

LISTENING TO THE COMMUNITY: CONSULTATION SUMMARY REPORT



Prepared for:

Proposal Issued

A REPORT TO INFORM THE WINDSOR ESSEX HOUSING AND HOMELESSNESS MASTER PLAN

2019-2025
Company name LTD.

1/18/2018

Street address St. 025
info@emailaddress.com

Proposal valid till:

3/23/2018

Statement of confidentiality / is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book.

TABLE OF CONTENTS

Introduction	03
Key Discussion Themes	04
Workshop Findings: Defining Assets and Opportunities	08
Focus Group Findings: Sharing Experience	14
Interview Findings: Feedback from Service Agencies	25
Questionnaire Findings: Feedback on Housing and Homelessness from Members of Council	27
Survey Findings: Feedback on Housing and Homelessness in Windsor Essex	28
List of Participating Agencies	31

A vital component in the review of Windsor's Housing and Homelessness Plan is a meaningful and comprehensive community engagement strategy. As part of this strategy, a broad range of stakeholders were invited, through various formats, to share their insights, ideas and experiences on the strengths, challenges, and gaps in housing and homelessness services across Windsor Essex, and to help determine priorities for the next Plan.

Over January and February 2019, stakeholders participated in the following activities:



The information gathered throughout these activities, summarized in the following report, provides valuable knowledge informing the development of the Windsor Housing and Homelessness Master Plan and guiding housing and homelessness services for the next 5-10 years.

Together, with the current state analysis and findings from the best and promising practice review, the consultation findings provide valuable input for setting the future direction and decision making for housing and homelessness services in Windsor Essex.

Throughout the community engagement activities, a number of overarching themes emerged concerning the current housing and homelessness needs in Windsor Essex.

INCREASING AFFORDABLE HOUSING

A critical issue facing Windsor Essex, as described by stakeholders, is a significant lack of affordable rental housing. Stakeholders express a growing gap between current shelter allowance rates and average rents as well as long waiting lists for subsidized housing. People with lived experience describe barriers in accessing units such as having identification, credit checks, background checks, security and key deposits. People with lived experience also express that many 'affordable' units that are available are infested and/or unsafe. Youth, in particular, describe unsafe living environments. Discrimination and misunderstanding by some landlords was also described by many stakeholders as a barrier in the community. This was emphasized for youth, LGBTQ2S people, Indigenous People, people on OW and ODSP, and newcomers.

An important suggested strategy put forward by stakeholders is working with landlords to help eliminate barriers for people in need of affordable housing such as streamlining the rent subsidy processes. Other suggestions include exploring various options to encourage the development of new affordable housing such as financial incentives, policies to support new development, utilizing surplus lands, partnerships, further streamlining the permit process, and looking at options to create smaller housing forms. Exploring ways of reducing barriers to rent supplements/subsidized housing (i.e. streamline application forms, more partnerships with landlords etc.) is another strategy to improve access to affordable housing.

Ensuring landlords are in compliance with existing by-laws was also emphasized as a key strategy to ensure safe housing for all residents.

Overall, the need for a commitment towards new/more affordable housing was stressed throughout all consultation initiatives.

MAINTAINING SOCIAL HOUSING

Participants from the non-profit housing sector spent time discussing the need to really understand the current social housing stock and what is needed (both from a capital and operating perspective) in order to sustain and strengthen the current portfolio. Priorities to strengthen the social housing system, described by participants, include establishing a commitment to creating more affordable housing, better 'matching' of tenants to supports, supporting providers who want to expand their portfolios/properties, and conducting a comprehensive review of the current social housing stock to identify assets and risks.

ENSURING SUFFICIENT SUPPORTS

A key message heard from stakeholders was the overall need to ensure that a full range of supports are available and accessible; meaning people are aware of them and able to access them (are affordable and no waiting lists). All stakeholder activities highlighted the need for more mental health supports in particular.

Similar to what was heard with regard to social housing, ensuring wrap around supports for individuals with complex and/or high needs, including people who have experienced violence and trauma, was stressed for people living in all housing forms. Stakeholders expressed concern that people may be falling through the cracks as a result of strict mandates and limited resources. In particular, more resources for mental health, behavioural supports, cultural sensitivity and family mediation were highlighted. More supports for people with substance use disorder including harm reduction strategies was also noted by participants. The need for more housing with support services for persons with developmental disabilities was also emphasized. Leveraging technology to provide supports was another suggestion that has had some success already in neighbouring communities. Additional resources towards housing workers and support/social workers was expressed as a key action needed to better help people access and maintain housing.

The need to increase income support levels was also emphasized throughout the consultation activities including by people with lived experience.

PROVIDING EFFECTIVE EMERGENCY RESPONSE

Participants in various discussion sessions highlight a need for 24/7 access to emergency/crisis services. Persons with lived experience emphasize the need for somewhere to go, keep warm and access services in the day as well as evening and night. Several stakeholder groups also highlight the need for low-barrier options to emergency housing services.

Having emergency housing options for Indigenous Peoples and culturally appropriate services on-site was identified as a need in Windsor Essex.

Several stakeholders pointed to the success of the Housing First program, Housing Connections, in Windsor yet emphasize the need for a Housing First program specifically for youth. Having more shelter beds for youth was also expressed.

Other specific groups identified by stakeholders in need of enhanced emergency services include families and people living in the County. Removing barriers for LGBTQ2S people was also emphasized including ensuring individuals have the right place to go where they feel safe.

Other strategies to improve Windsor Essex' emergency response to homeless include having on-site support workers within shelters, having transitional or 'step-up' housing options, and establishing a crisis fund to help

prevent and reduce homelessness. Having more supports to help with ID and other requirements for housing was also mentioned.

Creating a greater understanding of what is currently available was also a key need expressed by stakeholders. Increasing outreach, enhancing partnerships with schools, and creating a central website for all available services were also suggested as ways to improve access to, and awareness of, current emergency support programs.

DESIGNING A COORDINATED SYSTEM

Many stakeholders noted that there have been considerable efforts, and achievements, over the past several years to collaborate more with system partners. Consultation participants highlight that these efforts should continue and expand. Suggestions include making enhancements to coordination tables, expanding the agencies in HIFIS, and continuing to build partnerships with other sectors (i.e. CAS, schools, police, hospitals, jails, private sector) to prevent any discharges into homelessness. More engagement with individuals with lived experience was also emphasized.

The implementation of a diversion program, including shared screening processes and flexible funding, was also highlighted as a key component in reducing homelessness.

Many consultation participants also emphasized the need for more resources to achieve greater coordination, and ultimately to prevent and reduce homelessness. More resources to support Housing First and increase the number of housing workers and Housing Advocates, including Indigenous Advocates, were underlined.

ESTABLISHING SUCCESSFUL TENANCIES

Maintaining successful tenancies was a key theme to emerge from the various consultation sessions. Participants emphasized the need for ongoing outreach, education and enhanced partnerships with landlords (private and non-profit). Having a support person/agency for landlords to connect with was emphasized as a key factor in maintaining successful tenancies and positive relationships with landlords. Landlords have an important role within the housing system and ensuring those relationships are preserved and built upon was seen as very important. Stakeholders also stress the importance of wrap-around supports for people to maintain their housing and improve their health and well-being.

Other strategies emphasized by consultation participants was the need to ensure a rapid response in a crisis situation and coordinating strategies within social housing communities to help keep people housed. Having navigators and more support workers was also highlighted as well as the need for more access to transportation. Another important component to achieving successful tenancies identified by participants was the need to create relationships and build trust with tenants.

