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# Edmonton Community Service Delivery Plan 2013 – 2016



**homeward trust**  
edmonton

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## I. Summary of Community Status

### 1a. and 2a. Population Demographics

The 2011 Census reports Edmonton's population at 817,498. This is an 11.2% increase between 2006 and 2011, almost double the national growth average. As discussed below, strong economic growth is expected to influence corresponding population growth and immigration, placing pressure on social infrastructure and the housing market.

The following table highlights particular demographics found within the currently homeless and formerly homeless population, showing areas of over representation when compared against the rest of Edmontonians.

Demographic	Population Data	Homeless Count 2012	Housing First Program 2009-2012
Female	50% <sup>1</sup>	25%	44%
Male	50% <sup>1</sup>	75%	56%
Age 15 - 24	14% <sup>1</sup>	13% (Age 14 - 24)	6% (Age 18 - 24) <sup>3</sup>
Age 30 - 44	22% <sup>1</sup>	57% (Age 31 - 44)	36% (Age 31 - 44) <sup>3</sup>
Age 45 - 54	14% <sup>1</sup>	28%	30% <sup>3</sup>
Age 55 - 64	11% <sup>1</sup>	15%	15% <sup>3</sup>
Age 65+	12% <sup>1</sup>	4%	2% <sup>3</sup>
Aboriginal	5% <sup>2</sup>	46%	44%
Visible Minority/Other Non-Caucasian Ethnicity	17% <sup>2</sup>	10%	8%

<sup>1</sup>Census 2011, Edmonton only.

<sup>2</sup>Census 2006, Edmonton CMA

<sup>3</sup>Data from Intensive Case Management teams only; does not include Assertive Community Treatment teams.

### 1b. Current Economic Factors

According to the City of Edmonton's *Economic Insights: Economic Outlook 2012-2013*, Edmonton and the Capital Region's expansion over 2010-2012 was largely associated with energy investments in Northern Alberta. Economic prospects for the City of Edmonton remain positive in 2013: strong employment and income growth mean the local economy has significant momentum. Housing, retail sales and personal services will play a leading role in job creation. Even as conditions in the international environment slow, the City and region's annual growth when adjusted for inflation should be in the range of 3.5% to 4.5%, a pace well above the Canadian rate of growth. While this increases opportunities for many people in the Edmonton area, it also places pressures on housing affordability and availability across Northern Alberta, particularly for those dealing with barriers to employment or otherwise living on low income.

### 1c. Vacancy Rates in the Private Rental Market

Since its inception in April 2009, Edmonton's Housing First program has relied in large part on the use of market rental units. As of December 31, 2012, 1664 households have been provided units by over 140 landlords. The majority of units are located in market rental buildings operated by private landlords and property management companies. The following table provides a comparison between Canada Mortgage and Housing Corporation (CMHC) data on purpose-built apartment rental units in 2011 and 2012. It demonstrates that access to market housing is becoming increasingly restricted. Availability and vacancy are predicted to tighten through 2013. Moreover, due to factors associated with continued economic growth and subsequent influx of workers, the current trend of rising demand and pricing of rental units is expected to continue. This could threaten units in the Housing First program, as landlords may be less willing to take on a perceived risk when other renters are available.

<b>Statistic (Private Apartments and Row Houses)</b>	<b>October 2011</b>	<b>October 2012</b>
Vacancy Rate	3.2%	1.7%
Availability Rate	4.1%	2.2%
Offering Rental Incentives (Apartments Only)	10%	3.8%
Rent Rate Change from Previous Year	+1.0%	+3.5%

Source: CMHC Rental Market Report – Edmonton CMA, Fall 2012

For apartments or row houses with 3 or more bedrooms, average rent increased by 4.7% and vacancy rates dropped from 2.8% to 1.6% between 2011 and 2012. Approximately 65% of families who completed the Housing First intake assessment in 2012 had 2 or more children; over half of these families had 3 or more children. Availability and affordability of larger units for these families is a growing issue in Edmonton. The secondary rental market, which includes houses and basement suites, may afford some opportunities to adequately house large families. However, this source of units is poorly understood with little reliable data available.

Many of those participating in the consultation for the *Edmonton Area Community Plan on Housing Supports 2011-2015* ("Community Plan") – from elected officials to developers and agency workers – encouraged taking swift action to get ahead of what was predicted to be a major housing crisis when Alberta's economy continues to grow. Increased demand will impact those who are living in low cost accommodation as landlords are expected to increase rents in response to increased demand.

### 1d. Availability of Affordable Housing

In developing the Community Plan, a comprehensive gap analysis was conducted to determine the forecasted need for housing units over the period 2011-2015. Of the 27,000 units of non-market housing units in Edmonton, almost two-thirds, or 17,500 units, are not included in the supportive or supported housing categories and considered "non-market affordable housing". This includes 11,000 units of affordable rental units, 5200 units delivered through rent supplement programs, approximately 80 Habitat for Humanity homes, and 1000 units of

cooperative housing. The gap in affordable housing in the community is forecasted to increase from over 19,000 units in 2011 to nearly 22,000 units by 2015. These calculations do not include market affordable housing units, as CMHC does not publish availability rates or number of apartments or row houses by rent range.

During the last economic boom, supply in the purpose-built rental market declined due to condo conversions. The condo market has cooled significantly in the years since then, although there continues to be a net loss in the number of apartment and private row units in the rental universe, albeit marginal, with 723 units lost, or a 1.2% decrease, between 2011 and 2012. Notably, the results of CMHC's Condominium Survey estimate that nearly a third (31.8%) of condos are being rented out. Nonetheless, based on CMHC data, the price difference between purpose-built rental apartments and rental condo apartments can range from 10% higher for one-bedroom condos to more than 25% higher for two-bedroom condos. This puts many condo rental units out of reach for people with low income.

## **2a., 2b., 2c. Homeless Count and Housing First Data**

The most recent homeless count in Edmonton was conducted on October 16 2012, identifying 2,174 homeless individuals. This was a decrease of 247 or approximately 10% of individuals from the previous count in October 2010, and a 30% decrease from the 2008 Edmonton Homeless Count conducted a few months prior to implementation of the Ten Year Plans. As 66% of clients enrolled in the Housing First program were chronically homeless at intake (76%, or 413 clients, in 2012 alone), the role of Homeward Trust and its contracted agencies in implementing the province's Ten Year Plan cannot be ignored in determining what factors contributed to this decline.

