



Community Safety and Well-Being Plan 2021

Municipality of
Chatham-Kent



Chatham-Kent

Message from the Mayor of Chatham-Kent



We have much to be thankful for here in Chatham-Kent. Among our many first-class attributes is that of living in a safe community.

I am proud of what Chatham-Kent has achieved so far but we still have work to do.

The Community Safety and Well-Being Plan is the next step to making Chatham-Kent an even better place to live, work and play.

The issues of addiction, homelessness and mental health that affect our society as a whole are also found in Chatham-Kent.

Our community cannot be truly safe until the needs of all of our residents are met. We all

deserve basic human needs of shelter, understanding and aid in times of crisis.

Partnerships such as this, which work together collaboratively towards these important goals serve to strengthen our community.

Please lend your support and effort toward making these goals a reality.

*Darrin Canniff, Mayor
Municipality of Chatham-Kent*

Mission:

The Corporation of the Municipality of Chatham-Kent is a proud, proactive, progressive team committed to innovation and leadership through the provision of services enhancing the quality of life in our community.

Vision:

A welcoming, healthy, prosperous community that is culturally rich and naturally innovative.

Message from the Steering Committee Co-Chairs



In January of 2019, the province of Ontario legislated municipalities, under the Ontario Police Services Act, to develop and adopt a community-based approach to address root causes of complex social issues. By that time, Chatham-Kent, known for its long-standing efforts to engage multi-sector community partners in a common cause of caring, was well on its way to identifying and documenting issues affecting some of its most vulnerable citizens.



In this report, you will read about the planning framework adopted by the local Steering Committee, along with the priority issues and potential solutions that were identified through collaborative efforts in the areas of social development, prevention and risk intervention. This CSWB plan involves taking an integrated approach to service delivery across a wide range of sectors, agencies and organizations including police, local government, education, social services and fire to name but a few. Our plan concentrates on connecting the marginalized in our community to the essential services surrounding the three key social risks of Mental Health, Addictions and Homelessness, identified by our Standing Committee as priorities for Chatham-Kent.

It has been our pleasure to serve as Co-Chairs in supporting and advocating for a shared commitment towards caring community connections, which continue to make a positive impact on the lives of our Chatham-Kent residents.

Gary Conn, Chief of Police

Karen Kirkwood-Whyte, Municipal Councillor (Ward Six)

Co-Chairs, Community Safety and Well-Being Committee

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Acknowledgements

The Chatham-Kent Community Safety and Well-Being Plan was overseen by the Community Safety and Well-Being Steering Committee (Appendix A) and developed by a joint working group led by Chatham-Kent Police Services and Community Human Services of the Municipality of Chatham-Kent. The Working Group would like to thank the community agencies, stakeholders and non-profit organizations that shared reports, plans, data and community consultation results. This Plan is the culmination of numerous and ongoing community strategic plans, reports and community consultation.

Chatham-Kent Community Safety and Well-Being Plan Working Group

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Executive Summary

Chatham-Kent's Community Safety and Well-being Plan consists of three priority focus areas encompassing clearly defined actions and activities.

COMMUNITY AWARENESS AND INTEGRATION

People know where to go to get the services they need, when they need them

Strengthen collaboration and integration of mental health, substance use, housing and homelessness services

Improve service navigation

Improve community understanding of the impacts and intersection of mental health, substance use, and homelessness

MENTAL HEALTH AND SUBSTANCE USE

People can access local mental health and substance use supports and services

Increase health funded community Mental Health and Substance Use supports and services