CREATING SYSTEM AWARENESS AND NAVIGATION

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

Youth suggested that that an app or central website with all housing/shelter and services would be very helpful.

COMMUNITY DEVELOPMENT

A key message heard in several discussions was the importance of building relationships. Support service staff as well as people with lived experience express the value in building positive relationships. For people with lived experience, they express the importance of getting to know someone over time and trusting them to provide support and guidance.

Continuing to build partnerships and conducting outreach were also seen as key building blocks to addressing the housing and homelessness needs in Windsor Essex. Engaging people with lived experience was also highlighted as a strategy for improving housing and homelessness solutions.

Other common suggestions by stakeholders was to continue efforts to share data and knowledge, establish indicators and targets in evaluating housing and homelessness initiatives, and to review policies to ensure they are inclusive and effective.

A stakeholder workshop was held on the afternoon January 30th. Overall, 90 stakeholders participated in the session. The workshop began with a contextual presentation providing an overview of the Housing and Homelessness Plan review (purpose, objectives, approach) as well as outlining some initial findings from the research on the current state of housing and homelessness in Windsor Essex.

Following the presentation, participants were asked to provide feedback at two of the 9 table topic discussions:

1. Coordinated Access and Ending Homelessness for Individuals Experiencing Chronic or Episodic Homelessness
2. Prevention
3. Emergency Supports and Interim Housing
4. Housing and Health Supports
5. Outreach to People Experiencing Homelessness
6. Sustaining and Expanding Affordable Housing/Rent Supports
7. Indigenous, Youth, Women, Refugee, Family and LGBTQ2S
8. Housing for People with Special Needs
9. Performance and Outcome Measurements

Participants self-selected the topics of most interest to them. Each table discussion was guided by a facilitator. Discussions were aimed at exploring the strengths, challenges and gaps and opportunities within various components of the housing and homelessness system. Results of these discussions are presented below by topic.

DISCUSSION BY TOPIC

COORDINATED ACCESS AND ENDING HOMELESSNESS FOR INDIVIDUALS EXPERIENCING CHRONIC OR EPISODIC HOMELESSNESS

When asked about current strengths, participants at the Coordinated Access discussion table highlighted the creation of the By-Name-Priority List (BNPL) and getting people on the list as positive achievements since 2014. Participants also noted strengths in collaboration and sharing of information as well as the launch of the Rent Smart Program.

Challenges, as described by participants, include the ability to access supports across the large geography and a disconnection between service providers and landlords (i.e. need for more communication and outreach).

Areas for growth and improvement noted include keeping people housed once they have obtained housing by providing a range of supports when they are needed. Other opportunities identified include increasing the participation of other agencies within coordinated access, greater collaboration with other service sectors including the justice and health systems, and increasing resources for current programs so that more ‘matches’ could be achieved.

Participants also discussed the need for more affordable housing and more permanent supportive housing options in order for Housing First and other programs to be more effective.

PREVENTION

The Housing Stability Plan (helps people who are experiencing homelessness to obtain and retain housing and helps people at risk of homelessness remain housed) was identified as a strength with respect to current prevention initiatives. Another key strength identified was community support workers and their positive relationships with tenants. One participant talked about how having onsite support staff helped prevent issues such as rental or utility arrears by being able to “catch” these issues early.

Challenges with respect to preventing evictions include mental health and addiction challenges, as well as landlord/tenant strains when residents are disruptive to other residents. One landlord participant noted the difficulty in evicting high acuity tenants as a result of safety concerns for other tenants and staff. Life skills was also identified as an issue for youth.

One strategy suggested to improve prevention was to have more tenant coordinators/system navigators to help catch housing “issues” early (i.e. rent or utilities arrears) and be a support for tenants.

EMERGENCY SUPPORTS AND INTERIM HOUSING

Stakeholders identified several components of the emergency housing system as strengths including current outreach efforts, having a common assessment tool, and programs such as the Housing Stability Program and utility assistance. Stakeholders also validated the existing assets within the existing system map (i.e. emergency and interim housing providers).

When discussing needs, stakeholders pointed to the need for more funding in order to provide more emergency housing options in particular to meet the needs of youth, families and people living in the County. Having on-site supports within the shelter was also expressed as a need. Stakeholders also expressed the need to expand Housing First for youth, create more supportive housing, develop more affordable housing including creative housing options, and creating low barrier options and support for harm reduction approaches.

Additional areas where improvements are needed include institutional discharge planning, outreach efforts, service coordination, income supports, life skills supports and supports for social inclusion.

Affordable housing, coordination among services and sectors, and prevention were identified as key priorities in this discussion group.

HOUSING AND HEALTH SUPPORTS

Community collaboration was identified as a key strength within the discussion of housing and health supports. In discussing support needs, participants emphasized the need for a full range of supports to meet a diversity of needs in the community. This includes lighter supports for people living independently, wrap-around supports for people with complex needs, as well as income supports. Stakeholders also highlighted the need for a range of housing with support options such as housing with more intensive supports (i.e. residential care facilities), alternatives to Long-Term Care (LTC) (for younger people with high level of needs), and home ownership options for people with special needs.

Additional supports needed include transportation, day programs, and the need for greater service navigation. Stakeholders also point to the need for continued collaboration among housing and health sectors and reducing barriers to coordination.

One gap identified at the workshop was the need for more primary health care. A lack of enough personal support workers (PSWs) in the area was also highlighted.

OUTREACH TO PEOPLE WHO ARE HOMELESS

Workshop participants noted the increasing outreach taking place among agencies, having a central phone number, and the Community Outreach Team as positive achievements over the past five years. Partnerships with Windsor Police Services and CP Rail were also highlighted. Efforts towards increased data sharing was also expressed as a strength.

Challenges discussed at the table include a recent level of disconnect between the BNPL and the Outreach Table and the need for more formality and/or coordination among the various 'tables' in the community. Gaps mentioned by participants include not having 24/7 response available and that shelters are not part of outreach efforts.

While the Windsor Police Services (WPS) were identified as a critical asset within current outreach efforts, additional opportunities to build on this partnership were identified such as further training (i.e. cross training with service providers), and the implementation of the Toolkit (nearing completion).

Other strategies to improve outreach efforts include continued work to create a better understanding of 'who does what' in the system; many agencies as well as residents are not aware of what is offered in the community. Other suggestions include more engagement with people with lived experience and defining performance indicators for outreach.

SUSTAINING AND EXPANDING AFFORDABLE HOUSING/RENT SUPPORTS

Rent subsidies and portable housing benefits were identified as key strengths in sustaining and expanding affordable housing options. Participants acknowledge that these options provide greater access to the private market and flexibility for people to be located throughout the area. Rent Smart, Downtown Community Improvement Plan (CIP), secondary suites, and Habitat for Humanity were also identified as positive actions.

The current rental market landscape was identified as a significant barrier within Windsor Essex; vacancy rates have been in decline and attracting the private sector is a challenge. Participants also noted the need for improved relations with landlords (both with tenants as well as agencies). High utility costs and increasing housing prices were also identified as key barriers in expanding the affordable housing supply.

Suggestions to expand affordable housing include incentives for developers (i.e. grants, waiving fees, faster approvals), municipal planning tools (i.e. inclusionary zoning), providing smaller housing options, and having greater coordination of funding streams (i.e. capital and operating). Increasing funding to provide supports for people to maintain housing was also emphasized.

