Investment Plan

HPP Investment Plan (IP) 2022-23

Case Number #: 2022-03-1-1682432424

Thunder Bay DSSAB-AIMS

Introduction

Service Managers are required to submit an annual Investment Plan for review and approval by the Ministry. The Investment Plan is comprised of two parts:

1. This form, in which you are required to:
 - a. forecast and outline your anticipated quarterly spending in the upcoming fiscal year and projected number of households assisted for the program year across all HPP service categories.
 - b. forecast and outline your anticipated annual expenditures and projected number of households assisted across various program activities.
 - c. provide an attestation that the information provided in this plan is true and correct and that funding will be spent according to HPP program requirements, including those outlined in the program guidelines.
2. The HPP Proposed Plan, in which you are to provide written details on your proposed use of funds, including information on the types of services and activities that will be funded for each service category.

This Investment Plan must be approved by the Service Manager's local Council, District Social Services Administration Board, or a delegated authority.

For further information, please consult the HPP Program Guidelines.

Section A - Contact Information

Service Manager Contact Information

*First Name: Crystal	*Last Name: Simeoni
*Contact Email: crystal.simeoni@tbdssab.ca	*Contact Phone Number: (807) 766-4611

Section B - Planned Commitments by Quarters

For the HPP Operating Service Category Activities, enter the projected spending in each quarter of the program year and projected total number of individuals to be assisted.

For the Capital HPP Service Category Activities (i.e., New Facilities and Retrofits), enter the estimated amount of HPP funding to be committed in each quarter of the program year and the projected total number of units to be funded in the program year.



HPP Investment Plan

HPP Investment Plan (IP) 2022-23

Case Number #: 2022-03-1-1682432424

Thunder Bay DSSAB-AIMS

Details on the Service Category Activities are outlined in the Program Guidelines.

Service Category		Planned Financial Commitment by Quarter				\$5,567,400
Operating	Projected Households Assisted (Annual)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
		Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	
Community Outreach and Support Services	20,850	542,575	542,575	542,575	542,575	2,170,300
Emergency Shelter Solutions	5,000	289,300	289,300	289,300	289,300	1,157,200
Housing Assistance	740	365,236	365,236	365,236	365,237	1,460,945
Supportive Housing	60	90,350	90,350	90,350	90,350	361,400
Total Operating		1,287,461	1,287,461	1,287,461	1,287,462	5,149,845
Capital	Projected Units Funded (Annual)	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
		Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	
Emergency Shelter - New Facilities						
Emergency Shelter - Retrofits						
Supportive Housing - New Facilities						
Supportive Housing - Retrofits						
Total Capital						
Administration	%	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
		Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	
Administration Fees	7.5	104,388	104,389	104,389	104,389	417,555
Grand Total		1,391,849	1,391,850	1,391,850	1,391,851	5,567,400
Variance						0

Section C - Planned Commitments by Activities

Please complete the charts below detailing the projected number of households assisted and funding by each of the categories' activity:

Community Outreach and Support Services	\$2,170,300
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HPP Investment Plan

HPP Investment Plan (IP) 2022-23

Case Number #: 2022-03-1-1682432424

Thunder Bay DSSAB-AIMS

Activities	Projected # Households Assisted	Projected Funding
Mental Health and Addictions Supports		
Other Health-Related Supports		
Life Skills Development / Daily Living Supports	9,000	293,300
Food Security	10,000	462,000
Employment / Education / Training Supports		
Case Management and Outreach	1,200	1,377,500
Culturally-Relevant Supports for Indigenous Peoples		
By-Name List Activities	650	37,500
Total		2,170,300
Variance		0

Housing Assistance		\$1,460,945
Activities	Projected # Households Assisted	Projected Funding
Long-Term Housing Assistance	140	840,737
Short-Term / Emergency Assistance	500	528,008
Non-Financial Assistance	100	92,200
Total		1,460,945
Variance		0

Supportive Housing		\$361,400
Activities	Projected # Households Assisted	Projected Funding
Rental Assistance	26	150,000
Mental Health and Addictions Supports		
Other Health-Related Supports		



HPP Investment Plan

HPP Investment Plan (IP) 2022-23

Case Number #: 2022-03-1-1682432424

Thunder Bay DSSAB-AIMS

Life Skills Development / Daily Living Supports	34	211,400
Culturally-Relevant Supports for Indigenous Peoples		
Other Supports Not Captured Above		
Minor Repairs	N/A	
Residential Services Homes		
Total		361,400
Variance		0

*Projected Households Assisted and Projected Funding for the **Residential Services Homes** activity should not be included in the other Supportive Housing activities.

Section D - Attestation

- *I declare that, to the best of my knowledge and belief, the information provided in this report and the attached Proposed Plan for the Homelessness Prevention Program is true and correct, with approvals by local Council/Board or their delegated authority.
- *I certify that Funds for Administration Fees are to be used in accordance with Homelessness Prevention Program Guidelines and as outlined in the HPP Proposed Plan.

*Prepared By (Name and Title): Ken Ranta, Director, Integrated Social Services	*Date:
*Approved By (Delegated Service Manager Authority): William Bradica, CAO	*Date:

APPENDIX #3 PROGRAM INVESTMENT RATIONALE AND RECOMMENDATIONS

This analysis of existing and eligible program options incorporates the current programs and initiatives funded under the Community Homelessness Prevention Initiative, Home for Good, and Strong Communities Rent Supplement programs with some new opportunities incorporated in the Homelessness Prevention Program. The analysis is broken down into the Service Categories outlined in the Investment Plan and include Community Outreach and Support Services, Emergency Shelter Solutions, Housing Assistance, and Supportive Housing.

Community Outreach and Support Services

Life Skills Development and Daily Living Supports

(Former CHPI, Home for Good programs and Tenant Support Worker would fall in this category)

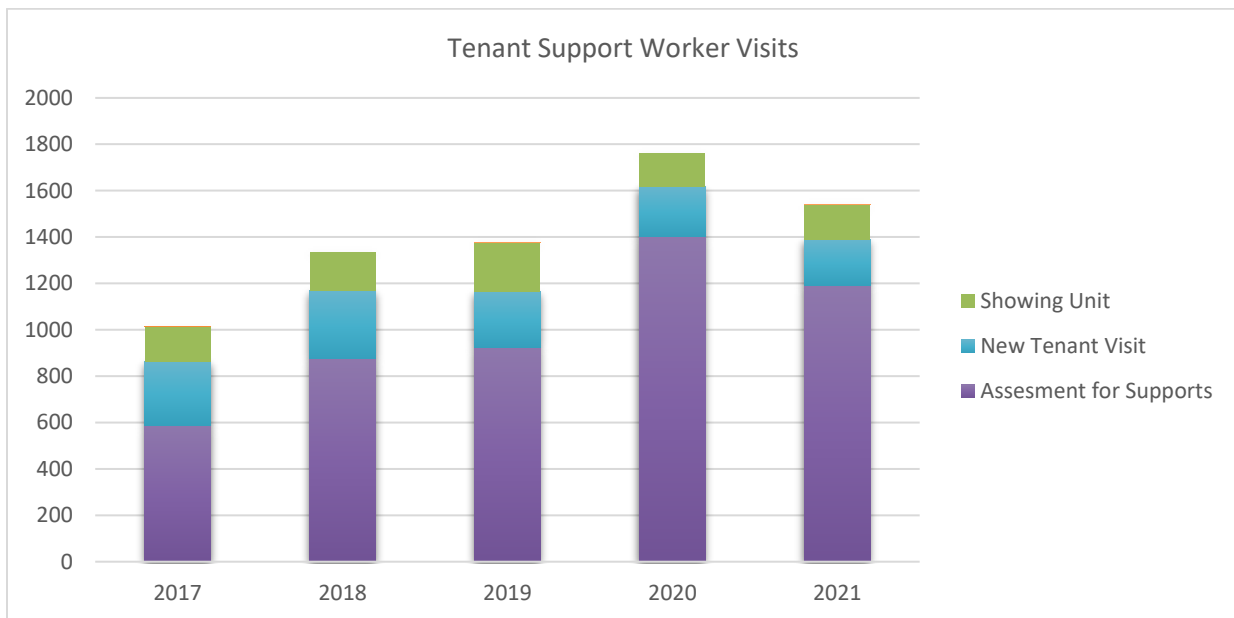
The role of the Tenant Support Worker (TSW) has been prevalent with Housing Programs in a variety of capacities over the past 20 years. The role has evolved with the changing vision of the organization and with the changing needs of tenants. Initially TBDSSAB had two TSW's covering all TBDSSAB owned properties funded under the regular housing budget. Over the years, two additional TSW's were added under the Community Homelessness Prevention Program (CHPI) funding to address growing needs of tenants and to help support sustainable tenancies. With the successful application and funding through the Home for Good (HFG) program, an additional TSW was added under that program. There are currently five TSW's on the Housing Programs team with each maintaining responsibility for approximately 500 households.

TSW's assist tenants with a variety of needs with the goal being to maintain successful tenancies and to build life skills and self-sufficiency. There is a greater emphasis on referring tenants to community services and assisting the Supervisors, Property Management in resolving tenant concerns. With changing tenant needs around physical health and mental health and addictions related referrals, and with the growing need for support services, quick contact with tenants is essential. With TSW involvement, the Housing Programs team can reach new goals around tenant visits and intervention. In many cases the TSW can follow up on requests by the Supervisor, Property Management and offer the tenant a second contact with the organization. The work performed by the TSW is specialized and rooted in social work.

Over the past few years, it has been identified that the needs of the tenant population are increasing, and the level of supports required is growing. The number of issues that may have been avoided through early intervention and assistance has increased, prompting the need to provide greater contact and support of tenants. The referrals made are almost all based on physical health or mental health related issues (e.g.: hoarding, addictions, dementia, abuse, physical deterioration) and although the ability to

track the percentage of diagnosed or undiagnosed mental health issues is challenging, all referrals can be related to these areas.

Programming within family neighbourhoods and within high need areas has flourished and grown with the enhanced focus on offering supports to tenants. Community kitchens, community gardens, regular tenant meetings, programming partnerships and community building initiatives have all been implemented or expanded. The aim is to engage tenants in activities of interest and build a relationship. Through this, identification of unmet needs and supports can begin. The number of visits the TSW's have completed over the past five years is as follows:



From 2018 to 2021, the following TSW referrals were completed:

Year	# of Referrals Completed
2018	1,334
2019	3,549
2020	8,014
2021*	10,247

*2021 referrals impacted by COVID

Though the increased contact has allowed for greater supports to be offered, it is recognized that there are still tenant needs to be met especially around addictions and mental health. Administration continues to monitor the needs and supports required by tenants. Early intervention through increased contact will identify issues early on and will show reductions in the amount of tenant arrears and vacant unit restorations.

The 10 Year Housing and Homelessness Plan recommends in Point 4.1: *“work with partners responsible for providing support services to ensure the support needs of*

tenants are addressed". The TSW's seek to provide appropriate referrals and information to tenants and track supports offered and referred.

Successes

There have been many success stories that have resulted from the interaction between TSW's and tenants.

A tenant involved in illegal activity was offered help several times from the TSW and Supervisor, Property Management (SPM) but always declined, stating that she could handle it herself. When the unit was accessed by the Thunder Bay Police Service (TBPS), the tenant was charged with drug trafficking and agreed to leave the unit. Following her move out in the summer of 2021, the tenant wrote a message to the TSW and SPM on the wall thanking them for not giving up on her. She has now completed treatment and shared with the TSW that the action was needed for her to seek the help required. She is now helping care for her grandchild and is paying off her arrears to be able to access supported housing.

In 2008, an individual moved into a TBDSSAB property with her mother. Unfortunately, the unit was known for illegal activities and at-risk behaviours. The tenant had a child of her own and transferred to a larger property in 2014. A few years later, she lost custody of her child. When the TSW connected with the tenant approximately 6 years ago, there were constant complaints of noise, parties, people in and out of the unit, drug concerns and prostitution. Through unit inspections the concerns of drug trafficking and human trafficking were verified, and the Community Outreach Response (COR) police officers were engaged. In November of 2020 the tenant agreed to attend treatment. With the help of the NorWest Community Health Clinic and their Outreach Team, they were able to begin working with the tenant to set a plan. With the assistance of Victim Services, the TSW was able to arrange for treatment in B.C. and one year later, she returned to Thunder Bay. During her time away, she had hoped to be reunited with her son for visitation. When she returned to Thunder Bay, she secured accommodation and in December, 2021 she regained custody of her son. This woman, with a history of abuse and addiction, was able to turn her life around with the help of services available to her. She is now housed with a rent subsidy program and is doing well with continued supports from community partners.

TSW's have had success building relationships with tenants and showing commitment to TBDSSAB's housing complexes and the tenants residing there. Recent successes include the food programs established during the beginning of the pandemic, offering of vaccination clinics at properties, the establishment of the new computer hubs, anniversary parties for buildings, and all the little things that show tenants they are committed to making their home and community a safe, enjoyable place to live.