Develop and maintain a municipal drug strategy

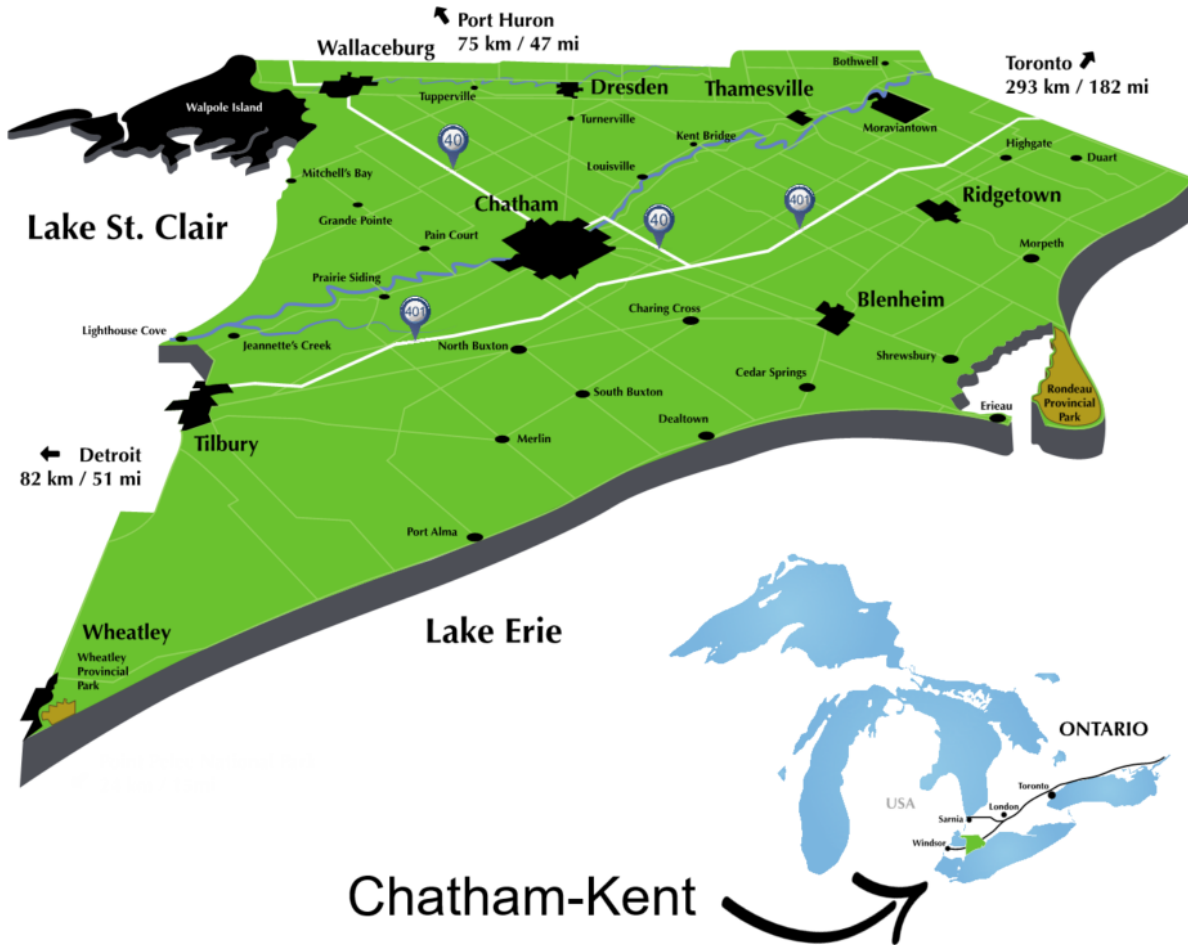
HOUSING AND HOMELESSNESS

People have a safe place to call home

Increase access to affordable & supportive housing

Decrease homelessness

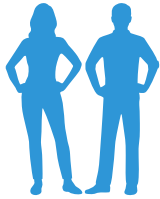
Chatham-Kent on the Map



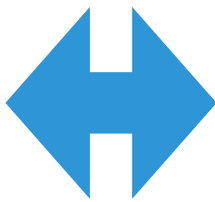
Chatham-Kent is a single-tier Municipality with a population of 102,042 located in the heart of Southwestern Ontario. Mostly rural, Chatham-Kent is a blend of twenty-three communities, each with their own rich history and unique character. Chatham-Kent grows food for the world, with an economy historically centred around agriculture, manufacturing, retail and services.

Chatham-Kent provides a high quality of life in safe and affordable communities. With access to both rural lifestyle and urban amenities, it is a great place to work, live, and play. In recent years however, financial disparity, mental health, substance use, and homelessness have become increasingly concerning, and amplified by the impacts of poverty. The development of an integrated Community Safety and Well-Being Plan will be essential in ensuring long-term health and safety for our residents.

Welcome to Chatham-Kent



POPULATION
102,042



GEOGRAPHIC AREA
2,500 km²



UNEMPLOYMENT RATE
6%



COMMUNITIES INCLUDED
More than 23



MAIN INDUSTRIES
Manufacturing
Agriculture
Retail & Small Business

CK Plan 2035 - Chatham-Kent's Community Strategic Plan

A healthy and safe community is a central priority in Chatham-Kent's long-term community strategic plan - **CK Plan 2035**. This plan is an ongoing growth and sustainability framework that identifies the most important priorities for local municipal council, administration, and the community.

CKPLAN2035

AREAS OF STRATEGIC FOCUS

- 
Economic Prosperity
 People will fulfill economic opportunities locally according to their skills, abilities and training.
- 
Healthy & Safe Community
 Everyone will feel safe, supported and have opportunities to be healthy physically and mentally.
- 
People & Culture
 Our population will be thriving, valued and have a vibrant social and cultural diversity.
- 
Environmental Sustainability
 Everyone can make sustainable and renewable choices in all aspects of their lives.