INDIGENOUS, YOUTH, WOMEN, REFUGEE, FAMILY AND LGBTQ2S

Participants identified several strengths within the current housing and homelessness system aimed at meeting the needs of vulnerable population groups including but not limited to Indigenous Peoples, youth, women, newcomers and LGBTQ2S. Current system strengths include increasing the age for CAS clients, coordinated intake for newcomers pilot program, and the pilot project for newcomers with the University of Windsor and YMCA. Increased leadership and policy direction from senior levels of government is also helping. In addition, participants acknowledged greater collaboration between service agencies including the Situation Table and weekly BNPL meetings. More partnerships between settlement organizations and landlords was also noted. A number of challenges were also identified in responding to homelessness and housing instability among vulnerable population groups. Some challenges include not having sufficient shelter spaces in particular for youth and families, and a sense of an increasing hidden homeless population. Participants also highlighted that many Indigenous People are not accessing shelters.

Other challenges include a lack of emergency support after hours, lack of affordable housing, long waiting lists for support services, lack of funding (including coordination of funding streams), discrimination in the rental market, and availability of larger units for newcomer families. It was also noted that coordinated access does not include refugee claimants.

Challenges were noted with respect to meeting the needs of Indigenous People including a lack of culturally appropriate affordable housing, a shortage of Indigenous Housing Advocate workers, and challenges engaging

people with no phones. Youth also had specific challenges noted included lack of Housing First, need for more rent subsidies, discrimination from landlords, gaps in meeting needs of youth with mid-acuity, and lack of transportation.

Suggestions for improvement include more focus on prevention, conducting a review of policies and practices for inclusion, and ensuring wrap-around services are available so people are not falling through the cracks of agency mandates. It was also suggested that other agencies be included within HIFIS: for example Matthew House, Angela Rose, Nisa Homes, WE Trans. Another suggestion was to provide choice in directing housing and supports (for example not automatically referring people to Can-Am if they identify as Indigenous).

HOUSING FOR PEOPLE WITH SPECIAL NEEDS

Increasing coordination among service providers was expressed as a strength in meeting the housing needs of people with special needs. The Rent Smart program was also identified as having positive impacts in the community.

Several challenges were discussed with respect to housing and supports for people with special needs, including the need to continue service coordination efforts (including case conferencing), improving capacity for more effective discharge planning, more OW case workers, and increasing resources/funding to address long waiting lists. The need for more affordable housing, increased transportation in the County, and access to 24-hour supports were also emphasized. Lack of residential treatment beds was also identified as a gap.

Participants suggested the need to leverage technology as a way of meeting ongoing increases in service demands. Other suggestions by participants included more supports to maintain housing (i.e. life skills, follow-up on medication), and availability of transportation to get people to appointments. Participants also expressed a need for more assessments in order to capture 'true needs'.

PERFORMANCE AND OUTCOME MEASUREMENTS

One trend acknowledged by participants as a key strength in the housing and homelessness system is the increasing importance placed on data collection and analysis.

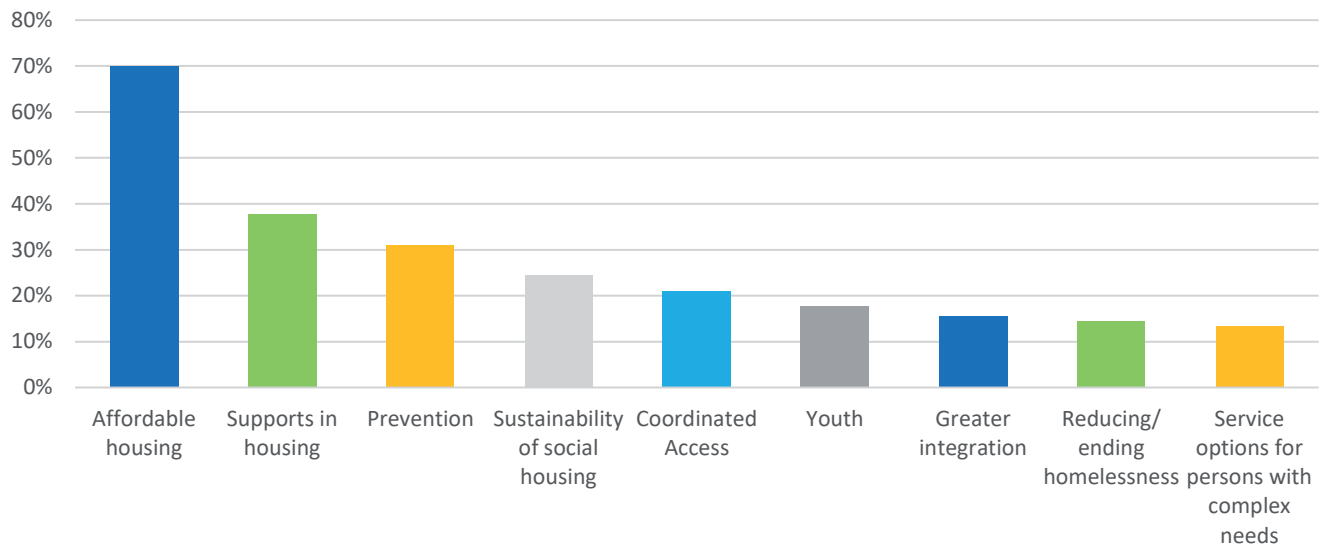
A key challenge noted by participants is that agencies and stakeholders do not always know what data is available, and if/how they can access it.

Suggestions for further work in this area include continuing to share data among partners, having clear definitions (i.e. aligning indicators), establishing affordable housing targets, ensuring data is dynamic, developing models to help predict future trends, and ensuring sufficient resources to continue data collection, analysis and distribution. Another suggestion was to ensure people (i.e. Housing First clients) do exit interviews to help understand where disconnection occurs.

PRIORITIZING THEMES

In addition to the small table discussions, participants were also asked, individually, to identify their priorities for the Housing and Homelessness Master Plan. Participants were asked to select their top three priorities from a pre-populated list with an option to identify any new priorities. Overall, Affordable Housing (63) was the top priority for participants, followed by Supports in Housing (34), Prevention (28), and Sustainability of Social Housing System (22).

TOP PRIORITIES TO BE ADDRESSED IN THE HOUSING AND HOMELESSNESS PLAN, AS IDENTIFIED BY WORKSHOP PARTICIPANTS



New priorities identified by participants include:

- Funding for more supportive housing programs
- 24/7 access to services
- Emergency youth shelter
- Newcomer homelessness
- Employment security
- Seniors as a target group
- Rent caps
- Service user consultations
- Housing service navigation support workers
- Private sector engagement

In February 2019, a series of small group discussions were held with various stakeholder groups and individuals with lived experience. Discussion were held with:

- Youth with lived experience with homelessness (15)
- Indigenous Peoples with lived experience with homelessness (2)
- Men with lived experience with homelessness (4)
- Lived Experience Advisory Group (6)
- Indigenous Service Providers (2)
- Youth Service Providers (14)
- Homelessness Service Providers (28)
- County Service Providers (26)
- Special Needs Service Providers (15)
- Non-Profit Housing Corporations and Cooperatives (14)
- Private Sector Affordable Housing Landlords (9)

Small group discussions (or focus groups) were aimed at exploring participants' knowledge of specific topics related to housing and homelessness in Windsor Essex.