The development of service hubs located at several TBDSSAB properties has facilitated easy interaction between TBDSSAB and those receiving support. In addition to Case Workers scheduled at the hubs regularly, the Transitional Outreach Support Worker

(TOSW) team also attends the hubs frequently to engage with tenants who may have service and support needs.

Challenges

Despite the extensive caseloads administered by TSW's and the regular connection with high-needs individuals, the need for tenant support and intervention continues to expand. There is a greater level of need among the tenant population and issues related to gangs, guns and drugs continue to grow. This can be mitigated somewhat through relationships with police services and with other outside agencies. These partnerships continue to develop. Through 2021 the TSW's, SPM's and COR police officers visited 209 tenants to mitigate at risk behaviours within TBDSSAB properties.

One challenge faced by TSW's is that they can no longer go independently to some units. Some properties have been targeted as a home takeover location. High Needs Homeless applicants are particularly vulnerable, and this population has been victimized by criminal elements. Since Housing Programs started working with TBPS, officers will call TBDSSAB staff directly to visit a building and conduct walk arounds to show a presence in the area. The tenants are now encouraging these relationships and see the community safety approach TBDSSAB is trying to build.

Options for Consideration

1. Maintain Current Compliment of Tenant Support Workers

This option continues the work of the TSW team that was previously funded under CHPI and HFG programs. With the positive outcomes from interactions and supports realized over the past few years, maintaining the existing compliment and placement of the TSW team would continue forward with the current supports for TBDSSAB tenants.

2. Expand the Compliment of Tenant Support Workers

This option would recommend growth and expansion of the TSW team, thus reducing the current case load and allowing for greater interaction with high needs tenants. This could address more individual tenant needs and/or provide deeper supports with greater time. Funding allocation would be increased from the current amounts under CHPI and HFG to realize the expansion.

3. Reduce the Compliment of Tenant Support Workers

This option would recommend a reduction in the investment and compliment of the TSW team, creating greater case load numbers for the remaining workers. This would realize less time for each tenant, or a prioritization of time spent on the tenants with the greatest need. There would likely be an increase in tenant issues in TBDSSAB properties.

Recommendation

Considering the options available for Life Skills Development and Daily Living Supports, it is recommended that Option #1 – *Maintain Current Compliment of Tenant Support Workers* be included in the HPP Investment Plan. This option would allow for the continuation of TBDSSAB supported tenant services at TBDSSAB properties.

Through this option, TBDSSAB maintains a strong presence in the supported housing community by effectively supporting life stabilization and by connecting with tenants to make appropriate service and support referrals.

Food Security

(Former CHPI Food Security Fund would fall in this category)

Prior to 2018, TBDSSAB administered a community funding opportunity, the Community Social Reinvestment Program (CSRP). This application-based program provided funding for community needs, including food security, nutrition, and employment training, where the program was tied to the wellness of children. The program was originally funded through savings from Ontario Works basic allowance from income charges related to portions of the Child Tax Benefit that were not exempted as income. The TBDSSAB Board ended the program after 2019 when the Provincial Government no longer included funding in the transfer payments to municipalities through the Ontario Municipal Partnership Fund and the reserve fund had been depleted.

In 2018 a new CHPI-funded Food Security Fund was proposed to address food security directly as a factor involved in housing security and homelessness. Since that time, a total of \$1,963,494 has been provided to community organizations throughout the District to support food security issues.

Access to affordable food has become an increasing challenge for many residents in the District of Thunder Bay. Many individuals turn to food banks as most food banks are open to the public at large. A food bank is a non-profit, charitable organization that distributes food to those who have difficulty purchasing enough food to avoid hunger. They may act as storage and distribution “depots” used to supply smaller front-line agencies. In the District of Thunder Bay there is a hybrid of both large food bank operations and small community group distributions and soup kitchens. TBDSSAB’s Food Security Fund looks to provide support across all sectors and organizations to maximize the reach to those in need.

Food Banks and Emergency Food Sources in the District of Thunder Bay are available in Thunder Bay, Oliver Paipoonge, Dorion, Red Rock, Nipigon, Geraldton, Longlac, Schreiber, Terrace Bay, Marathon, and Manitouwadge.

Successes

Since the creation of the Food Security Fund under CHPI, \$1,963,494 has been awarded to 43 unique applicants supporting 108 applications to provide food and food supports to communities in the District of Thunder Bay. This has helped to increase access to nutritious foods and support households who are unable to access or afford sufficient food supplies, with the goal of providing food security to children within our community.

Support for the Food Security Fund has helped to establish relationships with community partners that have led to other service initiatives. For example, the Rural Cupboard Food Bank in Conmee has received Food Security Fund supports for the past several years and from that a new relationship to reach out to support homeless or tenuously housed individuals attending the food bank has been established.

Challenges

One of the challenges with funding a Food Security Fund is that the measurement of direct outcomes is difficult. The number of households supported can easily be tracked, but the impact on those households is more difficult to clearly define. The measures are much more subjective and may relate to quality-of-life improvements rather than prevention of homelessness. This can be mitigated somewhat through access to community food security data, which outlines the impact of a stable food supply to the vulnerable population.

Another challenge is that there is no clear path to determining the best way to support food security. TBDSSAB funds large distribution organizations like the Regional Food Distribution Association, and smaller organizations like Marjorie House in Marathon, as both have differing methods of providing food supplies to families. Without a one-stop coordination of all food supports, there is less certainty of the 'best' method to provide supports throughout the District.

Options for Consideration

1. **Maintain Current Food Security Funding and Program**

This option would maintain the current level of investment into a Food Security Fund and continue operations under the Homelessness Prevention Program. In 2021-22, the Food Security Fund had a budget of \$350,000, though this was supplemented using year-end surplus realized due to the impacts of the Social Services Relief Funding (SSRF).

2. **Expand Current Food Security Funding and Program**

This option would expand the investment into the Food Security Fund to meet the level of demand in communities throughout the District. In 2021-22, TBDSSAB received Food Security Fund applications totalling \$779,440. An increase in the

Food Security Fund would enable an increased number of initiatives to be funded, with a corresponding increase in benefit in the communities.

3. Reduce Current Food Security Funding and Program

This option would reduce the investment in the Food Security Fund and result in fewer applications being supported or reduced amounts funded for each application. This would have an impact on community efforts to support food security, however referral to other existing food programs would be offered to reduce impacts.

Recommendation

Considering the options available for Food Security, it is recommended that Option 1 – *Maintain Current Food Security Funding and Program* be included in the HPP Investment Plan. This option would allow for the continuation of a valuable community program and provide ongoing opportunity for evaluation of the impact of this initiative.

Case Management and Outreach

(Former Home for Good – Dilico Anishinabek Family Care & St. Joseph's Care Group, TSW, CHPI, TOSW, outreach funding would fall in this category)

The HFG program was one of the first formal arrangements entered into by TBDSSAB for the provision of housing supports including a broad range of services including counselling, personal support, case management, medication dispensing and life-skills training. Prior to this program, TBDSSAB relied on referrals to community organizations to link individuals with case management services. With HFG, TBDSSAB was able to partner directly with Dilico Anishinabek Family Care (Dilico) and St. Joseph's Care Group (SJCG) to provide tenant supports, particularly related to mental health and addictions.

Through HFG funding, TBDSSAB works with these community partners to identify individuals who are homeless or who are at risk of homelessness, determine their individual needs for housing and supports, and attentively address the unique needs of this population. There are a variety of housing models used, including independent living with basic supports, independent living with in-depth supports, transitional supportive housing arrangements and long-term live-in supports for those with the greatest need.

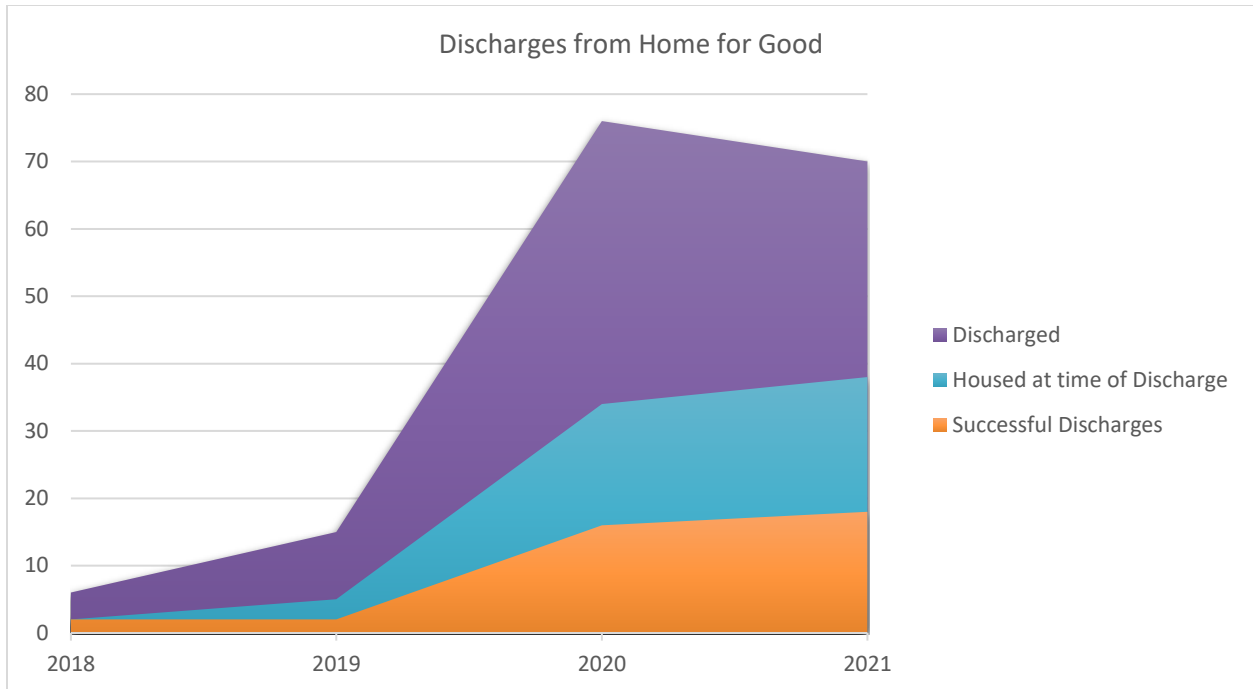
The partnership with Dilico and SJCG are the cornerstones of the HFG relationship.

Dilico provides a range of responsive individual, family and community programs and services throughout the TBDSSAB service area. By partnering with Dilico, individuals experiencing homelessness, or at risk of becoming homeless, are identified, assessed, and placed into housing with the culturally appropriate supports offered through a Dilico caseworker.

SJCG offers the Community Support Program, a community-based treatment program for persons with severe and persistent mental illness. This client-centered treatment is delivered by a team from a variety of disciplines providing 24/7 assistance including emergency after hours support and crisis response. This level of support addresses the requirements of high-needs tenants.

From inception, the HFG program has housed 249 individuals. As of March 2022, 70 individuals are receiving a portable HFG subsidy. 82 clients are provided with case management services through the HFG support staff from Dilico and SJCG. As this is a transitional housing and support program, individuals do progress on to more independent living, often receiving rent supports from TBDSSAB.



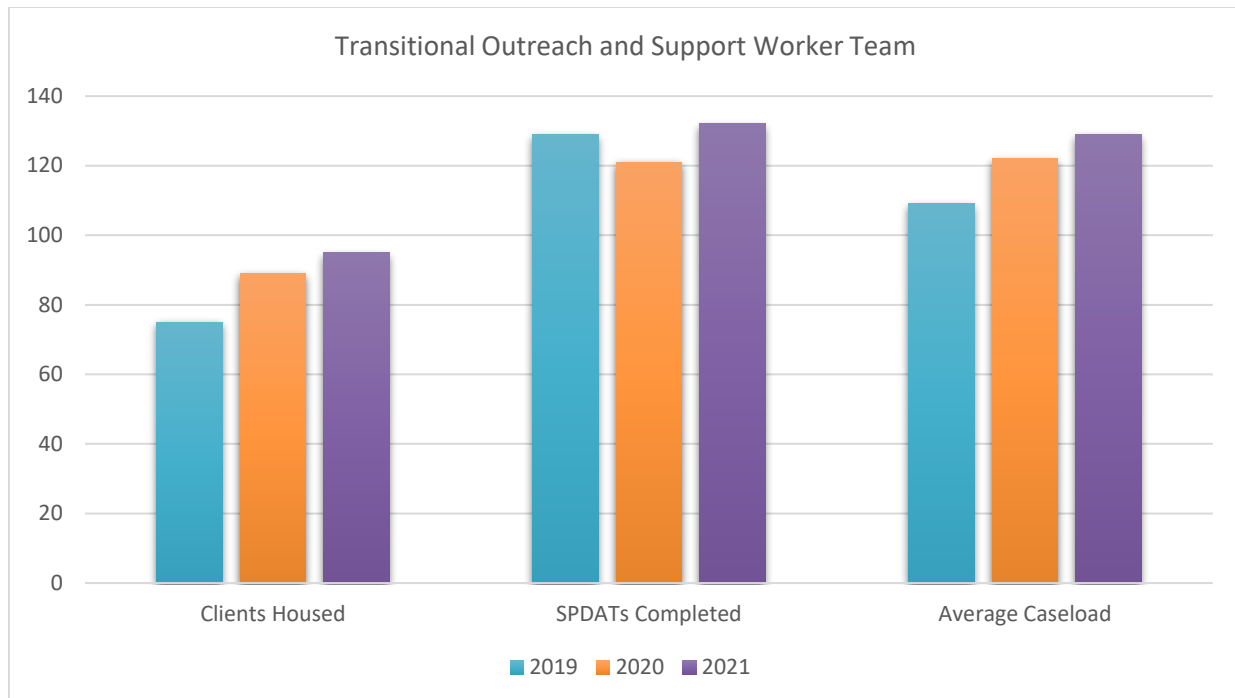


The involvement with health organizations that provide outreach and support is a key factor in identifying homeless individuals with needs and addresses those needs through appropriate care and service plans.