COMMUNITY WELLNESS

Everyone is safe and able to thrive

- Support an increase in access to mental health & addiction services
- Advance a health & equity in all policies approach to prevent and reduce the impacts of poverty
- Ensure there is a variety of affordable housing options to meet needs
- Ensure everyone has access to social infrastructure that enables them to participate fully in their community
- Expand trails & active transportation to promote physical activity and a healthy lifestyle



The Evolution of Community Safety & Well-Being in Ontario

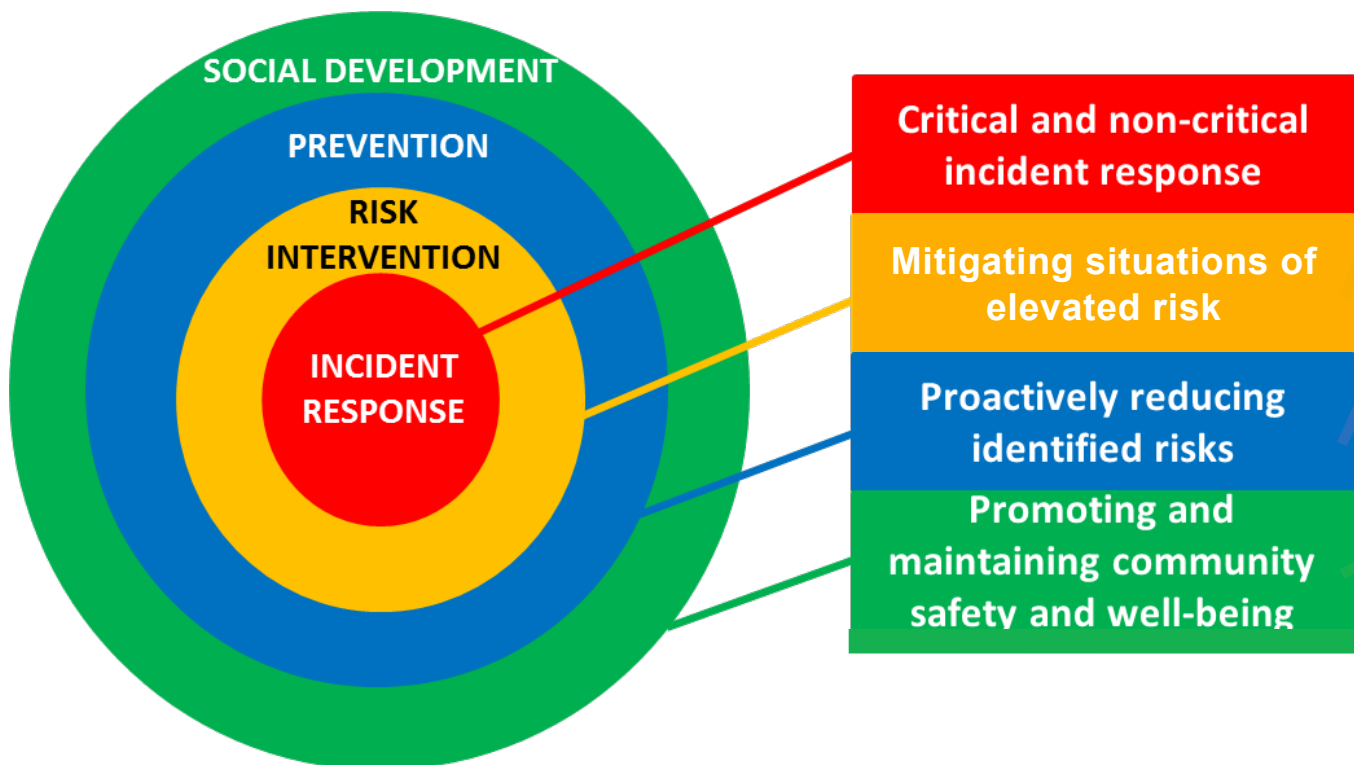
Community Safety and Well-Being planning began in 2009 with a partnership between the Ministry of the Solicitor General and the Ontario Association of Chiefs of Police (OACP). Together, these two groups initiated the development of a provincial response to crime and victimization. In 2019, new legislative amendments of the Police Services Act mandated that every municipality prepare and adopt a Community Safety and Well-Being Plan (CSWP). This enables communities to take the lead in defining and addressing specific local needs and proactive solutions. A CSWP requires an integrated collaborative approach by community sectors, agencies and organizations to improve community safety by enhancing front-line support responses.



The Ontario Community Safety Framework

In 2014, the Ontario Working Group released the report *New Directions in Community Safety*. This report outlined a new framework consisting of four levels of Community Safety Planning intervention:

- **Social Development:** Reducing the probability of harm and victimization proactively through upstream community investment. This includes investments to improve the social determinants of health such as opportunities for employment, income, adequate housing, access to education and social and economic inclusion.
- **Prevention:** Applying proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated.
- **Risk Intervention:** Identifying and responding to situations of acutely elevated risk and mobilizing immediate interventions before a crisis-driven response is required.
- **Incident Response:** Immediate intervention by first responders such as police, paramedics and other crisis-driven services in the human services system. The approach is intended to be holistic and requires planning at all levels of intervention.



Local Examples of the Community Safety Framework

Risk Intervention

CKPS / CKHA Mobile Crisis Team

The Mobile Crisis Team (MCT) started as a pilot in 2006. A plain clothed Chatham-Kent Police Constable and a Chatham-Kent Health Alliance Psychiatric Assessment Nurse are paired together to help respond to incidents involving individuals in mental health crisis. The MCT network provides guidance to numerous community agencies in the community. Since inception we have seen a steady increase of calls for service ranging from 5% to 10% annually. This proactive partnership helps deliver the right service and support, at the right time, for people experiencing mental health crisis.