LIVED EXPERIENCE

YOUTH

When asked about the issues facing youth experiencing homelessness, the high cost of housing and long waiting lists for subsidized housing were top concerns. Some stakeholders stated that they sometimes skip groceries because their housing costs are so high. Other issues mentioned include lack of a good job, accessing income supports (often youth are too young to receive OW), discrimination by landlords (i.e. only renting to students, or not renting to people on Ontario Works, or wanting extensive requirements such as credit checks, background checks, key deposits etc.), and not being 'prepared' or having life skills (i.e. budgeting) to maintain an apartment. Drug use was also identified as a barrier for some in maintaining housing. Another issue expressed by participants was a lack of understanding of tenant rights and/or knowing what to do if a landlord was not meeting their responsibilities. Issues of some buildings being unsafe was also emphasized by many youth. Experiences with bug infestations, high drug use and violence in some buildings was a major concern for some youth. Some participants even describe preferring to live in shelter/on the streets over moving into a unit where they have had unsafe and negative previous experiences. Lack of shelter for women (not experiencing domestic violence) and families was also noted as a gap in Windsor Essex.

Participants expressed family issues as the main cause of homelessness. Participants shared that many youth they know who are experiencing homelessness are couch surfing. While the Windsor Residence for Young Men is an option, youth participants noted that it is often full and there are many rules which are hard for some people to deal with. Youth also expressed not feeling safe going to the Mission or Salvation Army. Some expressed having belongings stolen.

Strategies for addressing youth homelessness include having more affordable housing, including rent supplements, and ensuring that youth are being housed in safe environments (i.e. not where there are issues of violence and/or drug use). Having longer hours at the shelter and drop-in centres was also suggested by several participants.

Participants also expressed the need for greater awareness of programs and services; stating that many people do not know how to access income supports and/or housing. For one participant, eventually being connected with a housing worker helped him obtain a housing unit (after several years of homelessness). Having one central website with information on all shelters was suggested, as well as posting 'tear-off' style flyers at key locations (such as Timmy's and McDonald's). More education in schools was also identified as a strategy to help prevent youth homelessness and would help youth know what to do and where to go if needed.

Having harm reduction strategies for youth was also suggested. Other strategies include having more therapeutic programs, greater empathy from service workers (some), and conducting outreach via social media. Making changes to OW so that you could access supports without an address was also suggested.

INDIGENOUS PEOPLE

Focus group participants highlighted significant challenges in accessing housing. For both focus group participants, they had been successful, through the Can Am Friendship Centre, to access rent supplements, however accessing a unit was still a challenge. Participants expressed a lack of understanding among landlords of the program and lack of willingness to take participants on income assistance. One participant also described being discriminated against by a specific housing provider thereby limiting her housing options. For one participant, who has recently been successful in obtaining a housing unit, she acknowledges the role of the Friendship Centre in supporting her to access a housing unit including attending appointments with the landlord and assisting with various levels of paper work. For one participant, she remains in shelter while seeking a rent supplement unit.

Focus group participants also describe barriers to using existing emergency shelters by Indigenous People, including feeling uncomfortable, and scared in shelters and a general lack of understanding of certain cultural traditions among shelter staff. One participant also noted that existing shelters can be a trigger for someone in recovery from drug addiction. Pets not being allowed at shelters is another barrier. A lack of shelter space specifically for Indigenous Peoples was highlighted as a gap.

Strategies put forward to help people access housing include more education of what resources are available and

more support to engage landlords. Participants noted that often Ontario Works is the first point of contact so this would be a good location to offer information on other, culturally appropriate, services. Strategies mentioned to help maintain housing include education on life skills (including education on landlord and tenant rights and responsibilities, cooking, and employment standards and rights).

Both participants also shared the value of having a home in helping to address other issues such as mental health and addiction challenges; “very stressful not having a place”.

Priorities for the Plan update suggested by participants include better education with landlords on rent supplement programs, reducing barriers to the housing application process, and having shelter space for Indigenous People.

MEN

For the four men experiencing homelessness who participated in discussions, the lack of affordable housing was the biggest issue. Participants discussed a lack of affordable units and the mis-match between OW shelter rates and current rents. Another key issue discussed was the poor condition of units. If a unit became available (that was somewhat affordable) the condition was poor including infestations, high drug use within the building, and lack of building maintenance. One participant noted that such places can be a trigger for someone recovering from substance use disorder and/or a mental health challenge.

Specific challenges were also noted for people new to Windsor who do not have any connections and are unaware of available services.

Other needs expressed by participants include need for outreach workers, who will come directly to you, peer support, and more supports for mental health and addictions.

Participants suggested making use of vacant buildings to provide housing for people currently homeless; could include permanent as well as temporary housing. Having places to go and keep warm in the day are also needed. Increasing OW rates was also expressed by participants as a key solution.

LIVED EXPERIENCE ADVISORY GROUP

Participants discussed several issues related to accessing housing. Key challenges include having certain credentials such as a birth certificate and a bank account in addition to income barriers; either a lack of income to afford a unit and/or not having first and last's months rent available. Participants expressed that there is currently a lot of demand in the rental market and often there are bidding wars for apartments. For someone on OW or receiving a rent supplement this can be a barrier. Long waiting lists for social housing were also identified as a main challenge in accessing housing.

Participants also spent time speaking of the challenges in maintaining housing once re-housed. Several participants expressed that the housing they were provided with was not safe and had many issues related to violence and drug use. Accessing information online about services was also noted as a challenge.

In thinking about what is needed to improve the housing and homelessness service system, participants wanted more social workers to help them understand what is available and also how to access it. Participants also emphasized the need for financial support, and some expressed the need for a trustee.

Participants also expressed the need for more supports for men, shelter spaces in the County, a family shelter, as well as more 'step-up' or transitional programs. More support programs like Victoria Manor and the Supportive Apartment Living Transition (SALT) program were also suggested.

Suggestions to address a lack of housing options include looking at empty school sites and vacant homes as opportunities for affordable housing. Life skills support was identified as a solution to help maintain housing, in particular for youth.

Priorities in responding to homelessness include more housing, more supports for victims of domestic violence, and more social/outreach workers.

INDIGENOUS SERVICE PROVIDERS

Culturally-appropriate solutions that respect traditional values within the Indigenous community are essential in both the housing and homelessness serving systems. Several key challenges in providing adequate and culturally appropriate housing and support services were noted by focus group participants. One key challenge was ensuring that people are aware of the services and supports available; many people do not know where to go for help or what is offered. In some cases, this stems from shame in having to access services as well as a level of distrust of current systems. It seems, however, once individuals are connected with an agency such as the Can Am Friendship Centre that they are more able to access services and housing options. A barrier here, however, is that there are few resources available (two Housing Advocates) and so the level of support and outreach efforts are limited with such a large demand.

A second key challenge is accessing housing. Although there may be rent supports in place, it is still taking a long time (in some cases months) to find a unit. Participants suggest that this is a result of a tightening rental market, discrimination among some landlords to rent to Indigenous People and people on income assistance, as well as a general lack of understanding of the rent supplement program.

Another important barrier is that Indigenous People, in general, do not feel safe and/or comfortable within the existing shelters. Safety, fear of theft, bugs, and proximity to drugs (if in recovery) are all key issues. A lack of cultural supports/connection was also expressed as a key barrier.

Other challenges include accessing transportation (cost and infrequent bus schedules), and maintaining communication (cost of phones).

Suggestions for improving successful tenancies include ensuring referrals to community services (i.e. mental health, food) are being made, creating opportunities for life skills development, and having access to emergency funds to help when there is a housing and/or utility crisis.

Another important component to help ensure successful outcomes is relationship building. Participants describe that many people are initially uncomfortable accessing supports but once a relationship, and certain level of trust, is established there is more openness to seek other support services.