Of the total 2,174 homeless counted, roughly half were counted on the street or at an agency (Unsheltered: 1,070) and half were staying at a shelter (Sheltered: 1,104). Between the 2010 and 2012 counts, the Unsheltered number decreased by 30%, but the Sheltered number increased by 24%. Thus, the 2010-2012 reduction in total number of homeless people counted appears to be a reduction in the Unsheltered Homeless. This is relevant to the City's Ten Year Plan, which states that a return to 2006 levels for the Sheltered Homeless number is a mid-term (3 year) goal.

Notably, 119 families were counted (64 unsheltered and 55 sheltered). This speaks to the continued need for the Shelter Option Strategies (SOS) Committee, a collaborative effort between government, Homeward Trust, and contracted agencies to provide temporary emergency shelter in hotels by Alberta Works and a referral to Homeward Trust's Coordinated Intake program for intake by a Housing First team. In 2011, 40 families were referred to Coordinated Intake for housing assistance through SOS. In 2012, 105 families were referred.

The number of youth (between the ages of 14 and 24) counted was 258; 9%, or 202 of all people counted, were between the ages of 18 and 24. Among clients receiving housing and Intensive Case Management (ICM) in the Housing First program, 102 or 6% of clients

completing intake between April 2009 and December 2012 were between the ages of 18 and 24 when they started the program (some may be included in the 286, or 18% of clients, who are between the ages of 18 and 30 due to aging while in the program).

From its inception in April 2009 until December 31, 2012, Edmonton's Housing First program has housed 1774 clients. These clients are associated with 2325 total people served by the program, when children in families and dependent adults are included. Over the same period, 899 have successfully graduated from Housing First, accounting for 64% of all program exits. As of January 31<sup>st</sup>, 2013, there were 822 active clients supported by all Housing First projects.

## II. CBO Decision Making Process

Homeward Trust has an established decision-making procedure that will be augmented for the review of the Edmonton Community Service Delivery Plan. There are six components of this process:

1. Confirmation of Community Priorities
2. Ongoing Monitoring and Performance Review of Contracted Agencies
3. Homeward Trust Senior Management Input and Drafting of the Service Delivery Plan
4. Community Review Process
  - a. Community Plan Committee Members Feedback
  - b. Aboriginal Advisory Council Review and Recommendation
  - c. Project Review Committee Review and Recommendation
5. Government of Alberta Feedback
6. Board of Directors Approval

### CBO Decision-Making Process: Confirmation of Community Priorities

In addition to leading implementation of the provincial and municipal Ten Year Plans to End Homelessness, Homeward Trust coordinates the development and implementation of the Community Plan. It outlines how stakeholders will respond to identified housing and support needs over the next five years, integrating and consolidating goals, strategies, and priorities from local, regional, provincial, and federal plans directly or indirectly related to housing and homelessness. Working Groups are established based on identification of emergent issues or opportunities, with input provided to Homeward Trust administration and the Community Plan Committee on appropriate strategies to address them. Working Groups that have informed the proposed Community Service Delivery Plan include the following:

- A. Prevention and Support Services (January – April 2012)
  - Support Service Providers
  - Environmental Scan, Stakeholder Survey, and Focus Groups
- B. Permanent Supportive Housing (PSH) (June 2012 – Present)
  - PSH Operators, Government Representatives
  - Planning Committee, Community Consultation
- C. Housing Supply (September 2012 – Present)

- Non-Market and Private Housing Developers and Operators
- Planning Committee, Data Analysis
- D. Youth Services (January 2012 – Present)
  - Youth Service Providers and Stakeholders
  - Service Planning, Stakeholder Engagement
- E. Aboriginal Strategy Implementation
  - Aboriginal Housing and Support Service Providers
  - Gap Identification, Partnership Development

#### CBO Decision-Making Process: Performance Review of Contracted Agencies

Homeward Trust conducts regular monitoring of contracted agencies in terms of financial accountability, team performance, and data quality. Housing First team leads meet with Homeward Trust staff on a monthly basis individually to review performance data and collectively to engage in collaborative problem-solving. Team leads are also provided with summary reports highlighting areas where data is missing, and information on key performance indicators such as rental arrears owed by Housing First clients. In addition, Homeward Trust's Housing First Advisory Council, comprised of senior management or executive representatives from contracted agencies, meets monthly to discuss program-level or policy issues and to facilitate development and implementation of policies and procedures in the Housing First program.

As part of the 2012-13 Community Service Delivery Plan development process, Homeward Trust engaged in a review of contracted agencies in February 2012 to evaluate their performance and make decisions regarding changing, maintaining, or discontinuing funding agreements. Over the past year, Homeward Trust has increased its efforts to work closely and proactively with contracted agencies to address deficiencies and collectively develop solutions to challenges affecting achievement of outcomes or compliance with other contractual obligations. Key indicators of performance have been identified (including landlord relations, graduation success, client self-sufficiency, referrals to mainstream services, and rehousing cost control, among others) and will be tracked using Efforts to Outcomes and financial monitoring tools in early 2013. Beginning in Fall 2013, Homeward Trust will use the information collected in this process to determine capacity of teams to meet contractual obligations and program outcomes, and provide clear plans for addressing weaknesses and building on strengths. The result of this increased accountability will be a fair and transparent mechanism for determining funding allocations to reward exemplary performance in moving closer to the goal of ending homelessness in Edmonton.

#### CBO Decision-Making Process: Homeward Trust Senior Management Input

Each functional area in Homeward Trust is involved in developing various components of the Community Service Delivery Plan. The Planning and Research department works very closely with the Business Services (contracting and finance) and Support Services (implementation and delivery) departments to draft the document. The Aboriginal Relations, Housing Development, and Communications departments participate in internal review of drafts, providing feedback

from their perspectives. The connection between Homeward Trust senior management and external groups/committees, in addition to the numerous planning, advisory, and working groups involved in the development and implementation of Homeward Trust's activities, fosters incorporation of a broad base of knowledge and expertise from both inside and outside the scope of the organization in the development of the Community Service Delivery Plan.

#### CBO Decision-Making Process: Community Stakeholder Review

Homeward Trust relies on its Indentured (standing) Committees, namely the Community Plan Committee, Project Review Committee, and Aboriginal Advisory Council, to actively involve community and government stakeholders in review of the Community Service Delivery Plan.