Prevention

Chatham-Kent Shelter Solutions

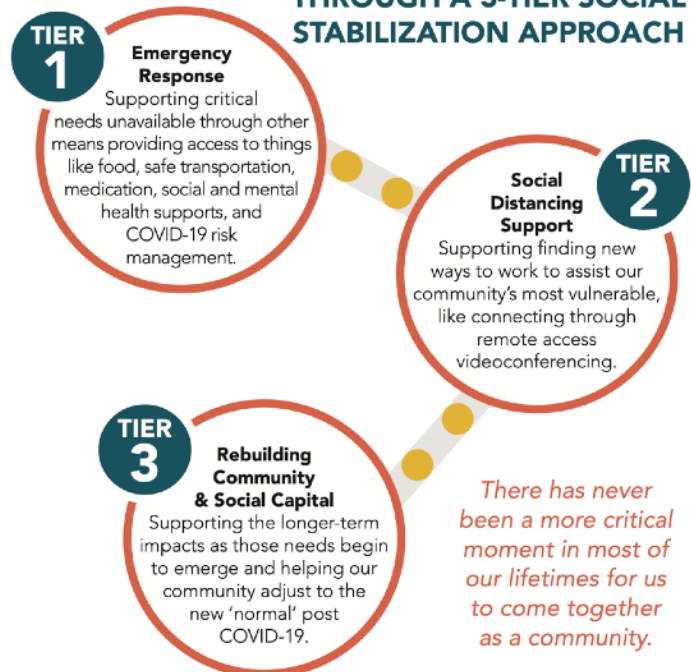
Chatham-Kent Shelter Solutions, offered through Employment and Social Services, encompasses a range of homeless prevention and rapid rehousing programs and support services. On average this program assists over 2000 households annually with re-housing, case management support, tenant education, advocacy and financial assistance to keep people safely housed.

Social Development

Chatham-Kent COVID-19 Social Planning and Action Tables facilitated by United Way Chatham-Kent

When the COVID-19 pandemic began, United Way took the lead in providing a collaborative forum for action. Government sectors, businesses, front-line workers and community groups came together to coordinate community recovery responses for the most vulnerable in our community. Priority needs included support for seniors, food security, homelessness, mental health, poverty reduction and priority population interventions.