Participants also suggested opportunities to enhance current processes such as requiring individuals to identify as Indigenous as part of intake (BNPL) and streamlining the processes for accessing a social housing unit. In some cases, units were lost because of the lengthy time to receive funding/rental assistance.

In addressing the challenges within the current emergency housing system, participants suggested having an Indigenous worker available at shelters to welcome people and provide some cultural appropriate activities. Having some form of transitional housing (a home with individual rooms as well as common space) was also suggested as a solution to address emergency housing needs of Indigenous People.

Priorities for moving forward include increasing the number of Indigenous Housing Advocates, (in particular to help with outreach, admin and data collection, and conducting housing visits with landlords), more awareness in the community of services for Indigenous People, and more culturally appropriate services within existing shelters.

YOUTH SERVICE PROVIDERS

In the initial discussions, youth providers were asked to identify where young people who are at risk or experiencing homelessness are going. Responses included:

- Salvation Army
- Welcome Centre for Women
- Downtown Mission
- Hiatus House
- Inn of Windsor
- Windsor Residence for Young Men
- SALT
- The Bridge
- Access County Community Support Services
- Bushes and farmers' fields
- Laundry mats
- Behind Timmy's
- The Lodge

- Couch surfing
- Windsor Youth Centre (WYC) (5-10pm)
- Drop-ins
- Outreach services by several agencies

Participants noted a number of strengths within the current system such as increased collaboration and outreach among agencies including the Homeless Coalition and the Situation Table, and more partnerships with school boards and the local college. Participants expressed the implementation of the BNPL and the Bridge as key success factors in better responding to the needs of youth. Participants also noted an increase in dialogue about youth homelessness in the area. Recent changes to CAS age requirements were also mentioned as an improvement.

In looking at needs, participants expressed the need for low-barrier shelter spaces, and continued enhancements to collaboration including engaging more systems (i.e. CAS, schools).

In looking more specifically at what is needed to improve prevention, participants identified the need for more mental health nurses in schools, conducting social needs assessments in schools, more supports to respond to family conflict, consistent diversion tools for shelters, peer support, and linking more with other sectors such as schools, hospitals, and youth and children mental health services. Participants also suggested engaging youth with lived experience in program design and creating an App for youth to learn about and access services (including link to crisis line).

Opportunities to maintain successful tenancies suggested by participants include more transitional housing, life skills development, more housing response workers, more affordable housing (including social housing and rent supplements), greater awareness of support services, engagement in school and school activities, and mediation with landlords. In addition, participants commented on the importance of supporting positive relationships with family, neighbours and friends, as well as with workers and peer mentors.

In moving forward and better responding to the housing and homelessness needs of youth, participants would like to see a youth-specific coordinated access and Housing First program, as well as a youth-focused planning body (including a range of system and cross-system partners). Participants emphasized a focus on goals of prevention, diversion, strengthening families, building life skills and confidence, and self-determination. Other suggestions include continued improvements to data collection and engaging the private sector.

While Housing First for youth was identified as a key strategy, participants highlighted the need for a range of options for youth.

Participants explored a number of principles that should guide the development of youth homelessness strategies and initiatives, including:

- Choice and self-determination
- Don't have to be housing ready

- Social inclusion and community integration
- Health and wellbeing
- Access to income and education
- Inclusive of LGBTQ2S, Indigenous
- Outcome based
- Collective impact
- Evidence based
- Multi-sector
- Youth-led
- Strength based – meet youth where they are at
- Innovative and creative

HOMELESSNESS SERVICE PROVIDERS

In discussing the challenges in maintaining successful tenancies, homelessness service providers identified the need for more education and awareness for landlords. The anticipated provincial tool kit was one suggestion that might help improve the landlord-tenant relationship and provide more resources to landlords. Having more social workers on site to provide support with mental health and addictions and as supports for general home maintenance and life skills were other strategies suggested to help keep people housed.

Other barriers to finding and keeping housing include low vacancy rates as well as the loss of some rental units through conversion to ownership. The mis-match between Ontario Works (OW) and ODSP rates and current rent levels were also expressed as a significant barrier to accessing and maintaining housing.

Participants spent time discussing the need for intervention strategies along the continuum, however, where these interventions occurred was uncertain with much depending on where an individual was at. One suggestion was to ensure tenants are aware of how to access legal representation and that this occurs early enough in an eviction process. Support with landlord mediation was also noted as a prevention strategy. Another suggestion was that when a landlord issues an 'N4' that this would be an opportunity to engage a support service agency to provide support to the tenant as well as the landlord, and ultimately avoid homelessness.

Another area of potential intervention is for individuals being released from jail. Often individuals do not have ID or financial assistance in place. Ensuring these elements are incorporated into discharge planning would help prevent individuals from being released into homelessness. Support in financial management was also noted as something that could help prevent homelessness for some people.

A key need expressed by participants is for greater supports for mental health and addictions. Participants expressed that supports for tenants once a week is not enough and that an immediate response is needed when there is a crisis. More training for staff to be able to respond to significant mental health issues (i.e. delusions) was identified as a need. Participants note that Community Outreach and Support Team (COAST) is a real community

asset although still needs more resources. Participants highlight the need for more funding/resources for programs that are working such as Housing First, Intensive Support Teams, Home for Good, and ACT Teams.

Participants agree that collaboration is happening but a lack of resources (i.e. staff) is what prevents collaborations from expanding and improving. In discussing collaboration participants suggested greater partnerships with the South West Detention Centre (with Police, shelters, and agencies), more formalized Outreach Table (currently experiencing low membership), and engagement with the private sector.

More cultural sensitivity training was identified by stakeholders as a strategy to better respond to Indigenous Peoples experiencing homelessness.

Overall, participants express the need to establish relationships with people living on the street and in homelessness but that having sufficient resources to make these connections is one of the biggest challenges.

COUNTY SERVICE PROVIDERS

One of the key messages to emerge in speaking with agencies serving residents in Essex County, was access; access to housing and access to support services. A lack of affordable housing was emphasized as a significant barrier within the County. Participants noted, however, that even with housing, access to supports is a critical challenge. Participants suggest that, in part, this is a result of a lack of awareness of what is available and where to go, but moreover is a lack of services within the County and lack of transportation options to access services in the City of Windsor. Access to primary health care and mental health services in the County was noted as a particular gap. A lack of space to bring people in crisis, to keep warm, provide a bed and food, in the County was also expressed as a key gap. Participants also highlighted the high proportion of homeless people in Leamington, with many being youth.

Other barriers in accessing housing and homelessness supports noted by participants include credit checks, access to first and last month's rent, and stigma from landlords. Individuals being released from jail without housing and/or supports was highlighted as a challenge as well as an increase in the number of adults with disabilities who are aging whose families are no longer able to provide sufficient support.

In addition to a strong need for more affordable housing in the County, participants expressed the need for more accessible housing units as well as housing that could be flexible to meet changing needs (i.e. large families, seniors). Ensuring housing is safe was also identified as a need within the County. Participants also discussed the challenge in providing housing for farm workers; often growers will purchase homes for workers resulting in increased pressure on existing supply.

Other suggestions to better meet the housing needs of residents in the County include more outreach (education of services, transportation, reducing stigma), better support for individuals leaving hospital, having services available 24/7, more resident workers, more training on HIFIS, and more training for workers on mental health

and addictions. Participants would also like to see a community hub, similar to the Bridge model for youth, for County residents. Increasing partnerships with schools, churches and the private sector were also suggestions. Priorities in addressing the housing and homelessness needs of people in the County include more affordable housing, more supports for housing retention (life skills, mental health), access to transportation, place for people to go in crisis, reducing stigma, and more awareness of current programs and resources.