**Community Plan Committee Members Feedback.** Members of the Community Plan Committee with a direct stake in the implementation and delivery of the Community Service Delivery Plan are engaged in providing feedback on the first complete draft. Primarily, these representatives will provide feedback related to their own perspectives as key stakeholders and with regard to whether, in their opinion, the Community Service Delivery Plan fits with the goals and strategies of the Community Plan, and any existing implementation strategies. They include the following agencies/stakeholder groups:

- A. Service Canada (Homelessness Partnering Strategy)
- B. Alberta Human Services
- C. Alberta Health Services (AHS) – Addiction & Mental Health
- D. AHS – Supportive Living
- E. Edmonton Coalition on Housing and Homelessness (Housing and Supports Providers)
- F. George Spady Centre (Shelter and Housing First Provider)
- G. Edmonton Homeless Commission
- H. Formerly Homeless/Current Housing First Client

The Edmonton Homeless Commission has the responsibility of reporting to Edmonton City Council on progress related to the City's Ten Year Plan. The Commission is provided with an opportunity to provide input to the Community Service Delivery Plan by virtue of its representation on the Community Plan Committee. This is important for ensuring alignment with the City's Ten Year Plan.

**Aboriginal Advisory Council Review and Recommendations.** The Aboriginal Advisory Council is comprised of Aboriginal community members and acts as an advisor to Homeward Trust Edmonton on matters relating to Aboriginal issues and projects. The Aboriginal Advisory Council reviews all funding applications put forward to the Board of Directors, providing feedback and recommendations with regard to cultural appropriateness of delivery models and assurance of quality services for Aboriginal people receiving housing and support services.

**Project Review Committee Review and Recommendations.** The Project Review Committee is comprised of representatives from all orders of government, business and social enterprise, and the community-at-large. It reviews and provides feedback and recommendations on funding

requests put forward to the Board of Directors. Their review is concurrent with review by the Aboriginal Advisory Council. The technical expertise of individual members of the Project Review Committee ensures that plans and projects are financially and programmatically viable, align with priorities and strategies of various public and community-based stakeholders, and neither duplicate nor conflict with known activities related to ending homelessness in Edmonton.

#### CBO Decision-Making Process: Government of Alberta Feedback

In addition to participating in many committees and working groups of Homeward Trust, officials within Alberta Human Services provide feedback on the penultimate draft of the Community Service Delivery Plan, which incorporates all community-based feedback outlined above. This step is critical in ensuring that projects and expenditures proposed for Edmonton are consistent with provincial priorities and efforts in other Alberta communities. Feedback is incorporated in drafting the final version of the Community Service Delivery Plan to be submitted to the Board of Directors.

#### CBO Decision-Making Process: Board of Directors Approval

After incorporating all input and feedback on the Community Service Delivery Plan, Homeward Trust administration submits it to the Board of Directors for approval. The Board of Directors considers the recommendations of the Project Review Committee and the Aboriginal Advisory Council, and expects proof of efforts by Homeward Trust administration to consult the community before making decisions on funding.

### **III. Community Challenges**

#### **1. Accomplishments**

Edmonton has experienced many successes over the past four years of delivery of the Housing First program. At this point in our collective progress towards ending homelessness in ten years, learning from our experiences has allowed Homeward Trust and its contracted agencies to reflect on who we are serving, what enhancements can improve outcomes, and how we can facilitate access to system resources.

#### Successes in Engaging Chronic Homeless People with High Acuity

In keeping with the initial focus of the Ten Year Plan, Homeward Trust and its contracted agencies have maintained a priority of housing people with histories of chronic homelessness and/or presenting with high acuity (as measured using the Service Prioritization and Decision Assistance Tool, or SPDAT). As indicated earlier, 66% of clients housed since inception were chronically homeless at intake. More than three-quarters of clients accessing the program in 2012 fit this profile as well.

Moreover, nearly half of all clients receiving the ICM level of support (as opposed to the clinical, higher intensity Assertive Community Treatment, or ACT, model) had SPDAT scores of 42 or higher at intake, an indicator of multiple, complex challenges. Being able to maintain a housing retention rate above 80%, while maintaining a focus on people with more complex barriers, is a testament to the commitment of Homeward Trust and the perseverance of its contracted agencies to house the more challenging people among Edmonton's homeless population.

### Applying Program-Level Interventions to Enhance Service Provision

Homeward Trust has been successful in applying its community-based, collaborative approach to address challenges emerging through program delivery. In some cases, program-level interventions are more effective in enhancing existing services to all clients, rather than creating isolated, specialized teams that are limited to serving their own caseload.

One example is the Hub Financial Services team, which offers financial literacy programming, money management assistance, and acts as an informal trustee for some clients. 83% of Housing First clients with an Intake SPDAT on record scored 3 or 4 on the "Personal Administration & Money Management" component (47% of clients scored 4), indicating that the ability to budget and manage one's income is a significant challenge for the majority of clients. In 2012 alone, 3,620 hours, or 13% of all effort time recorded over the year, involved support provided in this area. Hub Financial Services allows for support workers on ICM teams to shift some of their attention to other barriers.

Another example of a system-level intervention is the George Spady Centre's Clinical Access Team (CAT), which provides access to clinical supports like nurses, occupational therapists, physicians, psychologists, and social workers for clients served by ICM teams. In effect, CAT enhances services for clients who may not require an ACT approach but need some clinical care, thus offering a cost-effective alternative for clients who occasionally need more than what an ICM team can offer. In addition, by administering clinical assessments, CAT can facilitate access to mainstream programs, including disability supports and health services.