AS NEEDS EMERGE, THEY WILL BE PRIORITIZED THROUGH A 3-TIER SOCIAL STABILIZATION APPROACH

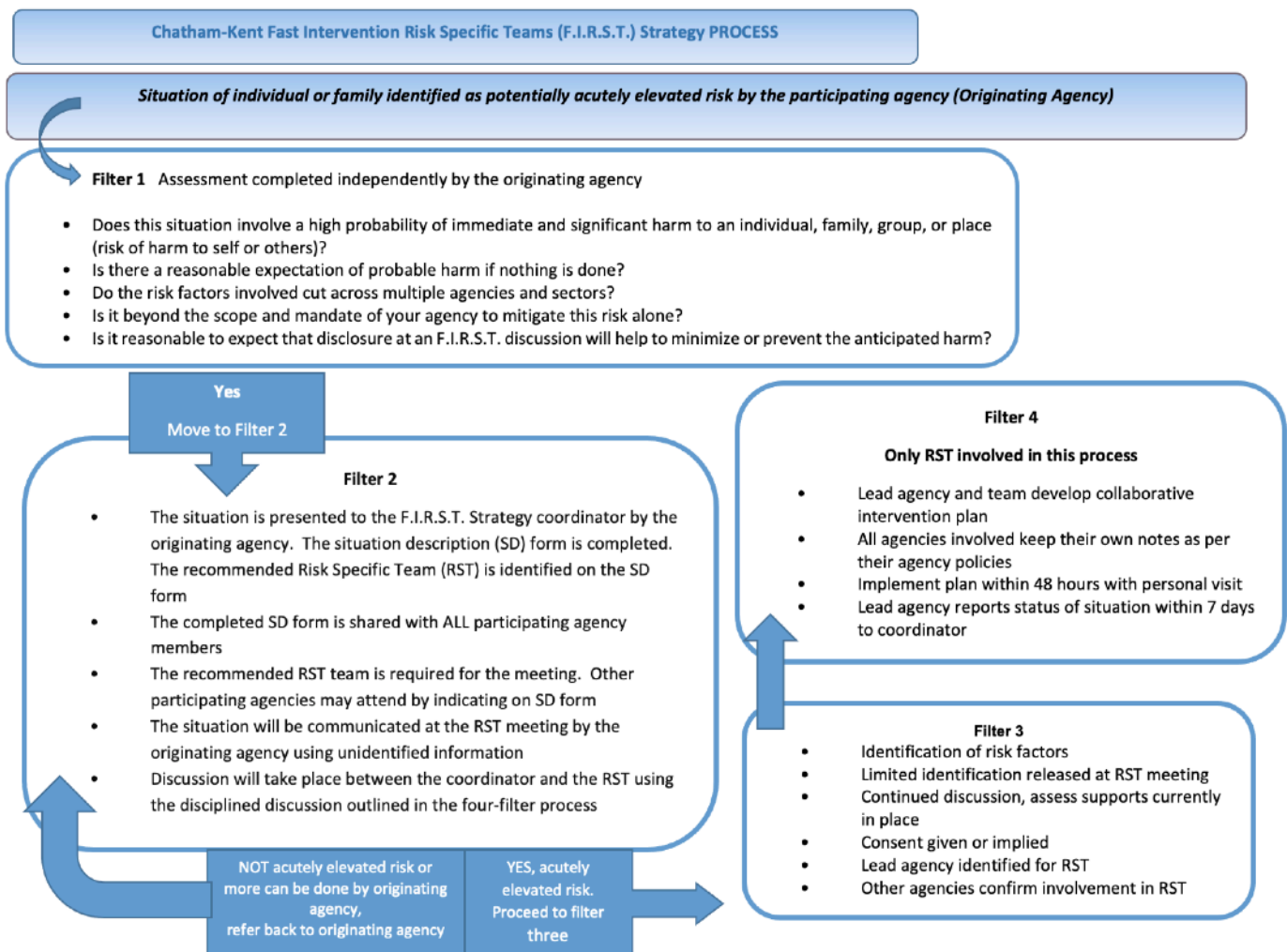


F.I.R.S.T. Strategy: Fast Intervention Risk-Specific Teams

In 2015, a local collaborative risk driven intervention program called the **F.I.R.S.T. Strategy** was developed and piloted in Chatham-Kent using the Community Safety and Well-Being framework. This is a unique hybrid situational table model, that focuses on risk intervention zones of the framework by proactively mitigating risk factors and resolving situations of elevated risk before they require emergency incident response. This is a multi-sectoral table consisting of 27 community stakeholders and service providers (Appendix B).

The purpose of Chatham-Kent's F.I.R.S.T. Strategy is to:

- Provide a process for the collaborative identification of acutely elevated risk.
- Provide a process for the mobilization of customized, timely, coordinated, caring responses to situations of acutely elevated risk, involving multiple community partners and sectors.
- Gather data related to situations of acutely elevated risk to improve human service systems and community safety and well-being in Chatham-Kent.



A Foundation for Improved Community Safety & Well-Being

As a "community of communities", Chatham-Kent municipal government and community stakeholders have an established history of working together to maximize resources and build community capacity.

Chatham-Kent has numerous existing social development, prevention and risk intervention programs and services that are a foundation for continued and improved community safety and well-being.

Social Development	Prevention	Intervention
<ul style="list-style-type: none"> CK Drug Awareness Council CK Public Health Programs Lambton-Kent Canadian Mental Health Association Family Service Kent Prosperity Roundtable Chatham-Kent COVID-19 Social Planning and Action Tables CK Community Health Centre CKPS Crime Prevention & Community Safety Section CK Community Health Teams 	<ul style="list-style-type: none"> CK Shelter Solutions CMHA ACT Program Patch for Patch Pharmacy Pgm Hope Haven Drop In Centre Community Navigators CKPS HELP Team Access Open Minds Homes 4 Youth Program Vulnerable Person Registry CKPHU Harm Reduction Pgm Community Paramedics CHiRP (Home Alarms) RentSmart CKPS Community Mobilization Salvation Army Housing Support Mental Health Network of CK 	<ul style="list-style-type: none"> Westover Treatment Centre House of Sophrosyne Neighbourlink Wrap-Around Services Chatham-Kent Women's Centre Chatham-Kent Emergency Rapid ReHousing Program Rapid Access to Addiction Medicine (RAAM) Clinic CKPS Mobile Crisis Team F.I.R.S.T. Strategy R.O.C.K. (Reach Out Chatham-Kent) Missions Chatham Outreach for Hunger
Urgent / Critical		
<ul style="list-style-type: none"> Chatham-Kent EMS Chatham-Kent Fire Dept Chatham-Kent Police Service Victim Services Pandemic Response 		

Health & Well-Being Risk Factors in Chatham-Kent

HOUSEHOLD INCOME

Chatham-Kent **\$62,623**
Ontario **\$80,322**

WHO IS LOW INCOME?