The HFG program offered a new method of connecting individuals supported by the TOSW with organizations offering mental health and addictions services and supports, including Dilico and SJCG. Regular communication and planning occurs at the operational table, and directly with the teams of each organization.

The TOSW team was established to have greater ability to connect vulnerable individuals with TBDSSAB services. It initially began as a specific income support initiative but then expanded to include housing supports and community service referrals. Over the past few years, the team has established strong linkages with emergency shelters and many other support and outreach organizations to develop a service path and build trust with the individuals accessed through these organizations. Following is an outline of actions and outcomes over the past two years, providing an insight into the work being done.

In 2021, the TOSW team carried a monthly average caseload of 128 individuals. Through the year, 95 of these individuals secured transitional or permanent housing - 54 of which were chronically homeless. A total of 132 Service Prioritization and Decision Assistance Tool (SPDATs) were undertaken in 2021. The TOSW team connects regularly with 37 community organizations to provide information and supports, and to engage through these organizations with individuals to offer income supports and housing options.



The TOSW team participates in the monthly Community Outreach Table, a table which brings organizations together that engage in community outreach efforts, including direct street outreach. This opportunity has given the TOSW team the ability to connect with other outreach workers, see different perspectives and allow for more insight about the homelessness population within the District of Thunder Bay. Connecting with health care organizations has allowed for greater access to individuals who may not otherwise be reached through regular TOSW contacts. The experience to connect with community partners on a different platform has and will open more connections moving forward, understanding the organizational goal to expand outreach to reach the most vulnerable populations. Prior to COVID-19, the TOSW team was innovative in reaching and meeting with clients within the community outside the shelter system at local coffee shops, parks, PACE, and at the Thunder Bay Regional Health Sciences Centre Mental Health Ward.

The Coordinated Housing Access Table (CHAT) is another venue where the TOSW team and other TBDSSAB staff have connected with community partners. The team has been instrumental in offering knowledge and expertise in referring names for placement into housing with supports. They have been able to offer information and supports to partnering agencies who have accepted the referral for the individuals. Since this table started, 28 referrals have been provided by the TOSW team.

Through 2021, TBDSSAB supported a number of community outreach services, including services at Matawa, Lutheran Community Care, Elevate NWO, NorWest Community Health Centre and John Howard Society. Most of these funding supports have been short term to meet the highest needs during the pandemic and through the winter season, however the positive outcomes from these relationships provide

rationale to look to continue to support community outreach efforts on a more stable basis. With the expanded flexibility to engage more regular ongoing outreach supports through a partnership with an established community outreach provider, greater connectivity and reach would be realized with TBDSSAB supports assisting more individuals in need.

TBDSSAB is currently working in partnership with Elevate NWO to support 21 individuals who were living within encampment style environments. The partnership evolved into housing the individuals within three cluster units at Andras Court. Since inception of the program, the TOSW team have supported 19 individuals to get onto the centralized waitlist for more permanent housing and have arranged financial supports. Three individuals left the program and four are moving into independent living over the next few months. The rest continue to be supported by Elevate NWO and the partnership continues to support housing options for the remaining clients.

Funding from the Mental Health and Addictions and SSRF support reached the following:

- 5,967 households were assisted and included a member with mental health and addictions issues
- 479 households at risk of homelessness were supported and include a member with mental health and addictions issues receiving support directly related to housing stability
- 1,312 households receiving services and supports related to mental health and/or addictions were supported
- SSRF-2 funding for emergency sheltering supported three facilities and provided isolation for 9,917 nights
- SSRF-2 funding provided 18,716 pieces of PPE to community agencies, tenants, clients, non-profit housing providers and staff
- 389 households were provided food security support with SSRF-2 funding.

Successes

The TOSW team has seen many successes in client stabilization through the HFG program. Bi-weekly HFG meetings are facilitated by TBDSSAB's Homelessness Prevention Officer and provide an opportunity to discuss any new or ongoing issues or concerns, and highlights successes such as completing virtual school lessons, preparing for treatment, and preparing for employment.

Further successes have been noted in the review of follow up SPDAT scores. The scores have shown progress and the benefits of the program for most individuals. Once these individuals are housed and attached to supports, the risk rating numbers decrease significantly in most cases. The SPDAT follow up process also identifies struggling individuals who are in need different types of support, revisions to treatment plans or a different living environment.

The TOSW team has been engaged and involved with clients that have progressed and moved forward from the Lodge on Dawson to living independently with access to a Portable Housing Benefit. One success story is a client who now lives independently and is working part time doing relief work with a child with special needs. She plans to volunteer and be part of groups at the Lodge to share her path to success.

A 40-year-old, with no fixed address, connected with a TOSW worker while residing at the Salvation Army. A SPDAT was completed, and the individual was referred to HFG. With assistance, he was able to secure housing in a private market unit, which was subsidized through the HFG Rent Supplement program. The individual reported that he noticed a big difference in himself once he was able to secure housing and he was able to focus on his self-reported mental health and addictions and maintain sobriety with less barriers. A second SPDAT assessment was completed with a significant improvement from being homeless to now maintaining stable housing.

Another individual wanted to apply for ODSP but did not have a doctor. The TOSW team referred him to the Behavioural Sciences Centre for a preliminary assessment to further determine best route to obtain ODSP. He was provided support and has since connected with Anishnawbe Mushkiki and was able to obtain a family physician and now has access to a psychologist within the health clinic.

An individual was referred to the NorWest Community Health Centre to determine a suspected FASD diagnosis and to pursue ODSP through a neurological assessment. He is now supported by TBDSSAB's Intensive Case Manager to follow him through ODSP determination. A final SPDAT was completed with HFG and with continued improvement, he is maintaining stable housing, his sobriety, and continues to work on life stabilization with his community of supports. He will be discharged soon from HFG as a successful graduate of the program.

The impacts of funding community partner organizations to deliver outreach services to the vulnerable community have been very positive this past year. The ability to provide supports to reach street-engaged individuals and provide transitional housing environments has reduced the impacts on the emergency shelters and helped to identify steps to exit homelessness. With these developed partnerships, individuals in encampments and other rough sleeping situations have been supported with temporary shelter and connected with supports to assist in the transition to a more stabilized future.

The impacts of the partnerships with Dilico and SJCG have resulted in the ability to identify homeless individuals with support needs, and address those needs through a case management relationship. This has resulted in success in removing individuals from street-living and other tenuous shelter situations by providing safe, supported housing options. These partnerships were developed as TBDSSAB's first health supports funded relationships, through HFG, and have been the basis for growth and proposed expansion into this area.

Challenges

One of the challenges experienced by the TOSW team is when an individual they have been working with no longer accepts the support services they previously engaged. This may result in a full loss of contact and a cessation in efforts to address the individual's housing and support needs. This can be mitigated in some instances when other community supports still have contact with the individual, and this is shared through mechanisms like the Community Outreach Table.

Another area of challenge is realized when an individual has been supported to access a transitional housing unit, but then decides to no longer accept the life stabilization supports offered. In some instances, this may lead to exacerbated substance issues and disturbances, and may ultimately lead to an eviction of the individual. This may be mitigated through different organizations offering services and wellness checks, and the offering of different types of supports.

One of the most significant challenges for the TOSW team is agency waitlists and program criteria. Because of lack of access to transitional housing, many clients end up occupying rooming houses and hotels while they await a transitional space, though they remain on HNH waitlists. Access to detox and addiction treatment centres is also a challenge, due to long waitlists. The criteria for entry to Journey to Life are also a barrier since TOSW cannot refer individuals unless they are a current resident of Salvation Army and are not using substances.

The TOSW program is quickly able to connect with clients and have them assigned to their caseloads, but harder to transfer them out, due to the lack of transitional housing. This creates a situation of growing caseloads with little movement at times and can frustrate individuals who are ready for change.

A challenge with the recent funding of community outreach partners under the SSRF program has been the temporary nature of the funding terms. This has led to uncertainty with the continuation of supports and the lack of realizing growth opportunities. This challenge would be mitigated through stabilized long-term funding that would enable certainty in staffing and program delivery, resulting in improved outcomes.

Challenges exist with the population SJCG and Dilico are working to support as it can be difficult to track down clients. HFG is a relatively new program and has experienced staff turnover, and as such, staff could benefit from increased training specific to homelessness and client readiness for change. The programs continued through the COVID-19 pandemic, however challenges presented with limited face to face meetings with clients, working from home, and less movement into housing with lower vacancies rates in the private market. These challenges can be mitigated through continued work and development with the program and the partners.

Options for Consideration

1. Maintain Status Quo for Outreach Operations

This option continues the current work with Dilico and SJCG, as well as that of the TOSW team, with some opportunities for growth and enhancement. As identified above, many agencies in the District of Thunder Bay work in partnership with each other to provide services to those in need. TBDSSAB continues to leverage partnerships to reach those in need that are unaware of our services. Enhancements in this area may include broadening the current partnerships providing outreach services and/or the outreach scope for a pilot opportunity for the TOSW team to participate in a “ride along” with outreach agencies to connect with those who are not utilizing the shelters. During this outreach, the TOSW team could share TBDSSAB information and resources available.

Additionally, the Manager of Intake & Eligibility could meet on a more frequent basis with managers of other outreach organizations to build partnerships, share resources, and explore service opportunities with frontline staff.

2. Engage in Contractual Relationships with Established Outreach Services

This option would identify existing outreach programs where a contracted relationship may be developed to enhance overall impact and engagement and grow access to TBDSSAB supports. This would include establishing formalized partnership linkages to directly influence agencies delivering outreach and become active participants in the community outreach efforts. This would not replace the current relationships with Dilico and SJCG, or the TOSW team efforts, but would enhance the ability to reach a broader population and engage in a more medically oriented service model, where health, mental health and income/housing services may be combined.

This option would build on the short-term successes realized using SSRF funding. Enhanced involvement from the TOSW team, as identified in Option #1, would also be incorporated in this option.

3. Establish a Full-Service Outreach Program

This option would look to redefine the role of the TOSW team to focus more on independent, direct outreach to the homeless population. This may include gaining additional training and certification in the delivery of mental health and addictions supports. Greater resources may be applied in this option, including dedicated transportation, and increasing staff compliment to address the growth in caseload and time commitments. Existing partnerships established for outreach and support activities may be reduced, if overlap or repetitive services are realized.

Recommendation

Considering the options available for Case Management and Outreach, it is recommended that Option #2 – *Engage in Contractual Relationships with Established Outreach Services* be included in the HPP Investment Plan. This option would allow for the opportunity to reach a greater number of hard-to-reach individuals through the services of established outreach programs. This would include the continuation of the successful partnerships with Dilico and SJCG established under the HFG program and expand to relationships developed through the SSRF funding. Establishing partnership agreements would have the added benefit of defining expected targets, measures, and outcomes. The opportunity to build on existing relationships fostered through the SSRF community grant funding provide proof of positive outcomes existing within the communities throughout the District.

It is also recommended that TBDSSAB seek to broaden the engagement of the TOSW team with community outreach programs, to build skills and experiences of the team, and to enhance current program reach. These skills would be developed through side-by-side work with the current and future outreach partnerships.

By-Name List Activities

(Former CHPI enumeration, by-name data/partner would fall in this category)

As part of the Province of Ontario's efforts to end chronic homelessness by 2025 and the long-term goal to end homelessness, MMAH established a provincial requirement to conduct local enumeration of people experiencing homelessness before the end of 2021. Through an amendment to the *Housing Services Act, 2011* (HSA) and a Ministerial Directive, MMAH required all Service Managers to conduct an enumeration of those experiencing homelessness in their communities using a Point in Time (PiT) count. Individuals identified through the PiT count were added to the new by-name list, to help identify homeless individuals and their specific needs, with the aim to address these needs through direct follow-up.