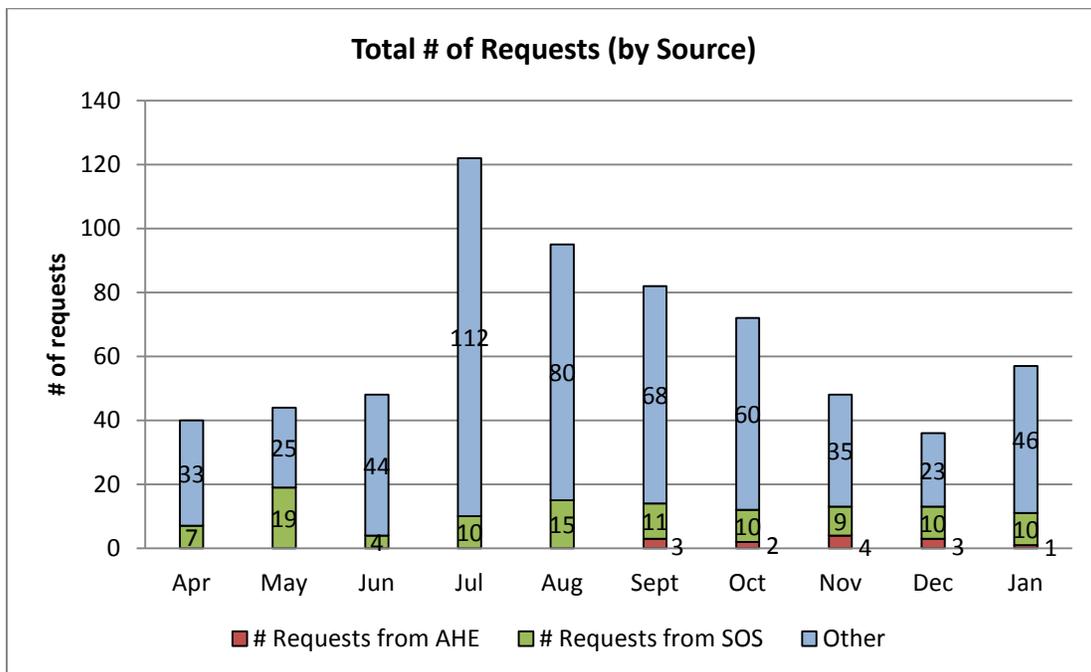
Other examples of program-level interventions include the Find furniture bank, a social enterprise which reduces the cost of furnishing Housing First units, and client access to Elders and gifting supplies, and other Aboriginal cultural supports.

### Establishment of a Coordinated Intake function in Homeward Trust

Coordinating access, intake, referral, and placement processes across the system is recognized as an important objective to reduce delays or missteps in matching the right housing and/or support programs to people who need them. Homeward Trust's Coordinated Intake program acts as a prototype for this function, initially focusing on managing access to interim housing and referrals to program-level interventions. Since its inception, it has played a growing role in facilitating liaison with agencies and services not connected to Housing First, a key purpose relevant to expanding outreach for and access to the program. Housing First teams have a

contractual obligation to fill 20% of their caseloads with people referred through Coordinated Intake.

Due to participation in the provincial P13 test centre and Shelter Option Strategies initiative, Coordinated Intake has become an integral bridge to house people discharged from Alberta’s largest specialized psychiatric institution and divert families from homelessness, respectively. It also serves as a central referral point for numerous other mainstream and community-based services coming into contact with people who are homeless, as evidenced by the number of requests from other sources represented in the graph below. Increased sophistication in managing system resources, facilitating efficient referral processes, and prioritizing appropriate placements has further demonstrated the strength of coordinated access, opening the door to innovative partnerships and cross-sector service coordination.



Graph: Referrals to Coordinated Intake by source, between April 2012 and January 2013.

## 2. Actions

### Expansion of ICM and Rapid Rehousing Teams

In the 2012-2013 fiscal year, Homeward Trust increased resources for two contracted agencies, allowing one to double its ICM capacity and another to implement a Rapid Rehousing team to complement its existing ICM team.

*Expansion of Bissell Centre ICM Team.* Commencing their project one year after the initiation of the provincial Ten Year Plan in the Edmonton community, the Bissell Centre has become a leader in delivery of the ICM intervention. The team has consistently achieved identified targets

for housing retention rates, exhibited positive relationships with landlords, and produced positive outcomes for clients in their program. Bissell Centre requested an increase in funding for the Housing First team in order to double their caseload capacity to 160 households, which was approved by the Board in October 2012.

*Women's Emergency Accommodation Centre (WEAC) Rapid X Team.* Rapid exit programs are an important component of the provincial Shelter Vision. Women who are sheltered at WEAC, operated by E4C, require housing assistance and short-term supports to secure and maintain their housing, but typically do not meet the criteria of being chronically homeless. WEAC's *Rapid X* program provides supports to secure permanent housing with low intensity case management for women residing at the women's shelter, in an effort to reduce the number of days they stay in shelter and thus prevent them from becoming chronically homeless. *Rapid X* complements the work of the George Spady Centre's Low-Intensity Housing First Team (*LiHFT*), which primarily assists with community transitioning for men leaving the McCullough Centre (formerly the Gunn Centre).

#### New ICM Team in an Aboriginal Agency

In Edmonton, 46% of people counted in the 2012 Homeless Count and 44% of clients served by the Housing First program are Aboriginal. A study conducted by Homeward Trust and Blue Quills First Nations College in 2010-2011, which was the first to look at the experiences of Aboriginal clients in a Housing First program, suggested that historical trauma and Aboriginal identity played foundational roles in overcoming challenges related to chronic homelessness. In response to an RFP and subsequent selection process, Bent Arrow Traditional Healing Society was awarded a short-term contract at the end of the 2011-2012 fiscal year to develop Canada's largest Aboriginal Housing First team, *Nikihk*. In early 2012, Bent Arrow joined Homeward Trust's contracted agencies in delivering the Housing First program, offering a culturally based alternative for Aboriginal clients and a valuable cultural resource for other teams. With a capacity for 80 clients, this team offers a combination of ICM, specialized support staff to promote healing from trauma, and groups programs based on traditional spirituality. As Homeward Trust expects teams to have at least 40% of their respective caseloads comprised of Aboriginal clients (to reflect the Aboriginal proportion of the total homeless population as represented by Edmonton Homeless Count results), *Nikihk* also acts as a key resource for improving the cultural competency of all Housing First teams.

#### Monitoring and Capacity Building

The service model implemented in Edmonton allows for a significant amount of flexibility on the part of contracted agencies to incorporate their own strengths, programs, client base, and organizational philosophies. This creates a range of options for clients to choose the team or service that best fits their own needs and goals. Nonetheless, the service model has elements that need to be applied purposively to ensure that clients are engaged with their long-term housing stability and well-being in mind.