14% Seniors 65+

22% Households
with Children

33% Single-Person
Households

40% are Single Parent
Households

AGING POPULATION

21% are Seniors 65+
*(Above Provincial
Average of 16%)*

INCREASING HOUSING COSTS

21% Spend > 30%
of Income on Housing

2,230 Households
Spend > 50%
of Income on Housing

INCREASING RENTAL RATES

48% Increase
2015 - 2020

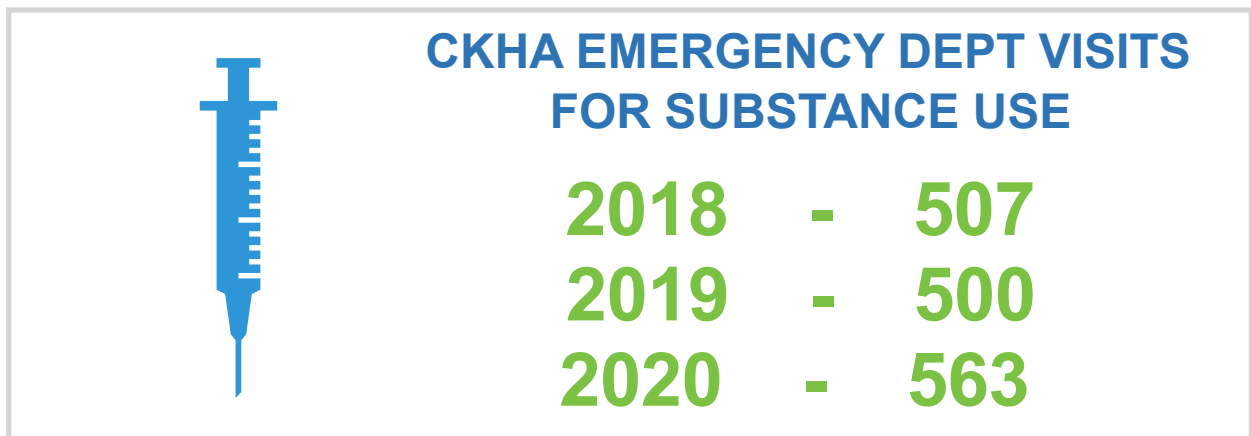
373 HOUSEHOLDS

Experienced
Homelessness in 2020

Stats from 2016 Census

Mental Health & Substance Use Interventions in Chatham-Kent

Emergency department visits for mental health and substance use treatment continue to increase year over year. Police calls for mental health interventions are also increasing annually.

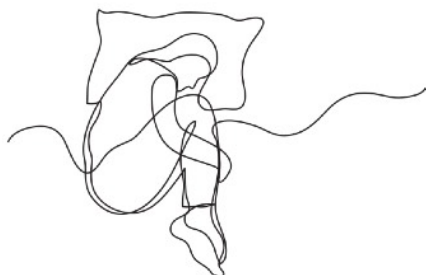


Local CSWP Priority Areas for Action

In developing a CSWP for Chatham-Kent, data analysis from the F.I.R.S.T. Strategy's Intervention Risk Tracking Database confirmed that the following primary factors for risk intervention in our community are:

- **Mental Health**
- **Housing and Homelessness**
- **Substance Use**

Investigation and review of stakeholder data, plans, reports and community consultation (Appendix D) confirmed these priority areas of action, however they also identified key opportunities for increased Community Awareness and Integration.



30% of adults in CK report feeling their mental health has been adversely affected by the COVID-19 Pandemic

Chatham-Kent CSWP Priority: Community Awareness

People know where to go to get the services they need, when they need them

Extensive community consultation with residents consistently highlighted that individuals do not always know where to go for help, or, struggle to access help. In 2019, The CK Prosperity Roundtable’s Listening Report reported that navigating and accessing services is a significant barrier to mental health and substance use treatment. Specifically, service systems are complex and programs and services are not coordinated. Community feedback suggested increasing the availability of services and service coordination between healthcare and social services, as well as peer navigation support, navigation service assistance, and service mapping as ways to improve access.

Indigenous people continue to encounter barriers to accessing and using health services both on- and off- reserve. Off-reserve mental health and substance use health services are often culturally and holistically incongruent, which limits sustained engagement with health support. New Indigenous-led partnerships can ensure provision of culturally informed and holistic mental health and substance use services. Indigenous-led health partnerships can improve access to care, adherence to care plans and health outcomes, as demonstrated by the hiring of an Indigenous Patient Manager at CKHA.

COMMUNITY AWARENESS & INTEGRATION	STRATEGY	ACTION
	Strengthen collaboration and integration of mental health, substance use, and housing & homelessness services	Leverage health-related funding opportunities to increase and expand mental health, substance use and homeless prevention services and support programming
Improve Service Navigation	Expand existing partnerships with Indigenous communities to provide and expand culturally-appropriate mental health and substance use services	Increase access to service navigation support for individuals and families including increased peer support, professional navigation services, and service mapping
Improve community understanding of the impacts and intersection of mental health, substance use and homelessness	Establish a community awareness campaign on accessible mental health, substance use, and housing services	Implement stakeholder training and education on best practices in supporting individuals with complex needs

Chatham-Kent CSWP Priority: Mental Health & Substance Use

People can access local Mental Health and Substance Use supports & services

The incidence of mental health and substance use continues to increase in Chatham-Kent, and homelessness correlates with increased risk for mental illness and substance use. Strengthening collaboration between mental health, substance use and homelessness services and supports is critical to providing holistic life stabilization services that lead to improved health outcomes. Increased local healthcare funded programs such as supportive housing, withdrawal-management, rehabilitation programs and rapid access to mental health and addiction services are critical in supporting people with complex health and homelessness issues and improving health and well-being outcomes.