SPECIAL NEEDS SERVICE PROVIDERS

In discussing the service needs of individuals with special needs several challenges were expressed. A critical challenge is the lack of affordable housing in both the City as well as County. Further to the need for new affordable housing options, participants also shared that the tightening of the rental market has resulted in landlords being able to be more selective and having more requirements for tenants; creating additional barriers for their clients. Another key challenge is the lack of supports available to address behavioural issues; resulting in people being evicted and becoming homeless.

With respect to emergency services, participants highlight the lack of 24-hour support as well as the need to have harm reduction options.

More housing with supports was also expressed as a need. Participants note that for many of their residents there will likely always be the need for a high level of support. Long waiting list for supportive housing for persons with developmental disabilities was also emphasized.

Participants emphasize the importance of having a fluid system; one that can respond to diverse levels of support and provide services quickly when someone is in crisis. Having a range of supports from a 'light touch' to more intensive case management and more ACT teams was stressed. Having more resources to help individuals navigate and access various services was also discussed. One participant shared an experience from another municipality where there was a lead contact person that could be reached either by a tenant or by a landlord who would then refer to various support agencies.

While participants describe positive collaborations occurring between partners, the need for more formal collaboration was identified. Participants also describe that having unique mandates with various funding requirements can contribute to barriers in providing multiple supports to individuals with more complex needs which can result in people falling through the 'mandate gap'. Better understanding of individual needs, through needs assessments, was also expressed.

More affordable housing and resources to provide wrap-around services (in particular mental health and addictions, behavioural supports, more social/outreach workers, and harm reduction supports) were highlighted as the priorities in addressing the current needs of people with special needs. Other suggestions to better support individuals with special needs include emergency funding to help people in crisis, and more assistance with transportation. Participants also identified opportunities to leverage technology in providing supports (i.e. supporting administration of medication, facetime with someone experiencing anxiety).

NON-PROFIT HOUSING PROVIDERS

In discussing what is needed to support residents in achieving successful tenancies, participants identified the need for more support services including more supports for families, and mental health supports (in general and for seniors specifically). In general, providers agree that they are increasingly housing more vulnerable populations and having large concentrations of vulnerable tenants was seen as a potential contributing factor to unsuccessful tenancies. Some providers expressed not having the supports needed to respond to the needs of their Special Priority Placement (SPP) tenants, to address certain behavioural challenges of some tenants, and to meet the needs of seniors who are aging and may have deteriorating physical and mental health. A recent pilot project to support single-parent families was identified as a successful initiative.

Participants acknowledge that there have been improvements in collecting data on needs, yet there is still a need to ensure a range of support options are available to meet diversity of needs; from a 'light' touch to more intensive supports. Participants also highlighted the need to get supports in place quickly when there is a crisis. Another challenge noted by focus group participants was that the support list, through Family Services, is overly complicated for seniors and many (seniors) expressed not liking that the list was public.

Some strategies to strengthen the social housing system include looking at more mixed building opportunities (i.e. income mix), creating more models that provide higher levels of supports such as those provided at the Windsor Residence, and more mental health supports across all providers/buildings. Other strategies focused on engagement, such as hosting events for tenants to get to know each other to help reduce stigma and fear. A key message from participants was the need for more resources to address the support needs of tenants. Another important component to achieving successful tenancies identified by participants was the need to create relationships and build trust with tenants, and to empower individuals and families to make positive decisions.

Participants also spent time discussing the need to really understand the current social housing stock and what is needed (from both a capital and operating perspective) in order to sustain and strengthen the current portfolio. Participants expressed a desire for strong political commitment in sustaining the current social housing stock and continuing to increase the supply of affordable housing. Participants suggested the City could have a role in assisting providers with identifying needs and conducting assessments, as well as supporting asset management planning. Funding was identified as a key barrier for providers in strengthening and expanding their portfolios. Other suggestions include looking at existing market rent units (within social housing buildings) as a way of increasing the supply of affordable housing (through a housing allowance/benefit). Participants also suggested working with the City to encourage mixed use buildings such as having commercial on the main floor with affordable residential on upper floors. Other strategies include streamlining the development approvals process, donating/leveraging city-owned land, and advocating for regulatory changes including reducing or eliminating up-front equity requirements, and using existing assets to build new affordable housing (post end of operating agreements).

Priorities in strengthening the social housing system include establishing a commitment to creating more

affordable housing units, better ‘matching’ of tenants to supports, supporting providers who want to expand their properties/portfolios, and conducting a comprehensive review of the current social housing stock to identify assets and risks.

PRIVATE HOUSING

Participants in general agree that the private sector has a large role to play in the provision of affordable housing; but there needs to be some profit for them to continue to provide and/or invest in new affordable units. Participants describe significant tax increases over the past several years and increases to utilities as barriers to development; resulting in a lack of interest from local developers. A barrier to providing affordable housing through rent supplement agreements was the length of time it can take to get paid.

Suggestions to help gain interest from local developers include having lands already dedicated for affordable housing, using surplus lands, changing the tax rate for multi-residential, waiving fees, streamlining the process to go ‘smoother’ and faster, policies to increase density, better incentives to build downtown (i.e. waiving development fees), and incentives for second suites. Participants also describe having an agency contact as key to having a successful tenant through one of the existing City Program (i.e. Care Outreach and Prevention for Everyone (COPE)). Adjusting program regulations to be able to increase rents further (more in line with increases in AMR) would help the sustainability of these programs in the private sector.

Participants also expressed opportunities for further public-private partnerships, for example an agency having an office within an existing building to provide supports to tenants or establishing a social enterprise for maintenance and landscaping.

Several interviews were held with service agencies whose clients have very specific housing needs (and who had not yet participated in consultation initiatives). Interviews were held with staff from:

- WE Trans
- Windsor Women Working with Immigrant Women (WWWIW)
- Legal Aid Ontario, Social Work Services
- Community Legal Aid

WE TRANS

Interview feedback highlights that trans people experience many barriers in accessing housing, beyond availability and affordability. Stigma is a significant barrier in accessing housing as well as in gaining employment; despite high levels of education. Discrimination and lack of understanding is experienced with landlords but also with some social workers (i.e. may ask inappropriate questions). A key challenge within the shelter system, as described in the interview, is that non-binary individuals are not being given the right to choose where they feel safe; it is their right to be able to choose however this is not always happening.

Another key challenge discussed is the lack of resources to provide housing supports for the LGBTQS community. Even if someone obtains housing through the BNPL, providing the level of supports needed is a challenge within current resources.

Suggestions to better support LGBTQ2S people include more resources to support individuals (i.e. designated housing worker), more training for agency staff (partner agencies), and fewer barriers in obtaining priority status for people living in abusive and unsafe housing conditions.

WINDSOR WOMEN WORKING WITH IMMIGRANT WOMEN (WWWIW)

Feedback from this interview emphasized that discrimination and misunderstandings of landlords is a huge challenge in maintaining tenancies, and in finding new housing for newcomers in Windsor Essex. In addition, newcomers are particularly vulnerable and may not 'complain' or exercise their rights when it comes to housing conditions.

In addition to having more affordable housing options, strategies suggested to help newcomers in accessing and keeping housing include outreach and more education with landlords. The interviewee also suggested more assistance with start-up resources (the Windsor Essex community recently lost the furniture bank which is now a big gap).