Using Efforts to Outcomes™ (ETO) as case management software for Housing First teams and the platform for Edmonton's Homeless Management Information System (HMIS), Homeward Trust is able to monitor with how much fidelity program models like ICM are implemented. For example, confirmation by frontline support workers of rental payments avoids risk of eviction for clients and fosters trusting relationships with landlords, as do regular face-to-face contacts with clients and landlords. Homeward Trust has worked collaboratively with contracted agencies to define service standards and expectations, and track them using ETO over the 2013-2014 fiscal year.

Appropriate training and skill development is critical to ensuring teams are providing supports in a professional and evidence-informed way. A comprehensive training plan was developed incorporating essential elements of applying the service model, ensuring teams meet contractual obligations, and training for intervention techniques such as Motivational Interviewing and Trauma-Informed Practice, among others. Applying these validated methods for addressing issues such as substance use and histories of exploitation or trauma can increase the likelihood of positive outcomes for clients. In addition, in-services and workshops have been delivered to help workers navigate mainstream income and employment resources with or on behalf of their clients. These have assisted Homeward Trust and its contracted agencies in improving the self-sufficiency of clients over the long-term.

### **3. Opportunities**

#### Partnership with AHS for PSH Projects

AHS Addiction & Mental Health is a key provider of mental health, addiction, and related housing services in Alberta. As such, they are actively engaged on Homeward Trust's Community Plan Committee and PSH Working Group, particularly through linkages among the municipal and provincial Ten Year Plans, the Community Plan, and *Creating Connections: Alberta's Addiction and Mental Health Strategy*. They also provide funding to supplement Edmonton's Community Service Delivery Plan, targeted at supportive housing projects for people living with mental health and/or addiction issues. AHS has offered to supplement non-clinical support services provided on-site in PSH projects with in-reached clinical services available through the diverse range of community mental health programs offered in the Edmonton Zone. This secures limited funding available through Edmonton's Community Service Delivery Plan for services not already available in the system, and avoids unnecessary and costly duplication. A closer relationship with AHS also creates opportunities for collaborative case planning and service coordination, and eases access to home care and specialized programs for physical health issues. Inroads made by AHS in accessing underutilized social housing stock through the Greater Edmonton Foundation for PSH could open the door for innovative partnerships among Homeward Trust, AHS, and housing management bodies.

### Developing a Comprehensive Service System for Homeless Youth

New projects and initiatives like youth PSH, the Foyer project, and the Shelter Visioning Committee have created opportunities to better plan how homeless youth are served in Edmonton. Homeward Trust's Youth Services Committee, initially established to develop the conceptual framework for youth Short-Term Supportive Housing, has been a key venue for dialogue to foster connections among youth shelters, service providers, and Housing First resources. The provincial Youth Homelessness Framework and related implementation strategies for preventing and mitigating long-term effects of homelessness among youth will provide a much-needed impetus for coordination of relevant stakeholders, as will greater collaboration with child protection and education systems through cross-ministry initiatives.

### Engagement of Hospitals, Corrections, and Shelters

Homeward Trust has been an integral participant in local and provincial efforts to address the inflow of people into homelessness from institutional care/custody, and the usage of emergency shelters as a substitute for long-term housing solutions. Involvement in the P13 test centre, which is piloting a coordinated discharge planning process for patients leaving Alberta Hospital Edmonton, has been a positive experience for Homeward Trust and a demonstration of how transitioning people into the community can be accomplished through careful planning and collaboration. The learning from P13 will be useful in the establishment of a Discharge Planning Committee in Edmonton, as it will bring important stakeholders together to solve problems regarding continuity of services and transitioning to the community for people leaving hospitals, corrections, and other systems. This dialogue will be a next step to relationship-building and collaborative arrangements among institutional settings, community housing and service providers, and mainstream supports. The Shelter Visioning Committee, which will meet in March 2013 and includes representatives from emergency shelter operators targeting men, women, youth, and seniors, will be another connection point for stakeholders to partner on development and implementation of more efficient and effective models of collaborative service delivery. These system-level efforts will complement and enhance existing discharge planning work performed by Coordinated Intake, the DiverseCity ACT team, and Housing First teams associated with shelter operators (e.g. Hope Mission, E4C, George Spady Centre).

## **4. Barriers**

### Tightening Private Rental Market

Reduced availability in the private rental market compounds the existing problem of long wait lists for non-market housing through local management bodies and non-profit housing providers. While Homeward Trust continues to work with private housing developers to find ways to increase the stock of rental housing and affordable home ownership opportunities, supply-side approaches will require time and favourable economic conditions. Demand-side approaches like rental supplements are fundamental to overcoming the affordability issue in Edmonton: for clients and recent graduates of the Housing First program, 764 households received a rent

supplement (Rental Assistance Program or Graduate Rental Assistance Initiative) in December 2012 to bridge the gap between their income and their housing costs. As the Edmonton community explores approaches for preventing homelessness, the issue of limited availability of financial assistance to offset high housing costs must be addressed.

### Controlling Eviction and Rehousing Costs

It is an accepted reality of Housing First program delivery that a significant percentage of clients will face evictions or require rehousing for some reason, not always negative (i.e. moving to a bigger unit to regain custody of children in care). In the 2012 calendar year, data from ETO provides an estimate that more than 1 in 3 households required at least one rehousing and that teams attempted to intervene for an eviction over 150 times. This is a reduction from nearly half of all households active in 2011 having at least one rehousing incident but a two-fold increase in the number of eviction efforts. Program planning for Housing First delivery necessitates including a significant portion of the overall budget towards payment of associated costs, including compensation for landlords to repair damages to units, cleanup of apartments and disposal of furniture and personal effects abandoned by an evicted or disappeared client, and paying for moving costs, among other expenses. Nonetheless, the growing financial and administrative burden of managing evictions and rehousing has been both an emerging problem and an incentive to study this phenomenon further.

### Comprehensiveness of Homeless Management Information System (HMIS)

Between the 2011-2012 and 2012-2013 fiscal years, substantial improvements to Edmonton's HMIS have been implemented to improve data quality and the ability to use data for planning and management of activities at the agency, project classification, and program levels. Nonetheless, gaps exist in the data available and the integration of ETO in other components of the homeless-serving system. For example, there is very limited data collected on clients who have completed intake but have not entered the service delivery portion of the Housing First program, and even less data on people who came into contact with Housing First teams but were turned away for eligibility reasons. This makes it difficult to forecast demand for services, monitor intake and housing activities, and implement diversion programs to connect people needing lower levels of support to available resources in the community. Further, measuring outcomes of Housing First in terms of reduced inappropriate service use and housing stability is easier than determining to what extent clients have been meaningfully connected to mainstream services and have a degree of self-sufficiency to carry them beyond the supports provided by Housing First. A growing understanding of the importance of system-level data collection and analysis has led to increased interest in overcoming this barrier by adopting a common data platform and dataset to inform community planning and resource allocation. In 2013-2014, expansion of Edmonton's HMIS will be a priority, both in terms of data relevance and participating agencies.