Moving forward there is indication that MMAH will no longer require a PiT count, however maintaining a by-name list is still a requirement. A by-name list is a comprehensive list of every person in a community experiencing homelessness, updated in real time. Using information collected and shared with their consent, each person on the list has a file that includes their name, homeless history, health, and housing needs. Activities and eligible expenses in support of maintaining the by-name list may include case management and referral, engagement expenses, navigation supports, development of support service plans and costs directly related to the management, staffing, data management, and training.

TBDSSAB has managed a by-name list through the Homeless Individuals and Families Information System (HIFIS). At the beginning of October 2021, there were 693 individuals active on the by-name list in the District of Thunder Bay. The by-name list is

a much more accurate indicator of the number of people experiencing homelessness in the District of Thunder Bay than a PiT count or other periodic tool.

It is anticipated that investment into securing partner relationships to support the maintenance of the by-name list throughout the District will be supported under this category. This may include formal agreements and remuneration for expenses to organizations participating in providing by-name list data.

Successes

With the establishment of a by-name list in 2018, TBDSSAB has been able to provide greater support to individuals experiencing homelessness and those at risk of homelessness. In the past year, 377 individuals identified on the by-name list have been connected with support services and 146 have been established in transitional or long-term housing.

Through being able to identify and connect with individuals on the by-name list, outreach has been successful in developing relationships with high needs individuals and determining best options for supports. These include referrals to addictions treatment, case management, support navigating services, and transition into supported housing environments.

Challenges

While the by-name list is a much more accurate indicator of the number of people experiencing homelessness in the District of Thunder Bay than the PiT Count, it must always be assumed to be an underestimate. Inclusion on the by-name list is dependent on a person accessing services relating to homelessness. Between the work of the homeless shelters, the TOSW team, and CHAT partnerships, many people experiencing homelessness have been included but anyone sleeping rough and not accessing services will not be included/counted. This includes people experiencing homelessness in the rural communities of the District of Thunder Bay where it is known people are less likely to identify as homeless and seek services. This challenge may be mitigated through further outreach and connection with homeless individuals.

Another population that is missed is any person who is not comfortable with sharing their information with all the CHAT member organizations and are diverted from inclusion on the by-name list. This has the impact of under-counting the actual number of homeless individuals within the District. Further outreach and consent from individuals to participate with support organizations would help to mitigate this challenge.

Options for Consideration

1. Continue with By-Name List Referral Supports

This option would involve continuing the work with community partners and the CHAT table to ensure optimal reach out to the homeless population to engage in relationships. This would involve both direct TBDSSAB staff and community partners and would prioritize the identification of individuals in need. Where new organizational relationships may provide benefit, TBDSSAB will seek out these partnerships and introduce the by-name list concept. There may be a need to remunerate or offer incentives to organizations to engage in this work.

2. Establish New Independent By-Name List System

This option would have TBDSSAB determine a process that would involve only organizational inputs into the by-name list and establish a new process for engagement. This may include continuing contact with some current referral partners, and identification of others to establish an independent list.

Recommendation

Considering the options available for By-Name List Activities, it is recommended that Option #1 – Continue with By-Name List Referral Supports be included in the Investment Plan. This option would continue to build on the current relationships and systems established and seek to build new partnerships to support the system. Engagement with organizations in communities throughout the District, to ensure a full representation, would be prioritized.

Emergency Shelter Solutions

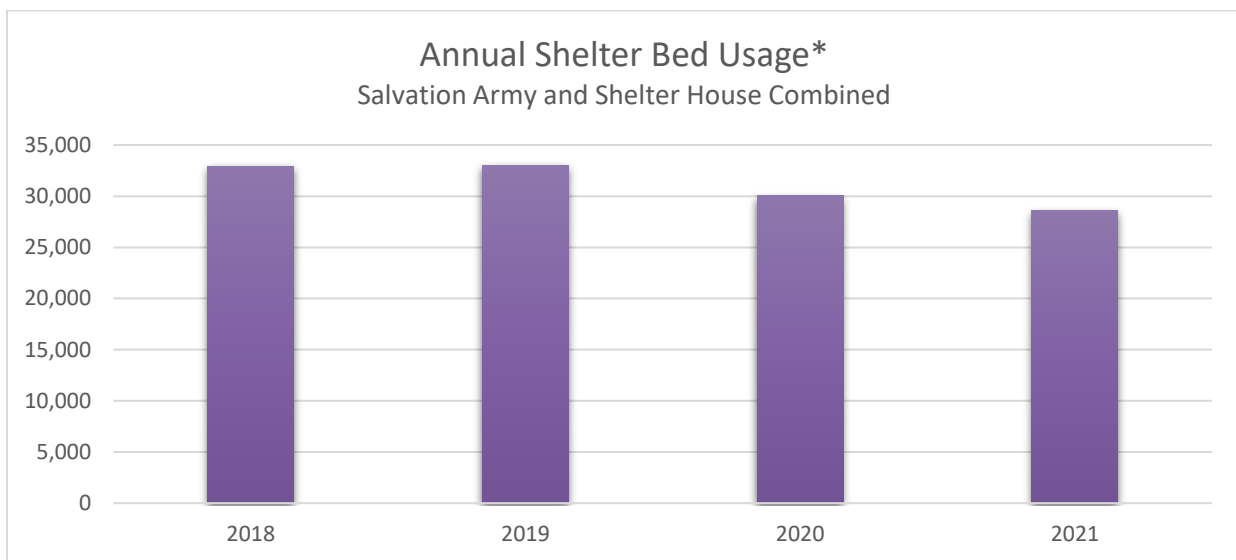
As the Service Manager for housing and homelessness programs designated by the Province of Ontario, TBDSSAB is responsible for planning, administering, and delivering a system of coordinated housing and homelessness services that assist individuals and households to improve their housing stability and address or prevent homelessness.

Emergency shelters provide a safe, temporary place where people can stay (without a referral) in times of need while they work to secure transitional or permanent housing. It offers immediate access to shelter when people have no other safe and appropriate place to stay. Emergency shelter services include the provision of lodging, board, and personal needs to a homeless or transient person on a short-term, infrequent basis.

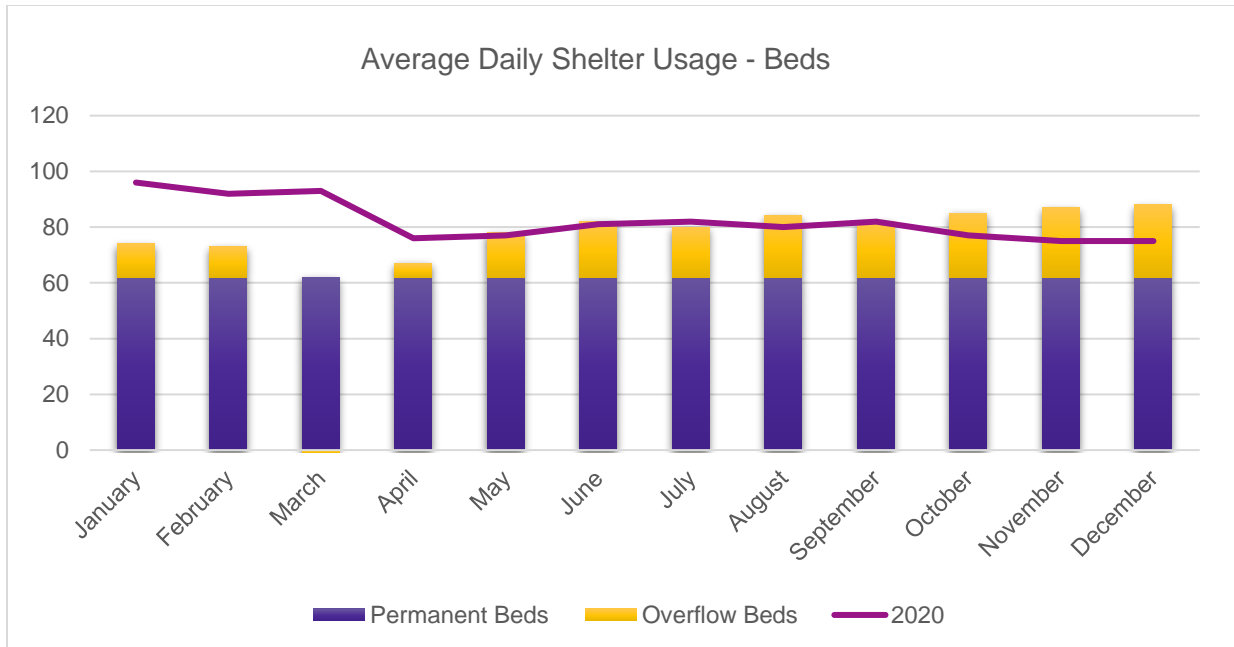
Emergency shelters are not intended to provide long-term sheltering supports to an individual. Short-term episodic sheltering is the primary purpose of the emergency shelter system, while chronic shelter use identifies a need beyond emergency sheltering. A revision to the Emergency Shelter Funding Policy was approved by the Board in late 2021, which will reduce the provision of utilization funding for shelter space occupied by individuals considered a chronic shelter user. This policy revision has been shared with emergency shelter providers.

Key elements of an effective emergency shelter system include access, diversion supports, a focus on housing supports, and collection of data to allow for analysis related to coordinated access.

A key objective under the past CHPI program, and of the new Homelessness Prevention Program, is to reduce the reliance on emergency shelters and services and increase efforts in homelessness prevention programs. TBDSSAB will continue to work with emergency shelters and the community to address homelessness and shelter use. Currently, both Salvation Army and Thunder Bay Emergency Shelter Inc. (Shelter House) receive annual funding to support the delivery of emergency shelter services. In 2021, a total of 25,880 bed nights were used between these two emergency shelters.



**Note that due to COVID outbreak restrictions, many shelter nights were restricted in 2020 and 2021; overflow and isolation shelters were put in place*



A comprehensive review of Thunder Bay Emergency Shelter Inc. operations was completed in June 2021 and included a review of records, established governance, and physical plant and operational practices. This involved several TBDSSAB staff from various teams including Housing Programs, Finance, and Infrastructure and Asset Management. The results of the review were compiled into a report for Thunder Bay Emergency Shelter Inc. outlining areas of compliance and recommendations for improvements where required. A full review was provided to the TBDSSAB Board at the December 16, 2021 meeting.

In addition to Salvation Army and Thunder Bay Emergency Shelter Inc., there may be opportunities for emergency shelter providers who are not approved for ongoing operational funding to receive one-time funding. These situations arose during the COVID-19 pandemic as capacity limits in existing shelters were reduced due to public health requirements. Supporting alternate emergency shelter providers may be in the best interests of TBDSSAB and the community. The criteria for approval would be defined by the specific funding available, but the initiative should address objectives in TBDSSAB’s 10-year Housing and Homelessness Plan, or other urgent community need.

Emergency assistance may also be required where, as a result of travel, inclement weather or having no safe space to reside for the night, the health and safety of a transient homeless person may be in jeopardy. One night of accommodation at a designated motel or other shelter provider may be authorized to transients and will be supported through the Homelessness Prevention Program. This form of emergency assistance is provided on a one-time, as required basis where no established emergency shelter is available, and supports are offered through an existing agreement with community partners.

TBDSSAB will continue to engage in operational reviews of approved emergency shelters on a regular basis, within a timeframe not to exceed five years. The review will examine the compliance with the contractual agreement and evaluate outcomes. Further, the review will explore policies, financial reporting, physical conditions, administrative practices, and any other matter that would impact the effective operation of the emergency shelter. Ongoing service agreements will be guided by the outcomes of the operational reviews with the goal to ensure efficient use of emergency shelter space and the potential for diversion from emergency shelters.

Successes

The greatest indication of success for Emergency Shelter Solutions is the number of bed nights used by homeless individuals. In 2021, a total of 28,606 bed nights were occupied. Though a long-term goal is to reduce the need for emergency shelter services, there is a need for immediate safe space for individuals to escape the elements and have a bed for the night.

A further success for the Emergency Shelter Solutions was the ability to address and accommodate an increase in individuals requiring shelter during the COVID-19 pandemic. All emergency shelters within the system worked cooperatively, supporting the needs of individuals and data collection, and followed the direction of public health to maintain safe operations. Where individuals were supported at specific shelters, bed lists were shared within the system to allow appropriate referral and direction to ensure the maximum use of existing space. The establishment of an overflow shelter to relieve system pressures was also accomplished.

TBDSSAB has worked with the emergency sheltering system to ensure that all points of entrance are accessed nightly through a primary referral point - Thunder Bay Emergency Shelter Inc. With the use of their Street Outreach Service (SOS), Thunder Bay Emergency Shelter Inc. can transport individuals to Salvation Army, Grace Place and Urban Abbey, or other locations as required to ensure everyone in need has a safe place and that the sheltering system is working collectively.

TBDSSAB Administration has supported the sheltering systems to use HIFIS and provides the training so the most accurate count of sheltering within the city is captured.

Challenges

One of the challenges of having an emergency shelter system is that there may be a reliance of this service, rather than seeking more permanent housing solutions. Though there is a need to support individuals through emergency shelter services, reliance on the shelter system for 'long-term' sheltering is not appropriate. One way to mitigate this is to establish incentives to move homeless individuals along the housing continuum to more transitional or stable housing, to reduce chronic shelter use.