Feedback also highlighted the need for newcomers to be connected to a settlement agency. Agencies can provide support and help newcomers navigate the system but for newcomers without the support of a settlement agency and/or housing worker, it can be much more difficult to access housing.

LEGAL AID ONTARIO, SOCIAL WORK SERVICES

This interview was aimed at exploring the housing and support needs of victims of violent crimes including human trafficking. For these individuals there is often severe trauma as well as possibly mental health and addiction challenges. Often there is some barrier to keeping a good tenancy, this can be money, but more often is a result of a mental health illness, substance use, and/or trauma. At times, trauma may lead to behavioural issues which can lead to evictions.

One of the biggest challenges facing this population is discrimination/lack of understanding from landlords. Another key challenge is lack of resources; support needs are often complex and need to be consistent. Safety is also a concern and so finding housing that is appropriate, affordable and safe can be a challenge in the current market.

Having supports for landlords and building relationships with landlords were also suggested to helping people keep good tenancies.

COMMUNITY LEGAL AID

The most pressing housing issue facing Windsor Essex, based on feedback from staff at Community Legal Clinic, is the lack of housing options. The limited availability of affordable rental market is particularly a challenge for vulnerable individuals with a range of support needs. Feedback suggests that due to high demand for rental housing, some landlords are not keeping up with maintenance and rents are continuing to increase.

Human trafficking is also a significant concern in the area with many young people experiencing extensive trauma; resulting in greater support needs to maintain housing and improve health and well-being.

Solutions suggested in the interview include making greater investments in providing housing solutions (by the Municipality), moving forward with the shelter review, and utilizing by-law enforcement to get compliance from landlords, “people need to expect that their rights will be protected, and laws will be enforced”. Exploring models for landlord licensing was also suggested.

As part of the community engagement activities, a short questionnaire was distributed to the Mayor, Warden, members of City and County Council, and County CAOs.

Similar to findings from other consultation activities, members of Council emphasize the lack of affordable housing as the most pressing issue currently facing Windsor Essex. Respondents point to both a lack of new affordable housing as well as long waiting lists for social housing as key challenges in the community. Responses also highlight the increasing rent levels and decreasing vacancy rates across communities. Other challenges include the deterioration of the condition of the affordable housing stock.

When asked if there are population groups that have a 'more' difficult time finding affordable and adequate housing, members of Council suggest low-income families, seniors and people with disabilities.

In addition to creating new affordable rental housing, members of Council also suggest ensuring temporary/crisis housing in the County, more housing with supports, and improving the condition of housing as key strategies to better meeting the housing needs of residents.

As part of the community engagement activities, an online survey was conducted from January 25th to February 10th. Overall, 1449 responses were gathered. Of the individuals who responded to the survey, 203 (or 15.3%) identified that they were either currently experiencing homelessness or have experienced homelessness in the past. Key findings from the survey are provided by and organized by question.

WHAT IS THE MOST PRESSING HOUSING ISSUE CURRENTLY FACING WINDSOR ESSEX

Consistent with discussions at the workshop and in focus group, survey respondents identified a lack of affordable housing (73.8%) as the top issue facing Windsor Essex. This was followed by lack of (or long waiting lists) for mental health and/or addiction support services (50.9%), chronic homelessness (34.3%), lack of rental housing (33.8%), lack of income (21.4%), and lack of emergency housing (18.1%). A lack of support services for various population groups was also identified including for youth (9.9%), Indigenous Peoples (3.7%), seniors (11.4%), people with disabilities (11.0%).

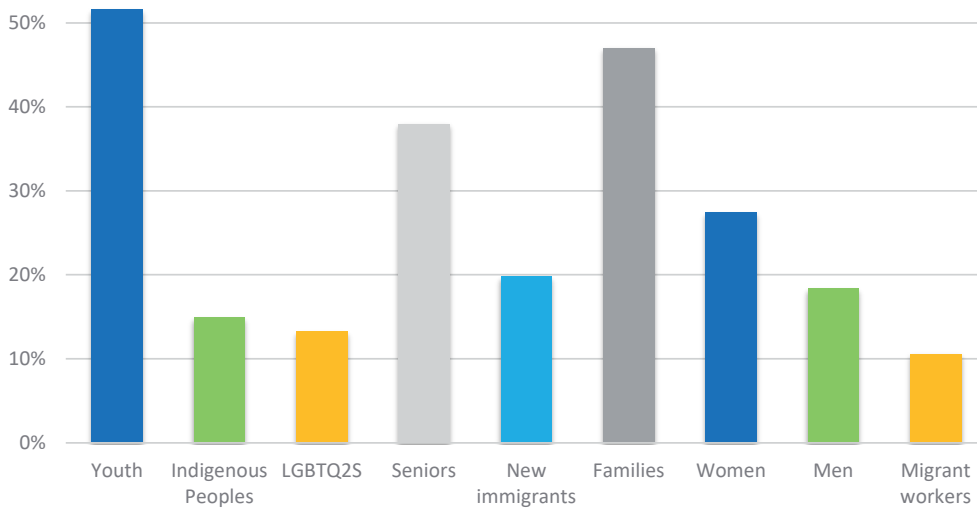
Other issues noted by individual respondents include lack of transportation, lack of respite care, cost of utilities and increasing housing costs, safety and security of housing, increase in drug use/addictions, and lack of accessible housing.

Survey responses also point to a lack of empathy, by some residents, towards people who are homeless and resistance to further support and/or (financial) investments.

ARE THERE PARTICULAR GROUPS OF RESIDENTS THAT HAVE A DIFFICULT TIME FINDING AFFORDABLE, ADEQUATE HOUSING

Overall survey respondents identified a number of groups that are having a difficult time finding affordable and adequate housing. Youth was the top response (51.6.0%), followed by families (51.6%), seniors (38.0%), women (27.4%), new immigrants (19.8%), men (18.4%), Indigenous Peoples (14.9%), LGBTQ2S (13.2%), migrant workers (10.6%)

POPULATION GROUPS SURVEY RESPONDENTS IDENTIFIED AS HAVING A PARTICULARLY DIFFICULT TIME FINDING AFFORDABLE, ADEQUATE HOUSING