## **5. Unique Community Factors Impacting Edmonton's Plans to End Homelessness**

### Geography and Proximity

Edmonton is home to several provincial and federal correctional institutions, and thus serves as a first stop for people released from these prisons, often without a home or supports to re-integrate with the community. In addition, Alberta Hospital Edmonton is a valuable resource for people living with severe mental illness in Northern Alberta, but until recently did not actively assure continuity of care or securing of appropriate housing for people discharged.

As the "Gateway to the North", Edmonton often becomes a landing ground for workers going to or coming from Northern Alberta as a result of high labour needs in the energy industry. Aboriginal people leaving Treaty 6, Treaty 8, and northern reserves also come to Edmonton in search of better opportunities. This is evidenced by the fact that Edmonton has the second highest Aboriginal population in Canada, which grew by over 25% between the 2001 and 2006 Censuses (2011 Census data by ethnicity is not yet available).

By virtue of its geographic proximity to these inlets for people who are at high-risk of homelessness, there is an urgent need in Edmonton to have programs and services in place and well-coordinated to ensure people are not left without adequate support to find or maintain housing. Involvement in the P13 test centre, establishment of the Discharge Planning Committee, and Homeward Trust's strong foundational partnership with the Aboriginal community are key factors that will contribute to solutions in this regard.

### Housing Development and Community Opposition to Non-Market Housing

The availability of suitable land and properties to develop affordable and supportive housing is a concern in Edmonton. The housing market, although not as heated as it was prior to the start of the Ten Year Plans, continues to exhibit strength, with a 2.5% increase in average residential price between January 2012 and January 2013. The City of Edmonton has instituted an "investment pause" in five central neighbourhoods: Queen Mary Park, Alberta Avenue, Eastwood, Central McDougal, and McCauley. Homeward Trust has, in the past, respected City Council's decisions by implementing its own moratorium on development of sites in identified neighbourhoods.

Homeward Trust has been working to overcome community opposition to non-market housing through the Edmonton Federation of Community Leagues (EFCL), participating in community dialogue and having the EFCL as a key member of the Community Plan Committee and several working groups. Homeward Trust has been working collaboratively with the EFCL, the City, the development industry, researchers, and community-based housing and supports providers to implement mutually respectful approaches to meeting the housing need in Edmonton while ensuring neighbourhoods are active participants in housing and service planning and development. Although it is expected that this will address existing community barriers to increasing the stock of supportive housing, in the meantime sites on which supportive housing is

a permitted use (and therefore do not require community support for variances) are difficult to find.

Nonetheless, Homeward Trust and local housing providers have been successful in identifying a few sites for development. A recent innovative collaboration between a housing management body (Greater Edmonton Foundation) and AHS-Addiction & Mental Health repurposed an old building in East Edmonton as PSH for people with mental health and addictions issues. This is very promising as a potential avenue for generating more PSH without the burden of new development.

### Stakeholders Involved in Housing and Homelessness Issues

Edmonton has a long history of community collaboration around addressing housing and homelessness issues, dating back to the 1980s. This has the benefit of lessening the need to convince stakeholders that homelessness and housing issues are a priority; however, it also increases the level of negotiation and mediation required to bring stakeholders onto the same page. Nonetheless, the tradition of community-based partnerships and problem-solving in Edmonton continues to offer more opportunities than obstacles in coordinating efforts to end homelessness.

## **6. Progress toward a Coordinated Community Strategy**

### Community Plan Implementation

Homeward Trust has various committees that engage local providers and stakeholders to develop plans and priorities to address issues relating to homelessness. In particular, the Community Plan Committee serves as a key venue for the CBO to engage with our partners to coordinate our respective work towards ending homelessness in Edmonton. Working groups and community engagement initiatives have been established to implement the range of strategies presented in the Community Plan. They also play an important role in development of the Edmonton Community Service Delivery Plan. Relevant working groups and committees are outlined in the “Confirmation of Community Priorities” section above.

### Shelter Visioning Committee

Homeward Trust is working with the Homeless Support Program Delivery Branch to start a Shelter Visioning Committee aligned with related work in the past year. The committee will focus on how the CBO and adult shelter providers funded by Alberta Human Services can realize goals and targets in the provincial 10-year plan related to emergency shelters. These include connecting people to permanent housing and appropriate supports as quickly as possible, reducing the length-of-stay of long-term emergency shelter users, among others. The first meeting of the Shelter Visioning Committee is scheduled for the end of April 2013. Related to but separate from this initiative, a community-led Emergency Shelter Working Group was established in March 2013 to begin dialogue among the different types of shelter providers.

**IV. CBO Priorities: 2013 – 2014**

The Edmonton Community Service Delivery Plan incorporates Alberta Human Services' Four Strategic Areas of Investment and Project Classifications in its priorities for 2013-2016.



Figure: Four Strategic Areas of Investment (Source: Alberta Human Services)