The preparation or readiness for all clients using the emergency shelter system to prepare for successful independent living is a challenge at the emergency shelter level. Continuing to link the TOSW team with the emergency shelter system to assist homeless clients transition through the continuum of housing options continues to be a challenge.

Ongoing operations for the emergency shelters creates pressures to maintain services and the physical operations while seeking out new funding opportunities to support these expenses. As the Service Manager, TBDSSAB cannot continue to increase funding as new pressures arise, as this reduces funding available in other homelessness prevention areas. This challenge can be mitigated through the overall reduction of shelter use, thus reducing expenses, or the sourcing of new additional funding sources including organizational fundraising.

Options for Consideration

1. Maintain Current Emergency Shelter Relationships and Funding

This option would seek to continue to fund the operations of both Salvation Army and Thunder Bay Emergency Shelter Inc. at the current level, with expectations that ongoing shelter use would not increase. This may be realized through shelter diversion efforts, reduction in chronic shelter users, or enhanced efforts to provide transitional or more stable housing options.

2. Expand Emergency Shelter Relationships and Funding

This option would seek to expand the emergency shelter system with the addition of newly funded spaces. Relationships with other emergency shelter providers would be further developed, with contracts and deliverables tied to funding. This option would address the potential for shelter space expansion and provide resources to expand the system.

3. Reduce Emergency Shelter Relationships and Funding

This option involves reducing the investment in the emergency shelter system, with efforts to reduce shelter stays and support individuals with the transition to more stable housing options. This option reduces annual funding allocations leading to reduced overall support, with the expectation that transitional supports would reduce the demand on shelter spaces, or that other funders would step in to augment TBDSSAB funding. The funding of only one emergency shelter may also be considered.

Recommendation

Considering the options available for Emergency Shelter Solutions, it is recommended that Option 1 - Maintain Current Emergency Shelter Relationships and Funding be included in the HPP Investment Plan. This option would provide continued support for the currently funded emergency shelter providers, while establishing targets and deliverables in funding agreements to address the pressures on use. The options for

case management, early intervention, diversion from emergency shelters and other options would be explored with the goal being to work with shelters to reduce overall emergency shelter use. This recommendation may be altered after the current year, to reflect ongoing efforts to reduce emergency shelter use and access to transitional housing options.

Housing Assistance

Long-Term Housing Assistance

(Former HFG Rent Supplement, Strong Communities Rent Supplement would fall in this category)

On March 27, 2017, the Ministry of Housing (MHO) provided information regarding a new supportive housing program called HFG. This new program supports the province's goal of ending chronic homelessness by 2025, by providing housing assistance and supports to individuals and families in the four provincial priority homelessness areas:

1. Chronic homelessness
2. Youth homelessness
3. Indigenous homelessness
4. Homelessness following transition from provincially funded institutions and service systems (e.g., hospitals, prisons).

The HFG program provides funding to support housing assistance and case management supports delivered through Service Managers and partners. Housing assistance includes rent supplement and housing allowances, while case management may include a broad range of services including counselling, personal support, medication dispensing and life-skills training.

With the introduction of the HFG program, an initial opportunity to create new transitional housing spaces was offered. TBDSSAB partnered with SJCG to propose a 30-bed transitional facility on Dawson Road. This proposal was accepted by the Ministry, and subsequently TBDSSAB provided \$2 million to SJCG to purchase a former Inn and renovate it to offer transitional space. As an ongoing partnership, TBDSSAB provides housing allowances to those residing in this transitional facility that will stay with the individual as they seek out more long-term housing.

The aim of the TBDSSAB HFG initiative is to significantly reduce chronic homelessness and expand homelessness prevention measures by providing enhanced supports to at-risk tenants in the District of Thunder Bay through a collaborative, multi-faceted approach addressing all four priority target populations: chronic homelessness, youth homelessness, Indigenous homelessness, and homelessness following transition from provincially funded institutions and service systems.

The HFG funding has resulted in housing 249 individuals and maintaining successful housing through the use of housing allowances and portable housing benefits.

The Strong Communities Rent Supplement program alleviates homelessness by providing flexibility to assist with those households at risk or in urgent need of housing because of exceptional circumstances or specific needs (accessibility, medical requirements, modified units, those who find it difficult to live in large, multi-residential settings, etc.). The funding allows for flexibility to set specific local policy to service the needs of the area. Participants must be on the RGI housing waitlist. Units in the program are located in smaller buildings (duplex, four-plex), main floor units, and units in buildings with an elevator to support mobility.

Successes

Rental subsidy successes with the HFG program exist within the relationships landlords and frontline support staff have built to help support tenants and create successful tenancies. Additionally, housing people who are ready to make positive changes to their living situations brings great successes and reduces the reliance on the emergency sheltering system.

Successes within Strong Communities Rent Supplement program have been achieved with the flexibility of adding accessible units available in the program. The relationships built among landlords has also been a success, as this has supported the process in keeping tenants housed longer term and allowing for greater numbers of housing units to access.

The following is a success story related to rent supplements.

A 62-year-old man living with diabetes and physical disabilities was referred for housing support. He was living in a remote rural location and a tree fell on his home. He did not have the means for the repair. His home was condemned due to not having heat and water and this led him to living out of his truck. The client had stated: *"I really believed it was over for me. Too big of a coward to end my life, but it was on my mind. I had no other options. In my unhealthy situation, I didn't want to freeze to death in my truck."* He knew he needed assistance. Once his case came forward, the TOSW team became involved. A SPDAT/housing risk assessment tool was completed, which ranked him on the high needs homeless housing waitlist. Due to the urgency of the situation, staff advocated for him and was able to secure short-term support in a motel. The team started the process to assist with finding affordable housing and within a short time, the client was offered a unit through RGI and was further supported with funding to provide housing necessities.

This individual has overcome many obstacles and went on to develop a cooking class for a youth program through Dilico. He told his worker that he is thrilled to be considered "a success story". He is still living in his apartment and says he "is safe, warm and cooking his own meals, including pies".

Challenges

Challenges within the Strong Communities Rent Supplement program and HFG are the lack of truly accessible units available in the Thunder Bay housing market (for someone in a wheelchair or with significant physical limitations) versus partially accessible units (main floor units, elevator buildings, etc.). This challenge may be mitigated through the development of new accessible housing units (as was accomplished by TBDSSAB in 2021 when 6 new accessible units were developed in the McIvor Court property), however this is capital intensive and resources may not be easily accessed.

The rent limits hinder access to units (HFG Program Limits - 1 bedroom rent \$910; 2 bedroom rent \$1066) as market unit rents in the District of Thunder Bay often exceed these limits. Rents often do not include utilities, maxing out shelter benefits from OW and ODSP, preventing tenants from have utilities paid directly which can result in arrears with utilities. This may be mitigated through negotiations with private landlords to achieve more affordable rates, or through the development of new accessible units as noted above.

A further challenge is that tenants are not required to continue supports once housed, as this is a voluntary service. This may bring concerns with continued housing success, as individuals may not achieve the same level of tenancy success as when they are provided supports. Individuals may also revert to past habits and activities, endangering their tenancy and potentially face eviction. This challenge is difficult to mitigate, as it is a decision of the individual whether they wish to accept and maintain support services.

Options for Consideration

1. Maintain Current Rent Supplement Arrangements

This option would continue with investments into rent supplement initiatives and seek out new spaces and partnerships. Maintaining the focus on seeking out appropriate housing spaces, including within the TBDSSAB housing portfolio, allows for proven outcomes to be continued and new opportunities to be explored. The investment in appropriate rent supplements, frequently linked to additional supports, would help support the efforts in establishing and maintaining the by-name list, as the by-name list is a key feeder to the rent supplement client system. Accessing more housing units throughout the entire district improves the placement of individuals in need of supported housing.

2. Reduce Long Term Rent Supplement Funding to Support other Needs

This option would seek to reinvest current rent supplement funding into other eligible funding categories. This would involve identifying initiatives and needs that could benefit from enhanced investment, and transitioning funding to these areas. Possible areas may include development of new units, enhancement of transitional housing units or investments in support programs. The impact on access to stable housing units would be reduced, with the result being longer waitlists for housing and increased risk of homelessness.

Recommendation

Considering the options available for Long-Term Housing Solutions, it is recommended that Option #1 – *Maintain Current Rent Supplement Arrangements*, be included in the HPP Investment Plan. This option maintains, and possibly grows, access to appropriate housing for individuals who are eligible. The ability to access funds to provide rent supports to those in need, from homelessness to affordable housing, allows for broad impact in the District. Continued investment in rent supplement programs also helps to address the attainment of service level standards established by MMAH.

Short-Term Emergency Assistance

(Former CHPI, Housing Security Fund, would fall in this category)

Under the Homelessness Prevention Program, short-term and emergency assistance to assist a household with rent and utility arrears, emergency housing assistance, start-up furnishings and housewares, and the support for first/last months' rent is an eligible expense. These types of expenses have been previously delivered under the CHPI program, through TBDSSAB's Housing Security Fund (HSF). The intent of HSF is to prevent, address, and reduce homelessness in the District of Thunder Bay and in particular, to enable people experiencing homelessness to obtain and retain housing and to enable people at risk of homelessness to remain housed.

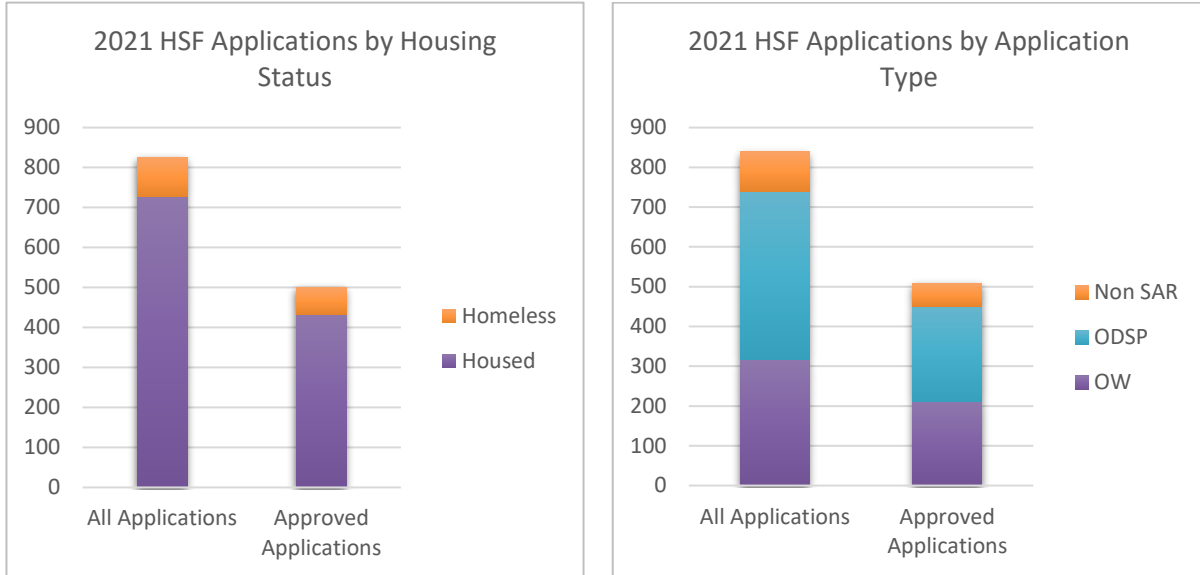
From April 2021 through March 2022, a total of \$610,360 was awarded through the HSF. This is slightly below average from the past few years, due in part to a similar support initiative offered under the SSRF that was initiated by the province of Ontario in response to the COVID-19 pandemic. Under the current terms of the program, HSF may be approved once in a 24-month period, to minimize the opportunity for reliance on this support.

Supports that assist individuals with stabilizing their current housing situation, or establishing a new home, are important in reducing pressures on the homelessness system, including emergency shelter use. A small investment to address these stabilization needs may often result in a secure housing situation.

Program guidelines for the Housing Security Fund include:

- The applicant must be financially eligible
- The accommodation for which funds are requested must be sustainable
- The applicant must fall within one of the two application categories:
 - Establishment of a New Residence, or
 - Maintenance of a Current Residence
- TBDSSAB must be satisfied, considering all the material before it, that approving an application is likely to achieve one of the Key Program Outcomes, which are:
 - To enable people experiencing homelessness obtain and retain housing, and

- To enable people at risk of homeless remain housed.



Successes

Success of this funding program is based on establishing stability for a household and removing barriers to allow access to affordable, sustainable housing. Where an applicant can maintain housing with support or establish new housing to leave homelessness or tenuous housing, then the ideals of the program are achieved.

Through HSF, more than \$166,000 was paid to landlords to either prevent eviction from a home or to enable someone to gain housing. This reduced the risk of homelessness and established new housing stability. More than \$16,000 was paid to utility companies to prevent service cut offs or to establish utilities in new housing, where households were otherwise unable to pay these costs.