Additionally, community engagement completed by the Chatham-Kent Public Health Unit (CKPHU), the Housing and Homelessness Steering Committee, the CK Prosperity Roundtable and United Way Chatham-Kent found that both service providers and service users identified a need for improved community education in evidence-based practices including trauma-informed care, harm reduction, and recovery-focused care. Providing this training sector-wide will improve consistency of service delivery, reduce stigma and improve the understanding of the impacts and intersection of mental health, substance use and homelessness issues.

MENTAL HEALTH AND SUBSTANCE USE	STRATEGY	ACTION
	Increase health-funded community Mental Health and Substance Use services and supports	Leverage health-related funding opportunities to increase and expand mental health, substance use and homeless prevention services and support programming
	Develop and maintain a Municipal Drug Strategy	Expansion of existing Mental Health and Substance Use services including Rapid Access Addiction Medicine, CKHA Psychiatric services, and CKHA-CMHA Geriatric services
		Fund, develop, and implement a municipally-supported Community Drug Strategy

Chatham-Kent CSWP Priority: Affordable & Supportive Housing

People have a safe place to call home

Safe, adequate and affordable housing is a key Social Determinant of Health indicator. Preserving, improving and increasing affordable housing, along with expanding supportive options for priority populations, are primary areas of focus for improving equitable access to housing and positive health outcomes in Chatham-Kent.

A primary gap identified in Chatham-Kent’s Community Housing and Homelessness Plan is a lack of affordable supportive housing, health care interventions and long-term care support services for mid to high need individuals. Over 50% of chronically homeless individuals in Chatham-Kent have concurrent mental health and substance use disorders. Supportive housing combines rental or housing assistance with individualized support services for people and has proven to be an effective and efficient long-term housing solution for people with complex health issues.

In March 2021, 115 individuals were experiencing homelessness in Chatham-Kent, an 18% reduction from a high of 140 individuals in December 2020. As a committed Built for Zero Canada community, Chatham-Kent uses a structured and supportive data-driven approach that focuses on system improvements and proven best-practices to end homelessness and improve housing stability. Chatham-Kent continues to make reductions in homelessness through appropriate diversion, rapid rehousing programming and homelessness prevention services.

	STRATEGY	ACTION
HOUSING AND HOMELESSNESS	Increase access to affordable and supportive housing	Increase the number of affordable and supportive housing units built
	Decrease homelessness	Improve access to supportive housing for individuals with persistent mental illness and/or substance use issues that require high-intensity supportive housing
		Decrease the number of people experiencing chronic homelessness



Next Steps on Chatham-Kent's CSWP Pathway

The goal of this Community Safety and Well-Being Plan is to improve how our community works together to reduce reliance on reactive emergency responses, and ensure the safety and well-being of community members through social development, prevention and risk intervention. As we develop a deeper understanding and awareness of the risks faced by vulnerable groups in our community, we continue to work collaboratively to respond to the community's needs using an evidence-informed, coordinated, and strengths-based approach.

As a cohesive and collaborative community, we can leverage already existing plans and priorities (CK Plan 2035; Chatham-Kent Community Housing and Homelessness Plan; Prosperity Roundtable Opportunities Plan). We can mobilize existing partnerships, financial resources and poverty-reduction efforts to improve community awareness and the integration of mental health, substance use and homelessness programs and services. Moving forward, the CSWP Leadership will designate a municipal lead to be responsible for data collection, regular monitoring, evaluation and updates to achieve the goals of this community safety and well-being plan. As we move from planning to implementation, community engagement and consultation will continue to inform and strengthen our efforts in making Chatham-Kent a safe and healthy community to live, work and play.



Appendix A: Chatham-Kent Community Safety and Well-Being Plan Leadership Committee

Chief Gary Conn (Co-Chair)	Chatham-Kent Police Service
Karen Kirkwood-Whyte (Co-Chair)	Municipality of Chatham-Kent Council Representative
April Rietdyk	Chatham-Kent Community Human Services
Lindsay Boyd	Local Health Integration Network
Brad Davis	Family Service Kent
Deb Crawford	St. Clair Catholic District School Board
Polly Smith	Chatham-Kent Employment & Social Services
Phillip Mock	Chatham-Kent Prosperity Round Table
Chief Chris Case	Chatham-Kent Fire & Emergency Services
Lori Marshall	Chatham-Kent Health Alliance
Alan Stevenson	Chatham-Kent Health Alliance; Canadian Mental Health Lambton-Kent
Don Shropshire	Municipality of Chatham-Kent
Sgt Doug Cowell	Chatham-Kent Police Service
Marjorie Crew	Coordinator - F.I.R.S.T. Strategy