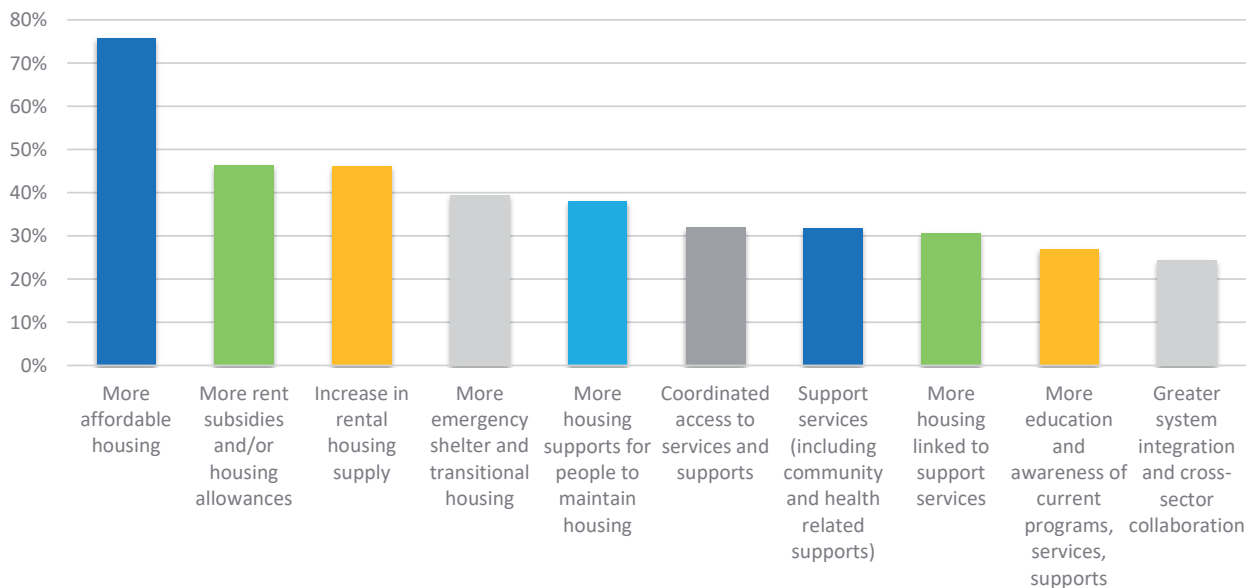


Other groups identified as having a difficult time finding affordable, adequate housing include the ‘poor’ or low-income households, people with mental health challenges, people with addictions, people leaving jails, single parents, and single individuals. Several participants also responded “everyone”.

WHAT IS NEEDED TO HELP PEOPLE FIND AND MAINTAIN SAFE, ADEQUATE AND AFFORDABLE HOUSING

Most respondents identified the need for more affordable housing (75.8%). Other top responses included more rent subsidies and/or housing allowances (46.4%), increase in rental housing (46.2%), more emergency shelter and transitional housing (39.4%), more housing supports for people to maintain housing (38.0%), and more housing linked to support services (30.6%).

RESPONSES NEEDED TO HELP PEOPLE FIND AND MAINTAIN HOUSING



Other responses to what things are currently needed include transportation, life skills, flexible housing options (tiny homes, second suites, utilizing vacant homes/lots), support from all levels of government (resources, reducing barriers), rent controls, more mental health supports, more jobs/employment security.

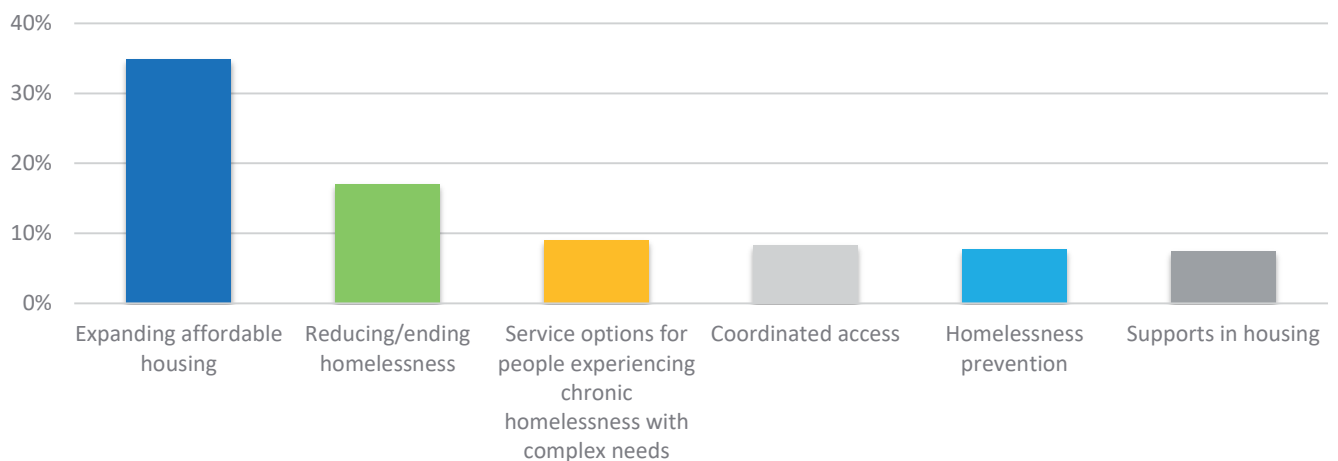
IDEAS OR STRATEGIES TO INCLUDE IN THE WINDSOR ESSEX HOUSING AND HOMELESSNESS MASTER PLAN

In this open-ended question participants had a number of ideas and strategies they would like to see included in the Windsor Essex Housing and Homelessness Plan. Top responses include:

- More affordable housing options (rent subsidies, tiny homes, second suites, use/development of vacant housing, conversion policies, incentives, rent control)
- Safe housing/enforcement of building codes
- Mental health support
- More community engagement/engage with homeless individuals
- Housing supports
- Integrated system
- Job creation/stable employment
- Supports for addictions

One priority action to be addressed in the Windsor Essex Housing and Homelessness Master Plan consistent with feedback from earlier questions, the top priority for the Master Plan, as identified by respondents is expanding affordable housing (34.9%). The second top priority identified is reducing/ending homelessness (17.1%). Other priorities include service options for people experiencing chronic homelessness with complex needs (8.9%), coordinated access (8.3%), homelessness prevention (7.7%), and supports in housing (7.5%).

TOP PRIORITIES FOR THE HOUSING AND HOMELESSNESS PLAN, AS IDENTIFIED BY SURVEY RESPONDENTS



LIST OF PARTICIPATING AGENCIES

- » 211 South West Ontario
- » Access County Community Support Services
- » Agile Real Estate Group
- » AIDS Committee of Windsor
- » Assisted Living Southwestern Ontario
- » Bruce Villa
- » Can Am Indian Friendship Centre
- » Can Am Urban Native Housing
- » Carter Marketing
- » Central Housing Registry Windsor Essex County
- » City of Windsor
- » CMHA Windsor Essex County Branch
- » Community Legal Aid Assistance of Windsor
- » Community Living Essex County
- » Community Living Windsor
- » Community Partnership
- » Connections Early Years Centre
- » COPHE Program
- » County of Essex
- » Downtown Mission
- » Drouillard Place
- » Erie St. Clair LHIN
- » Family Services Windsor Essex
- » Habib Homes
- » Homeless Coalition
- » Hotel Dieu Grace Healthcare
- » Housing Information Services
- » ILPH
- » Jefferson Property Management
- » Labour Sponsored Community Development Group
- » Legal Aid Ontario
- » Matthew House
- » Mental Health Connections
- » Ministry of Children, Community and Social Services
- » Municipality of Leamington
- » Nasr Limited
- » Nevan/Noah Homes
- » New Beginnings
- » Now Housing
- » Oulette Place
- » Our West End Neighbourhood Renewal
- » Pillette Village BIA
- » Polish People's Home Association
- » Royalty Homes
- » Salvation Army
- » South Essex Community Council
- » South West Detention Centre
- » St. Clair College
- » The Bridge
- » The Initiative
- » Town of Amersburg
- » Town of Kingsville
- » Town of Lakeshore
- » Town of Tecumseh
- » VHC
- » Victoria Manor
- » Village Lodge of McGregor
- » Welcome Centre
- » WETrans
- » Windsor Coalition Non-Profit Homes Inc.
- » Windsor Essex Brokerage
- » Windsor Essex Community Health Unit
- » Windsor Essex Community Housing Corporation
- » Windsor Essex Mental Health Unit
- » Windsor Homes Coalition
- » Windsor Police Services
- » Windsor Residence for Young Men
- » Windsor Residence Inc.
- » Windsor Women Working with Immigrant Women
- » Windsor Youth Centre