Additionally, approximately \$25,000 was approved for moving costs to assist relocation of people into safer and more affordable housing. \$250,000 was issued to assist with household needs such as beds and cooking implements to set up a new home.

Finally, approximately \$8,000 was paid to clear up back property taxes to enable people to stay in their homes, thus reducing the need for other housing supports or having people evicted from their home.

Challenges

In a review of the HSF program over the period of 2016 to 2020, it was determined that many households accessed the fund more than once and often again within the 24-month limit, citing exceptional circumstances. This may indicate a reliance on the HSF program funding by households, which is not the intent of this support fund. This

challenge may be mitigated by establishing firmer eligibility requirements and extending the period for subsequent applications to a term longer than two years.

Additionally, a key eligibility criterion is that the accommodations must be affordable to maintain by the household. There are applicants who are unable to show sustainability of their housing based on their means of income, and in these instances an application cannot be approved. This excludes some households from receiving support, however there are other organizational supports that can be accessed and reviewed in support of the household.

Options for Consideration

1. Maintain Current Investment in Short-Term Emergency Assistance

This option sustains the level of investment into short-term housing supports, including HSF. The ability for individuals to access these types of supports helps to attain and maintain housing by supporting immediate needs for initial rent, arrears, furnishings, and other needs.

2. Reduce Investment in Short-Term Emergency Assistance

This option would reduce the previous level of investment into short-term supports, redirecting some funding to other areas of priority need. This would still maintain services like the HSF, however with a reduced investment for the coming year.

Recommendation

Considering the options available for Short Term Emergency Assistance, it is recommended that Option #2 – *Reduce Investment in Short-Term Emergency Assistance*, be included in the HPP Investment Plan. This option would continue to deliver supports aimed at immediate housing needs but would reduce the overall investment. Over the past 2 years, the District of Thunder Bay has benefited from the Social Services Relief Fund (SSRF), aimed at supporting needs arising because of the COVID-19 pandemic. Some of the SSRF investment was aimed at reducing/eliminating rent and utility arrears and other short-term pressures to remove barriers to accessing suitable housing. Between April 2020 and March 2022, more than \$1.3 million of SSRF funding was used to address these short-term needs, including arrears, greatly reducing the demand on programs like the HSF. As a result, reduced needs may be expected for the coming year, supporting the reduction in investment.

Non-Financial Assistance

(Former CHPI Homelessness Prevention Officer funding would fall in this category)

The Homelessness Prevention Officer (HPO) assists in the development and oversight of the administration of the Homelessness Prevention system within the District of Thunder Bay. The HPO ensures that individuals are being served in the most efficient and effective manner possible and that service providers are meeting their obligations in

compliance with TBDSSAB Operating Agreements and various MMAH Homelessness Prevention Operating Agreements.

The major responsibilities of the HPO include:

- conducting monitoring processes, operational reviews, and the implementation of intervention actions with the CHPI-funded organizations delivering homelessness prevention services
- providing advice and guidance to Homelessness Prevention Service Providers on Guideline/Legislation/Policy Interpretation, and on effective service methods, practices, and systems
- determining homelessness prevention needs throughout the District of Thunder Bay
- facilitating the HFG team meetings, participating on the CHAT table, and providing briefings and recommendations to senior management.

Successes

The HPO provides TBDSSAB with connections to service providers and has enhanced the review process with the support of the Manager, Housing Programs for the CHPI funded agencies. The HPO position is a primary lead in TBDSSAB's homelessness prevention programs and efforts. This position could be moved into another stage of support with the new MMAH requirements for the by-name list as needed. The HPO monitors and maintains the HFG table and TBDSSAB CHAT table participation to streamline client referrals, questions, and process for continued success of clients, tenants, and support agencies. The HPO is now providing accurate information and education related to housing programs and processes to community partners. The role has increased the number of subsidies as well as communication with landlords and internal staff, increasing outcomes for those seeking housing stability. Increased organization of stats/data collection and reporting with the help of the Data team has helped to support strong program evaluation.

Challenges

The HPO is the point person for TBDSSAB for community contact around homelessness and this sometimes translates to community members having expectations for immediate assistance and/or emergency housing. This can strain relationships at times as there are limitations on existing programs and the focus is on following the sheltering system process or housing eligibility guidelines. This is mitigated through regular communication and sharing of information.

The role has challenges in keeping the lines of communication flowing between all the active parties. The HPO facilitates meetings for internal TBDSSAB staff and HFG support staff to review current tenancies and best practices for preserving those tenancies. The goal is to keep the flow of communication open between all levels of staff supporting tenants to remain housed.

Options for Consideration

1. Maintain Current Homelessness Prevention Officer Role

This option would continue to support the role of the HPO, maintaining this position as a key contact for TBDSSAB in the homelessness prevention system. This would also support the continuation of data collection, analysis, review and recommendations for HPP-funded programs and partnerships.

2. Explore New Shelter Diversion Opportunities

This option would look at engaging other systems to address homelessness support, including contracted services with external organizations. Another alternative is the elimination of this role and function, however that would have the current responsibilities revert to the program manager or other staff.

Recommendation

Considering the options available for Non-Financial Assistance, it is recommended that Option #1 – *Maintain Current Homelessness Prevention Officer Role* be included in the HPP Investment Plan. This option would maintain the support and partner outreach developed over the past several years and continue oversight of the HPP funded homelessness initiatives. As TBDSSAB's homelessness strategy evolves, there may be opportunity to revisit where investments are made and how best outcomes are achieved, and recommendations for investments may change over time.

Supportive Housing

Life Skills Development and Daily Living Supports

(Former CHPI Funded Habitat program would fall in this category)

The Habitat program offers low-support programming and interventions for hard-to-serve individuals who reside at 219 Pearl Street, Thunder Bay and consists of 34 self-contained units in a building owned and operated by TBDSSAB. The main floor consists of a lounge area, refrigerator, stove, and program area, as well as two offices for program staff. The Habitat program operates with three contracted staff. Staffing currently consists of two Caseworkers and one Program Support Worker. The hours of staffing operation are Monday to Friday, from 8:00 a.m. to 4:30 p.m. Evening programming and occasional weekend outings are provided as well.

Each year, the Habitat program provides services to 34 male and female clients. Clients are comprised, primarily, of hard-to-serve and hard-to-house individuals with developmental and minor mental illness; some may have physical disabilities, as well. Currently, more than one-half of the residents have dual diagnoses or multiple diagnoses. The goals and objectives of the Habitat program are:

- To enhance the building of self-esteem, self-determination, and independence in program participants to the highest level of which they are capable
- To assist clients in examining options and making choices that will enable them to live with dignity and stability
- To assist clients in their successful integration into society
- To transition individuals to other levels of housing in the community.

Client’s progress and program success are evaluated regularly. Each client works with the Program Caseworker to prepare suitable short- and-long term goals with the goal of living independently with minimal supports. These goals are reviewed regularly and revised as needed. Collaboration with family members/other agency staff also occurs where appropriate.

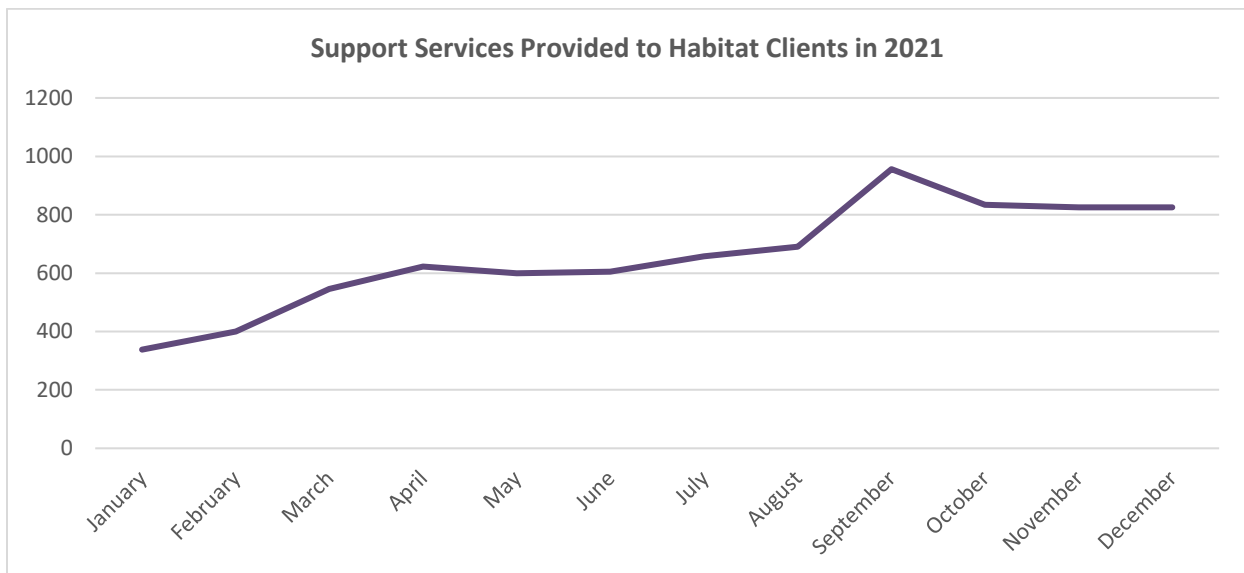
Each program session has a built-in, client-directed evaluation as well, to ensure that programs are constantly changing and adapting to meet the needs of the client.

Ongoing internal staff evaluation is done on a regular basis. The program Caseworkers have regular supervision with the Director of the Habitat program. Verbal evaluation is ongoing between the Executive Director, the Program Director, and The Salvation Army Administration at Divisional Headquarters who delivers the program.

Salvation Army – Habitat Program Logic Model

Goal: assist clients in examining options and making choices that will enable them to live with dignity and stability and successfully integrate into society.

Objectives	Inputs	Activities	Audience	Outputs	Outcomes
<p>To enhance the building of self-esteem, self-determination, and independence, in Program participants to the highest level of <u>which they</u> are capable</p> <p>To assist clients in examining options and making choices that will enable them to live with dignity and stability</p> <p>To assist clients in their successful integration into society</p> <p>To encourage and assist clients in developing to their highest potential in all areas of life- physical, emotional, social, intellectual, <u>environmental</u> and spiritual</p>	<p>Program/Caseworkers (3 Full-time Equivalent (FTE))</p> <p>Ongoing CHPI funding</p> <p>Ongoing staff training</p>	<p>Life Skills: Anger management, self-esteem, communication skills, building strong relationships, conflict resolution, stress management, positive lifestyles, self-awareness</p> <p>Independent- Living Skills: Money management, landlord/tenant rights; healthy nutrition; community resources; volunteerism; cooking <u>classes</u>; <u>literacy</u>; homemaking skills; utilizing public transportation; health, sexuality, and safe practices</p> <p>Field of Greens: Planning, nurturing, <u>maintaining</u> and harvesting produce</p> <p>Social Recreational Activities Movies, games, BBQ's, fishing, camping, bowling, mini-putt, outings; Men's Group; Ladies' Group</p> <p>Tenant Counsel Residence <u>meet</u> regularly to discuss issues pertaining to their tenancy and utilization of services at Habitat</p> <p>Spirituality Devotions, bible study, choir, <u>grief</u> and bereavement</p> <p>Casework One-on-one; referral, arranging and coordination of services; correspondence; case conference; reports; supervisor/team case reviews; appointment accompaniment; crisis intervention; mediation; <u>advocacy</u></p>	<p>Primary audience: Tenants residing at 219 Pearl Street Habitat Program</p>	<p>CHPI statistics</p> <p>TBDSSAB Outcome Measurements</p>	<p>Out of those transitioned from transitional housing to mainstream housing, how many services/supports have been arranged? ^A List specific programs that have been arranged</p> <p>Out of those transitioned from transitional housing to mainstream housing, how many clients are actively engaging with services?</p>



Habitat’s ability to provide consistent programming through the COVID-19 pandemic was reduced, showing a reduction in participation levels. The typical year for the Habitat program sees an average of five individuals ready to be moved to independent living or other programming opportunities.

Successes

Habitat staff started with an Alcoholics Anonymous support group on site and this has been well received and attendance is increasing. Habitat staff have decreased the number of tenants in a class (due to restrictions during the COVID-19 pandemic) but the smaller groups meeting more often has encouraged engagement. Further COVID-19 implications include the program modifying activities and trying new approaches to determine optimal outcomes with reduced contact and group size. Community gardens

at the property have also been incorporated into a community kitchen and life skills program and has been very well received.

Challenges

With programming hours being Monday to Friday from 8:30 to 4:30, gaps in service are noted afterhours and on weekends. A service model with more flexible hours could be explored with further funding opportunities to mitigate this challenge.

Options for Consideration

1. Maintain Current Transitional Housing Arrangements

This option would maintain the current arrangement supporting the Habitat program for the coming year, as ongoing evaluation and program enhancements are explored. This allows for options to be identified, programming efforts to be reviewed and possible return to pre-COVID-19 pandemic operations, allowing for a better analysis of needs.