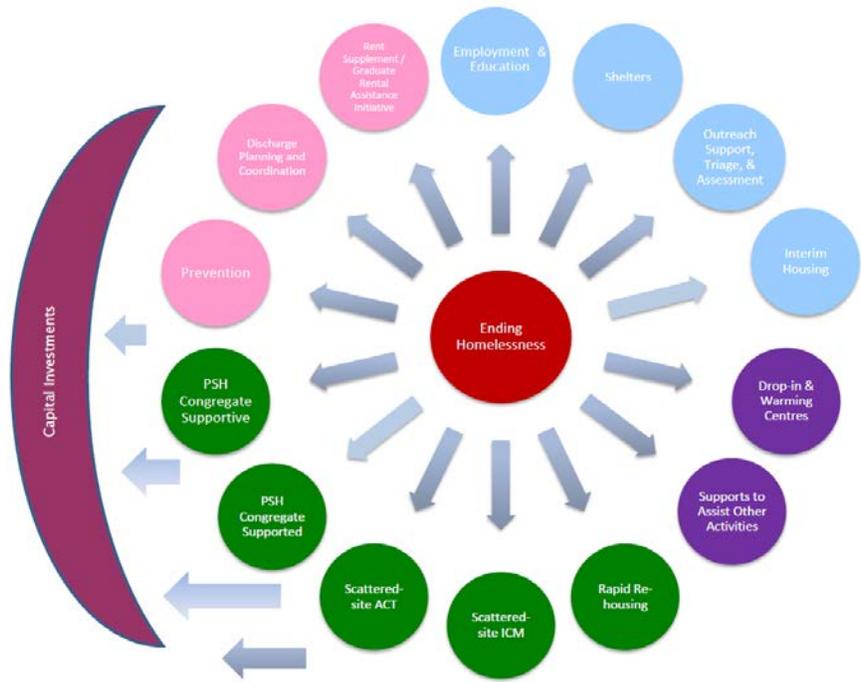
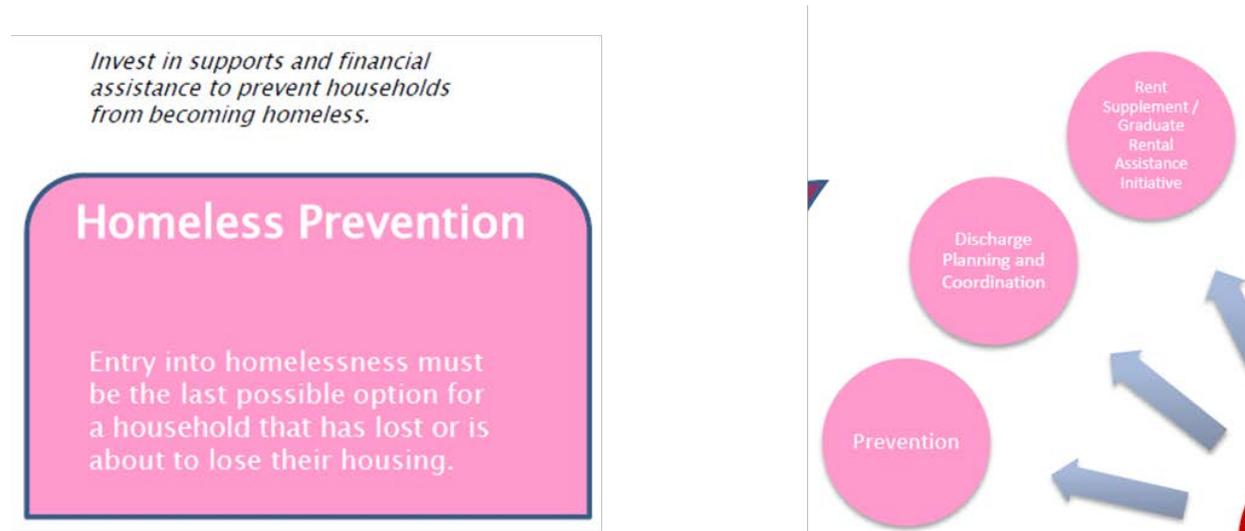


Figure: Outreach Support Services Initiative Project Classifications (Source: Alberta Human Services)

## Homeless Prevention



**Implement a coordinated access and assessment system.** Building on the learning gained from operating the Coordinated Intake program within Homeward Trust, the goal is to expand its capabilities into a true Coordinated Access program. Some elements will be centralized, including staff to conduct mobile screening and assessments, referrals from external access points, access to PSH projects, and initial housing outreach work. Others will be embedded in partnering and contracted agencies, including common data collection tools, place-based screening and assessment staff, clinical assessment (through the George Spady Centre's CAT), and referral processes. Coordinated Access will receive referrals from key access points, including mainstream services and community-based agencies not connected to the Housing First program, and match people to appropriate housing and supports. Homeward Trust's partnership with REACH in funding the 24/7 Crisis Diversion Team operated by the Bissell Centre will provide another source of referrals for Coordinated Access to divert people from frequent use of emergency services.

**Enhance system discharge planning.** Developing strong working relationships with correctional institutions, hospitals, and shelters through the local Discharge Planning Committee and Shelter Visioning Committee will set the stage for a more coordinated approach for discharge planning. Opportunities for information sharing and collaborative problem-solving can be used to create or strengthen formal working relationships between stakeholders. Existing referral relationships developed through Homeward Trust's Coordinated Intake function and the implementation of the Coordinated Access program will be major facilitating factors in improving discharge planning in Edmonton.

**Coordinate referrals and assessments in PSH.** Partnerships with AHS in delivery of support services for clients in new PSH projects will include involving AHS in a new Referral Review and Placement Committee, intended to coordinate clinical assessment and placement decision-

making for PSH projects implemented by Homeward Trust in 2013-2014. This will open opportunities for easing transitions to and from mental health, addiction, and community housing programs under the responsibility of AHS. Coordinated Access will again play a key role in facilitating access, as will George Spady Centre's CAT in administering clinical assessments as needed.

**Continue rental assistance programs for clients and graduates.** Housing affordability remains a critical focus area for Homeward Trust and other stakeholders in Edmonton. Until supply-side efforts can meet the growing need for affordable units, demand-side approaches like rent supplements are the only way to bridge the affordability gap for numerous Housing First clients. In many ways, continued provision of rental assistance for Housing First clients and graduates is an investment in the success of the province's Ten Year Plan, preventing clients and graduates from returning to homelessness solely because of affordability issues.

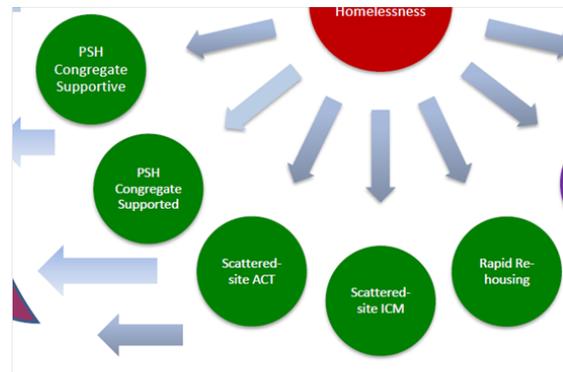
Ensuring clients (and graduates, through the Graduate Rental Assistance Initiative) are not struggling to pay housing costs will facilitate their own personal development, encourage long-term recovery, and reduce recidivism. Tenant counsellors offer a less intensive way of working with clients to reinforce their sustainability and ongoing independence after they have graduated from the Housing First program.