Appendix B: F.I.R.S.T. Strategy Participating Agencies

Adult Language and Learning
Alzheimer's Society Chatham-Kent
Community Development, Municipality of Chatham-Kent
Canadian Mental Health Association: Lambton-Kent
Chatham-Kent Children's Services
Chatham-Kent Community Health Centres
Chatham-Kent Fire and Emergency Services
Chatham-Kent Health Alliance
Chatham-Kent Community Legal Clinic
Chatham-Kent Police Service
Chatham-Kent Public Health
Chatham-Kent Community Living
House of Sophrosyne
Erie St. Clair Local Health Integration Network
NeighbourLink
Chatham-Kent Victim Services
Chatham-Kent Women's Centre
Employment and Social Services, Municipality of Chatham-Kent
Family Service Kent
Housing Services, Municipality of Chatham-Kent
Lambton-Kent District School Board
Medavie Health Services, Chatham-Kent
The Salvation Army, Chatham-Kent Ministries
St Clair Catholic District School Board
United Way Chatham-Kent
Pet and Wildlife Rescue
Ministry of the Solicitor General - Probation and Parole Chatham-Kent
R.O.C.K. (Reach Out Chatham-Kent) Missions

Appendix C: Chatham-Kent CSWP Plan

<p>COMMUNITY AWARENESS & INTEGRATION: People know where to go to get the services they need, when they need them</p>	STRATEGY	ACTION	
	<p>Strengthen collaboration and integration of mental health, substance use, and housing & homelessness services</p>	<p>Leverage health-related funding opportunities to increase and expand mental health, substance use and homeless prevention services and support programming</p>	<p>Continue to increase partnerships between healthcare, emergency services, and community support agencies</p>
	<p>Improve Service Navigation</p>	<p>Expand existing partnerships with Indigenous communities to provide and expand culturally-appropriate mental health and substance use services</p>	<p>Increase access to service navigation support for individuals and families including increased peer support, professional navigation services, and service mapping</p>
	<p>Improve community understanding of the impacts and intersection of mental health, substance use and homelessness</p>	<p>Establish a community awareness campaign on accessible mental health, substance use, and housing services</p>	<p>Implement stakeholder training and education on best practices in supporting individuals with complex needs</p>

OUTCOME	PERFORMANCE INDICATOR(S)
Increased funding for integrated services and supports	Amount of funding secured; Percentage change in funding over baseline; Number of increased service partnerships/programs
Increased outreach service partnerships; Improved rural outreach	Number of outreach partnerships; Number of outreach locations
Improved access to culturally-appropriate services; increased collaboration with Indigenous partners	Number of services offered; Number of collaborations with Indigenous stakeholders
Individuals and families are able to access and connect with appropriate services and supports	Number of peer support and dedicated service navigation staff; Number of times service map is accessed
Individuals and families know what services and supports are accessible	Percentage of survey respondents that know where to access mental health, substance use, and/or housing services
Improved understanding and consistent application of best practices in serving individuals with complex needs; reduced stigma	Number of training sessions; Number of attendees; Percentage increased awareness and knowledge

Appendix C: Chatham-Kent CSWP Plan

	STRATEGY	ACTION
MENTAL HEALTH & SUBSTANCE USE: People can access local mental health and substance use supports and services	Increase health-funded community Mental Health and Substance Use services and supports	Leverage health-related funding opportunities to increase and expand mental health, substance use and homeless prevention services and support programming
	Develop and maintain a Municipal Drug Strategy	Expansion of existing Mental Health and Substance Use services including Rapid Access Addiction Medicine (RAAM), CKHA Psychiatric services, and CKHA-CMHA Geriatric services
		Fund, develop, and implement a municipally-supported Community Drug Strategy
HOUSING & HOMELESSNESS: People have a safe place to call home	STRATEGY	ACTION
	Increase access to affordable and supportive housing	Increase the number of affordable and supportive housing units built
	Decrease homelessness	Improve access to supportive housing for individuals with persistent mental illness and/or substance use issues that require high-intensity supportive housing
		Decrease the number of people experiencing chronic homelessness
		Increase the number of people prevent from becoming homeless

OUTCOME

Decreased ED visits for mental health;
Decreased police MHA apprehensions

Expanded service hours, coverage,
and specialization

Community Drug Strategy is supported and adopted
by Council, then developed and implemented

PERFORMANCE INDICATOR(S)

Number of MCT hours - partners;
Number of ED visits for mental health;
Number or percentage change in apprehensions

Percentage change in service hours;
Geographical coverage services;
Percentage change in number of Geriatric Mental
Health Outpatient Treatment users

Date of municipal support and adoption;
Amount of funding committed;
Duration of funding

OUTCOME

The number of affordable and supportive housing
units being built increases

The range of supportive housing options and
appropriate supports & services for individuals
facing complex barriers to housing is increased

The number of people experiencing chronic
homelessness each month decreases

The number of people prevented from becoming
homeless each month increases

PERFORMANCE INDICATOR(S)

Number of new affordable & supporting units;
Percentage of affordable rental units;
Percentage of supportive rental units

Change in the number of individuals supported in
supportive housing programs

Change in the number of individuals on the
By-Name List

Change in the number of people housed
or diverted from homelessness



Appendix D: Citations & References

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Chatham-Kent

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