2. Expand Transitional Housing Units within TBDSSAB Portfolio

This option would look to make changes in current programming and explore opportunities to develop new transitional housing models within TBDSSAB. There are currently few transitional units within the portfolio, however the additional transitional spaces allow for greater access to stabilized housing and reduced reliance on emergency shelter spaces. The need for more transitional housing has been identified, however more analysis into how TBDSSAB properties may be utilized in this regard is required, as there are considerations regarding provision of support services and impact on existing tenant structures.

Recommendation

Considering the options available for Life Skills Development and Daily Living Supports, it is recommended that Option #1 – *Maintain Current Transitional Housing Arrangements* be included in the HPP Investment Plan. This option would maintain existing contracted relationships and supports and sustain the current supportive environment at Habitat. This option would also allow for a review of opportunities for development of additional transitional housing over time, to guide investment decisions in the future. This would include a review of TBDSSAB properties that could support transitional housing operations.

Housing Assistance

(Former CHPI and HFG transitional housing supports – rent and portable housing benefit)

As the Service Manager for community housing and the homelessness prevention program, TBDSSAB explores the full continuum of housing from market housing to homelessness prevention, including affordable housing, subsidized housing (non-profit

and commercial rent supplement), Indigenous urban and rural housing, supportive, and transitional and emergency sheltering facilities serving victims of abuse and the homeless. To guide involvement in these specific areas, TBDSSAB has developed a 10-year Housing and Homelessness Plan. The plan is updated annually and is intended to be a living document that helps guide decision-making and provides a framework for establishing targets and direction. The Housing and Homelessness Plan outlines the priorities for TBDSSAB to ensure the best possible services are provided while meeting the program responsibilities identified in the *Housing Services Act*.

TBDSSAB is a direct owner of community and affordable housing and has Service Manager oversight of 21 non-profit organizations delivering housing and supports. Though not a primary provider of transitional housing, TBDSSAB does support housing for approximately 228 individuals in a transitional housing environment.

Transitional housing may be appropriate for those of all ages that have some of the following risk factors:

- chronic users of shelters
- homelessness
- mental illness
- newcomers to the community
- victims of abuse
- those who need life skills training to sustain long term, permanent housing.

In many instances, TBDSSAB's role is to provide the bricks and mortar for transitional and supported housing services, while partner agencies are responsible for providing the support services. The following is a summary of TBDSSAB Supported Housing offerings, and the community supports assisting individual tenants:

TBDSSAB Property	Service Organization	# Tenants Supported
Jasper Place	City of Thunder Bay	100
Habitat House	Salvation Army	34
Lendrum Court	Dilico Anishinabek Family Care	24
Cumberland Court	CSI Northwest	10
Glenwood Court	CSI Northwest	11
Andras Court (clusters)	Dilico, Elevate NWO, TBRHSC & CAS	30
Ross Court	Lakehead Association for Community Living & Avenue II	12
Nip-Rock Life Skills	Greenstone Community Living	7

In addition to the properties listed above, TBDSSAB has tenants in many properties who receive home-based services from a number of organizations including:

- NorWest Community Health Centre provides harm reduction education, home visits and supplies to tenants making a request

- Getting Appropriate Personal and Professional Support (GAPPS) is a support team developed by SJCG that provides supports to tenants of TBDSSAB properties and throughout the community
- TBDSSAB staff provide referrals for tenants seeking mental health supports via SJCG and Canadian Mental Health Association to assist in making connections
- Homemaking supports are referred through the North West Community Care Access Centre for tenants in need
- People Advocating Change through Empowerment provides positive supports for tenants with addictions and mental health (positive peer support programming) in communities throughout the District.

Community

Many community agencies provide the day-to-day operations and management of transitional and supported housing and related services. This network includes community housing providers, emergency and transitional housing providers, supportive housing providers, long-term care centres, community-based support services and outreach agencies. These community agencies have a variety of mandates, funding arrangements and skills offered. Alignment of need with the appropriate support agency is critical in addressing an individual's situation.

The following is a summary of community organizations that currently offer transitional or supported housing, aimed at providing first-stage transitional housing to the homeless and/or high-needs population:

Community Organization	Name of Program	# Tenants Supported
Salvation Army	Journey to Life	20
St. Joseph's Care Group	Lodge on Dawson	30
St. Joseph Care Group	Amethyst House	12
Lutheran Community Care	Pioneer Court	1
Beendigen Inc.	Wakaigin Housing	24
Alpha Court	Transitional and Supportive Housing	121 (9 transitional & 112 supportive)
John Howard Society	Transitional Housing Program	47
Elizabeth Fry Society	Transition from Incarceration	4
Dilico	Supportive and Transitional Units	19

Successes

Through the HFG program, TBDSSAB was able to secure capital funding to partner with SJCG to build and operate a 30-bed transitional housing facility serving individuals who require a supported residential environment to stabilize complex conditions that will allow them to successfully transition to more independent living. This facility is one

where frequent referrals are made for initial housing solutions. Housing rent supports are provided to many of the residents of this facility, to support the path to sustainability.

Through recent investment from the SSRF, TBDSSAB has realized the establishment of 51 new/planned transitional housing spaces, along with eight new emergency shelter spaces dedicated for women in need. This funding allowed for partnerships to be identified for the operational functions while TBDSSAB supported the capital development. The specific outcomes are as follows:

SSRF-2

- Dilico - 8 beds transitional (Arthur St)
- Matawa - 6 beds youth crisis (Lillie St)
- Matawa - 6 beds family crisis (Algoma St)
- Urban Abbey - 8 (new) emergency shelter beds (Red River Rd)

SSRF-4 Planned

- Matawa - 21 beds transitional (Algoma St)
- Dilico - 10 beds transitional (Yonge St)

The Salvation Army Journey to Life program offers low support programming for individuals who reside at the Salvation Army in Thunder Bay who are seeking transitions from emergency shelter to transitional supported housing. Services are provided through the Salvation Army, serving up to 20 residents with life skills classes and community engagements to prepare individuals for more independent living. Participants in the program must meet eligibility requirements and commit to engagement in dedicated programming.

The HFG program offers a flexible funding program that allows the Service Manager to establish varied supports and services to assist those who are homeless and to prevent homelessness for those at risk. Service agreements have been established with Dilico and SJCG to provide case management services to homeless individuals identified through referral. The supports provided, in many cases, result in the placement of a homeless individual into a transitional housing environment. TBDSSAB provides support funding to apply to sheltering costs, including rent supports.

Challenges

One of the key challenges of operating transitional housing is the potential that the individual housed may have behaviours that result in the damage of property, a risk to safety of other tenants in the property or involvement with the criminal element. There is no evidence to support that all individuals accessing transitional housing would experience these types of issues, but when an instance does occur, the negative impacts can be extensive. TBDSSAB has experienced extensive property repair costs at properties designated to assist with transitional housing. This challenge can be mitigated through the connection between the individual and community supports.

Having a 'guide' to assist the individual and provide life stabilization efforts, it is anticipated that concerns and issues may be reduced.

Another area of challenge is when an individual has been supported to access a transitional housing unit, but then decides to no longer accept the support services offered. In some instances, this may lead to exacerbated substance issues and disturbances, and may lead to eviction of the individual. This may be mitigated through different organizations offering services and wellness checks, and the offering of different types of supports.

Further, the lack of spaces for transitional housing is also a challenge and some current units exhibit high volumes of drugs, gangs, and crime. This makes it unsafe for many vulnerable individuals and potentially dangerous for staff to attend.

With the lack of transitional units, the waitlists for HFG rent supports are increasing which causes less movement and has become a challenge for staff with how to best serve individuals while they wait. In 2021, HFG housed 58 individuals, however there were 92 total clients eligible for the program. This is a successful housing rate of 63%. Of those housed, 25 were with the Lodge on Dawson, 17 were in private market units, and 16 were housed in TBDSSAB units. This challenge may be mitigated through investment in new transitional housing units throughout the District. Options to pursue funding, and additional partnerships, should be explored.

Options for Consideration

1. Maintain Current Transitional Housing Arrangements

This option continues the current scope of transitional housing currently in place, with only slight modification to the referral and placement of individuals. Utilizing existing transitional housing units, TBDSSAB would continue to provide appropriate referrals and housing supports to assist in transitioning individuals from emergency shelters or street living to a suitable home. Improvements to the referral process and establishing more permanent housing options for individuals to access after stabilization would also be explored.

2. Expand Transitional Housing Units within TBDSSAB Portfolio

This option would identify new properties or existing TBDSSAB properties that could be developed into transitional housing. The operation of this transitional housing may be supported with TBDSSAB staff and/or with external partner staff, depending on the model of support envisioned.

There is potential to coordinate with other agencies to offer cluster-unit living alternatives (own room, own bathroom but shared common space) in Andras Court. This model has proven successful with several community groups over the past months. As a team of supporting agencies, organizations would be required to provide 24/7 staff supports or establish a schedule of support hours. Depending on the support organization, incorporating a Personal Support

Workers to help with ongoing teaching for personal care – laundry, cooking, cleaning, showering – may be appropriate. Adding mental health and addiction workers would offer the support needed for people struggling with chronic mental health issues. The supported individuals would stay on waitlist until deemed successful for independent living and then offered market rent or an RGI unit. In addition to the Andras Court clusters, utilizing one of the current 8 plex units as transitional housing while providing one unit to a supportive agency for an office and meeting space to support the seven remaining tenants, may be an option.

3. Seek External Partnerships for the Development and Operation of Transitional Housing

This option would look to identify community partners with an interest in the development and operation of transitional housing and form a partnership. TBDSSAB's primary role may be that of a Service Manager, providing construction and/or rental funding and guidance, while the partner organization provides the expertise in care and support onsite. This option may include accessing HPP, Ontario Priority Housing Initiative or other funding to offer capital support to organizations willing to deliver services and develop a project. This model has proven successful in the past (Lodge on Dawson, Dilico transitional units, Matawa transitional units). There is potential that the Ontario Aboriginal Housing Services Junot Avenue project may start to develop soon, and this 58-bed transitional facility would be a big addition to the transitional spaces available in the community.

The benefit to this option is the partnership with a service provider that delivers the types of specific mental health and addictions treatment and support required by many seeking transitional housing. This is not a skillset existing within TBDSSAB but is required to sustain the housing environment. The existing models where this option has been implemented have shown good success to date in providing stage 1 transitional housing and have also proven to be very cost effective. The capital investments have come from dedicated funding opportunities, and the ongoing rent supports, including portable housing benefits, are within existing TBDSSAB programs. The portable housing benefits provided in the current partnerships also count towards TBDSSAB's service level standards.

Recommendation

Considering the options available for Housing Assistance, it is recommended that *Option #2 – Expand Transitional Housing Units within TBDSSAB Portfolio* and *Option #3 – Seek External Partnerships for the Development and Operation of Transitional Housing* be included in the HPP Investment Plan and explored further. This option builds on a model of proven success for TBDSSAB and engages community partnerships in the delivery of support services. Identification of an appropriate TBDSSAB property would initiate contact with appropriate support service organizations to seek out potential interest, and models developed to be ready for appropriate funding

opportunities. TBDSSAB's role would be one of capital investment and/or rent supports, leveraging the strengths that reside within the organization. Partnership roles would be that of operationalizing the system, providing supports and on-site care for residents. Through this option, TBDSSAB continues to contribute and develop appropriate transitional housing units, meeting the demand and objectives in the 10-Year Housing and Homelessness Plan.

**Attachment #4
Inventory of Emergency, Supportive and Community Housing Providers**

EMERGENCY SHELTERS			
Agency	# of Beds	Client Type and Services	Location
Grace Place Out of the Cold	16	<i>Homeless (18 years and up)</i> <ul style="list-style-type: none"> ▪ Meals ▪ Dormitory style overnight beds ▪ Free clothing for those in need ▪ Counselling and referral 	Thunder Bay
Salvation Army	31	<i>Homeless</i> <ul style="list-style-type: none"> ▪ Meals ▪ Dormitory style overnight beds ▪ Free clothing for those in need ▪ Counselling and referral 	Thunder Bay
Shelter House	62	<i>Homeless</i> <ul style="list-style-type: none"> ▪ Meals ▪ Dormitory style overnight beds ▪ Free clothing for those in need ▪ Counselling and referral 	Thunder Bay
Urban Abbey Emergency Women's Shelter	10	<i>Homeless (women)</i> <ul style="list-style-type: none"> ▪ Meals ▪ Dormitory style overnight beds ▪ Free clothing for those in need 	Thunder Bay

EMERGENCY HOUSING FOR VICTIMS OF DOMESTIC VIOLENCE			
Agency	# of Beds	Client Type and Services	Location
Geraldton Family Resource Centre	10	<i>Victims of Domestic Violence</i> <ul style="list-style-type: none"> ▪ Crisis housing ▪ Counselling and referral ▪ Victim advocacy ▪ Food and emergency clothing while in residence ▪ Assistance with securing housing 	Geraldton
Faye Peterson Transition House	24	<i>Victims of Domestic Violence</i> <ul style="list-style-type: none"> ▪ Crisis housing ▪ Counselling and referral ▪ Victim advocacy ▪ Food and emergency clothing while in residence ▪ Assistance with securing housing 	Thunder Bay
Marjorie House	10	<i>Victims of Domestic Violence</i> <ul style="list-style-type: none"> ▪ Crisis housing ▪ Transportation ▪ Counselling and referral ▪ Victim Advocacy ▪ Food and emergency clothing while in residence 	Marathon and area
Beendigen Inc	24	<i>Aboriginal Victims of Domestic Violence</i> <ul style="list-style-type: none"> ▪ Crisis housing ▪ Transportation ▪ Counselling and referral ▪ Victim advocacy ▪ Food and emergency clothing in residence 	Thunder Bay

EMERGENCY HOUSING WITH SUPPORT SERVICES			
Agency	# of Beds	Client Type and Services	Location
Alpha Court Non-Profit Housing Corporation (Note: known as Alpha Court Community Mental Health Services)	141	Psychiatric disability Community support services including: <ul style="list-style-type: none"> ▪ Outreach ▪ Assessment ▪ Individualized planning ▪ Direct service provision ▪ Housing service co-ordination ▪ Advocacy 	Thunder Bay
Beendigen	18	Transitional housing <ul style="list-style-type: none"> ▪ Part of the Wakaigin housing project which also includes 12 units of permanent RGI housing 	Thunder Bay
Brain Injury Services of Northern Ontario	15	Brain injured <ul style="list-style-type: none"> ▪ 24/7 residential services program 	Thunder Bay
Canadian Mental Health Association Thunder Bay Branch (CMHA)	13	Psychiatric disability - 12 Mental Health Crisis Intervention Bed - 1 Provides: <ul style="list-style-type: none"> ▪ Safe, affordable housing ▪ Advocacy and ongoing support to meet day-to-day basic needs ▪ Referrals to appropriate agencies 	Thunder Bay
Children's Aid Society - District of Thunder Bay	8	Group home for adolescents unable to function in regular foster care; includes one crisis care bed	Thunder Bay
Children's Centre of Thunder Bay - Therapeutic Family Homes	33	Children and youth with severe social, emotional, and behavioural difficulties	Thunder Bay
Community Living Thunder Bay	99	Developmental disabilities <ul style="list-style-type: none"> ▪ Housing with supports 	Thunder Bay
Crossroads Centre Incorporated	28	Transitional housing for pre and post-treatment males and females	Thunder Bay
Dilico Anishinabek Family Care	9	Developmental disabilities <ul style="list-style-type: none"> ▪ housing with supports 	Thunder Bay
Handicapped Action Group (HAGI)	44	Physically disabled <ul style="list-style-type: none"> ▪ housing with supports 	Thunder Bay
Independence Plus	28	Developmental disabilities	Thunder Bay

John Howard Society	48	Transitional housing for men involved in the criminal justice system. Small number of beds recently allocated to serve women	Thunder Bay
Kairos	8	Youth serving custodial or community sentences	Thunder Bay
Kenogamisis	10	Developmental Disabilities	Greenstone
Kwae Kii Win Managed Alcohol Program	15	Chronic homelessness Chronic alcoholism	Thunder Bay
Avenue II Community Program Services (Thunder Bay) Inc Lutheran Community Housing Corporation	10	Developmentally disabled (Bay Court) (Avenue 2 Community Services care provider)	Thunder Bay
Lutheran Community Housing Corporation	2	Physically disabled (Luther Court)	Thunder Bay
Lutheran Community Housing Corporation	2	Physically disabled (King's Court)	Thunder Bay
Lutheran Community Housing Corporation	12	Physically disabled (Pioneer Court) <i>(St. Joseph's Care Group support service provider)</i>	Thunder Bay
Northern Linkage Community Housing and Support Services	30	Psychiatric disability <i>(St. Joseph's Care Group)</i>	Thunder Bay
Options Northwest	50	<i>Developmental disabilities with concurrent physical disabilities and/or mental health problems</i> <ul style="list-style-type: none"> ▪ 9 group homes ▪ Also rents 6 group homes (24 beds) from Independence Plus 	Thunder Bay
Organization for Multi-Disabled Inc.	9	Concurrent disorders	Thunder Bay
Salvation Army Correctional and Justice Services	14	<i>Corrections (6)</i> <ul style="list-style-type: none"> ▪ Residential program for men on probation <i>Homes for Special Care (8)</i> <ul style="list-style-type: none"> ▪ Residential program for men with addictions/ psychiatric disabilities 	Thunder Bay

Salvation Army Journey to Life	20	Transitional units for homeless individuals	Thunder Bay
St. Joseph's Care Group	41	Psychiatric disability (Homes for Special Care)	Thunder Bay
Superiorview Housing Co-operative	10	Physically disabled <ul style="list-style-type: none"> ▪ 10 attendant care units (HAGI) ▪ Part of larger 80-unit federal co-op which also has 32 accessible units 	Thunder Bay
St. Joseph's Care Group	313	PR Cook apartments for senior; includes 4 units for physically disabled under 60 Sister Leila Greco apartments for seniors Seniors' units in receipt of support services including: <ul style="list-style-type: none"> ▪ Emergency response system ▪ Congregate dining Medication assistance Personal care and homemaking ▪ Recreation activities ▪ In-house therapy 	Thunder Bay
St. Joseph's Care Group – Lodge on Dawson	30	Transitional housing for homeless individuals	Thunder Bay
Superior Greenstone Association for Community Living - Developmental Disability Support Services	3 units 11 beds	Adults with: <ul style="list-style-type: none"> ▪ Developmental disabilities ▪ Physical or health related disabilities ▪ Chronic mental health problems ▪ Chronic behavior problems Residential Support Services: <ul style="list-style-type: none"> ▪ Offers Group Living homes (3-4 residents per home) ▪ Offers Supported Independent Living (in home support) ▪ Provides leisure activities, community access and participation ▪ Assists with dietary needs, medication and treatment needs and personal care/hygiene 	Geraldton
The Three C's Reintroduction Centre	12	Addictions Average stay of 6 months for post treatment adult males including:	Thunder Bay

		<ul style="list-style-type: none"> ▪ 12-step recovery groups Relapse prevention ▪ Life skills ▪ Counselling ▪ Recreational therapy 	
Avenue II Community Program Services (Thunder Bay) Inc.	16	<p>Developmental disabilities</p> <p>Supported independent living</p> <ul style="list-style-type: none"> • Assistance with daily activities. ▪ Receive between 2 to 10 hours of support during the day every week. 	Thunder Bay
Thunder Bay Seaway Non-Profit Housing Corporation	15	<p>Addictions</p> <ul style="list-style-type: none"> ▪ Housing for recovered adults in Alcoholics or Narcotics Anonymous and who are in school or equivalent ▪ Abstinence based 	Thunder Bay
Wequedong Lodge of Thunder Bay	42	<ul style="list-style-type: none"> ▪ Short term accommodation and support services to out of town Native people accessing health care services in Thunder Bay ▪ Translation, transportation, and referral services 	Thunder Bay Serves Northwestern Ontario
William W. Creighton Youth Services	33	Mandated to provide Young Offender Services under the Child and Family Services Act and the Youth Criminal Justice Act	Thunder Bay Serves District, Kenora District, Rainy River District

RETIREMENT HOMES*		
Agency	# of Units	Location
Hilldale Gardens Retirement Living	68	309 Hilldale Rd., Thunder Bay
Glacier Ridge Retirement Residence	80	1261 Jasper Dr., Thunder Bay
Chartwell Select Thunder Bay	118	770 Arundel St., Thunder Bay
McKellar Place Senior Community Retirement Residence	102	325 Archibald St S., Thunder Bay
North of Superior Healthcare Group - Seniors Supportive Housing - Peninsula Manor	36	24 Peninsula Rd., Marathon
The Walford	80	20 Pine St., Thunder Bay
<p><i>*Retirement Homes offer assisted living to the elderly and physically handicapped as well as, typically, short term respite and convalescent beds. Full-service dining, day trips, social activities, exercise programs, laundry, housekeeping and often on-site tuck shops and hair salons are provided. Personal support care is available for matters such as bathing and ensuring meals are taken. Medical assistance is limited to administration of medication and 24/7 response for medical emergencies. In some instances, on-site physio/message therapy is provided along with availability of a visiting doctor.</i></p>		

LONG-TERM CARE FACILITIES*		
Agency	# of Beds	Location
Pioneer Ridge	150	750 Tungston St. Thunder Bay
St. Joseph's Care Group Bethammi Nursing Home	110	63 Carrie St. Thunder Bay
St. Joseph's Care Group Hogarth Riverview Manor	544	300 Lillie St. Thunder Bay
Geraldton District Hospital	26	500 Hogarth Ave. W. Geraldton
Manitouwadge General Hospital	9	Manitou Rd. Manitouwadge
Nipigon District Memorial Hospital	22	125 Hogan Rd. Nipigon
Southbridge Pinewood	128	2625 Walsh St. E. Thunder Bay
Southbridge Lakehead	131	135 Vickers St. S. Thunder Bay
Southbridge Roseview	157	99 Shuniah St. Thunder Bay
Terrace Bay Long-Term Care Facility	22	Adjacent to McCausland Hospital Terrace Bay
<p><i>*Long-Term Care Facilities provide 24/7 nursing care, 24/7 on call physician, nutrition and food services, laundry, housekeeping, pharmacy and life enrichment programs for the elderly and physically handicapped age 18 and over. Eligibility is determined by the North West Community Care Access Centre</i></p>		

COMMUNITY HOUSING PROVIDERS			
Group Name/Project	# of Units	Clients Served	Location and Area Served
Beendigen Incorporated	30	Families (12) SP (18)	Thunder Bay
Chateaulac Housing Incorporated	12	Seniors	Longlac
Fort William Branch No. 6 Housing Corporation	39	Seniors	Thunder Bay
Geraldton Municipal Housing Corporation	28	Families (12) LIS (6) SP (10)	Geraldton
Geraldton Native Housing Corporation	33	Families	Geraldton
Greek Orthodox Community of the Holy Trinity Non-Profit Housing Corporation	50	Families	Thunder Bay
Holy Cross Villa of Thunder Bay	30	Seniors	Thunder Bay
Holy Protection Millennium Home	30	Seniors	Thunder Bay
Kakabeka Legion Seniors Development Corporation	10	Seniors	Oliver Paipoonge
Kay Bee Seniors Housing Corporation	30	Seniors	Oliver Paipoonge
Lakehead Christian Senior Citizens Apartments Incorporated	60	Seniors	Thunder Bay
Lutheran Community Housing Corporation of Thunder Bay	109	Families (23) SP (56) MX-SP (30)	Thunder Bay
Manitouwadge Municipal Housing Corporation	76	Seniors (14) Families (62)	Manitouwadge
Marathon Municipal Non-Profit Housing Corporation	80	Mixed – FH, SP and LIS	Marathon
Matawa Non-Profit Housing Corporation	12	Families	Thunder Bay
Native People of Thunder Bay Development Corporation	239	Families and Seniors	Thunder Bay
TBDSSAB	16	Seniors and Families (10) SP (6)	Nipigon
Red Rock Municipal Non-Profit Housing Corporation	12	Seniors	Red Rock
St. Joseph's Care Group (RGI supported)	96	Seniors	Thunder Bay
St. Paul's United Church Non-Profit Housing Corporation	30	Seniors	Thunder Bay

Suomi Koti of Thunder Bay	60	Seniors	Thunder Bay
Ontario Aboriginal Housing Services	8	SP	Thunder Bay
Thunder Bay Metro Lions Housing Corporation	48	Families and Singles	Thunder Bay
TBDSSAB Affordable Housing Units	16	Singles	Thunder Bay
Township of Nipigon Affordable Housing Units	4	Single	Nipigon
Northern Linkage Affordable Housing Units	24	Single	Thunder Bay
Matawa Affordable Housing Units	8	Single	Thunder Bay
Kay Bee Seniors Affordable Housing Units	10	Single/Senior	Kakabeka
Private Landlord Victoria Avenue Project	20	Single	Thunder Bay
TBDSSAB	2,473	Families, Seniors, and Singles	Thunder Bay District
TOTAL UNITS	3,709		

CO-OPERATIVE HOUSING PROVIDERS			
Group Name/Project	# of Units	Clients Served	Location and Area Served
Castlegreen Co-operative Housing Corporation	215	Families Seniors	Thunder Bay
Superiorview Housing Co-operative	80	Families Seniors	Thunder Bay
Tahwesin Housing Co-operative	30	Families	Thunder Bay
TOTAL UNITS	325		

RURAL AND NATIVE HOUSING PROGRAM			
Group Name/Project	# of Units	Clients Served	Location and Area Served
Ontario Aboriginal Housing Services (OAHS)	282	Rural and Indigenous	Thunder Bay District
Wequedong Lodge	52 rooms 110+ beds	First Nations, Metis and Inuit accessing health care services in Thunder Bay	Thunder Bay