### Housing Supports

## Housing Supports

Connecting homeless Albertans to permanent housing using a variety of strategic approaches.

*Increase the number of housing units available to homeless households, and assist households in accessing and maintaining housing.*



**Implement new PSH delivery models.** In the 2013-2014 fiscal year, Homeward Trust will open three new PSH Congregate Supportive projects:

- Baba Manor – 18 units of PSH for adult men and women with histories of chronic homelessness and complex barriers, including mental illness, addiction, and physical health issues. Homeward Trust will fund an agency to deliver support services and case management on-site; AHS will provide clinical services; and the units themselves will be provided by Daniel Quek as per his funding agreement with Alberta Municipal Affairs. An RFP for services was released in February 2013.
- Massimo – 15 units of PSH for Aboriginal families and individuals with histories of chronic or episodic homelessness and concurrent mental health and addictions issues. Homeward Trust will fund an Aboriginal agency to deliver culturally appropriate support services, family services, and

case management on-site; AHS will provide clinical services through Addiction & Mental Health and the Aboriginal Health Program.

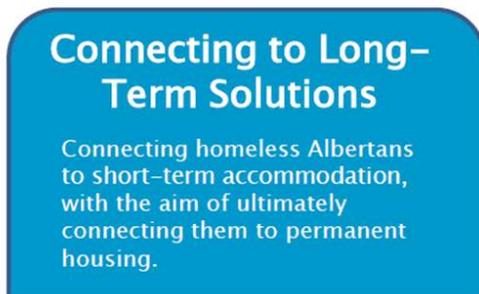
- A 15-20 unit building will be purchased and converted into PSH for adult men and women with histories of chronic homelessness and concurrent disorders (mental health and addiction), many of whom will be Aboriginal. It is likely that a partnership with AHS will be established to in-reach clinical services to augment non-clinical on-site supports, as with Baba Manor and Massimo.

**Integrate mainstream health and social services in delivery of housing supports.** With expansion of the George Spady Centre's CAT and its role in administering clinical assessments, Housing First teams will be able to have their clients assessed for eligibility for higher levels of mainstream supports, including PDD, AISH, and other disability benefits. Partnerships with AHS developed through collaborative delivery of services to clients in PSH will strengthen relationships with the health system for improved access to mainstream health services for all clients.

**Enhance consistency of service delivery with better data.** While the successes experienced in the first four years of Housing First program delivery are worthy of acknowledgement, the growing experience and maturity of the homeless-serving system in Edmonton calls for a concerted focus on improving quality of service and refining approaches to increase the success rate of clients. New data elements in ETO will allow Homeward Trust and Housing First teams to better track the progress of clients from the initial point of contact to well after graduation. Collecting better data on outreach and access to the program, the intake process, evictions and rehousing, referrals to mainstream services, and exit planning, among other areas, will begin in April 2013.

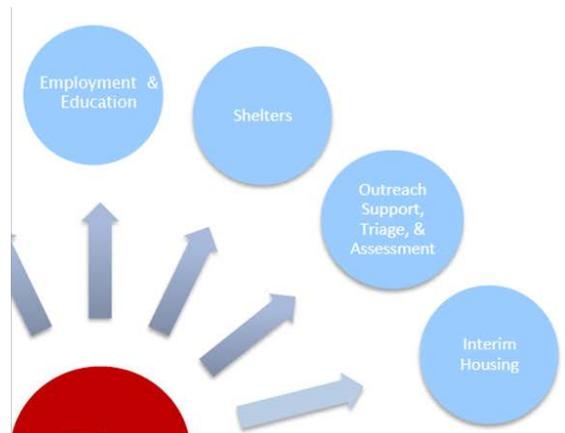
### Connecting to Long-Term Solutions

*Decrease street homelessness by assisting households to access shelter and housing and connect them to employment, income supports, and education.*



**Connecting to Long-Term Solutions**

Connecting homeless Albertans to short-term accommodation, with the aim of ultimately connecting them to permanent housing.



**Enhance connection to mainstream services.** Teams will place more emphasis on building the self-sufficiency of clients through linkage to employment, education, and/or appropriate disability supports. The George Spady Centre's CAT will play an important role in facilitating clinical assessments for eligibility for benefits and specialized care. Involvement in the homeless Cross-Ministry Initiatives pilot project with Alberta Works will further facilitate access to appropriate income supports.

**Improve connections to the shelter system.** The Shelter Visioning Committee will serve as an important connecting point for shelters funded by the provincial government to connect with the Housing First program, either through individual contracted agencies or Coordinated Access. Clear referral pathways are likely to emerge from focused dialogue on reducing dependency on shelters and ensuring emergency stays are immediately followed by connections to appropriate supports and permanent housing.

Provision of funding to the George Spady Centre and Hope Mission to accommodate intoxicated individuals addresses a critical need to apply a harm reduction approach to protect chronically homeless people with complex barriers. From a strategic perspective, it also offers an invaluable opportunity for enhanced integration of major shelter operators in the Edmonton Community Service Delivery Plan and the work of the Shelter Visioning Committee.

**Enhance efficiency of the housing process.** One of the biggest roadblocks for teams and clients alike is finding housing, or at the very least interim accommodation until a permanent place is available. The Housing First program has access to 23 Interim Housing spaces; these are in high demand and generally fully occupied. The pressure on teams to find permanent housing for homeless people accessing the Housing First program is magnified by the time required to locate affordable units in a rental market with very low vacancy and availability rates. In response, Homeward Trust added a housing outreach worker associated with Coordinated Intake in February 2012, which will add resources to supplement the work of equivalent positions on Housing First teams. In 2013-2014, Coordinated Access will include more staff resources to conduct screening and assessment of prospective clients and will facilitate greater collaboration among housing outreach workers to prioritize intakes and make best use of available housing. Further, data collected for the first time in ETO for Outreach and Access (point of contact, assessment, triaging, and diversion) and Intake (preparing for housing, securing income, and interim needs provision) will further reduce delays in ensuring prioritized matching of people to appropriate resources.

**Support delivery of a 24/7 crisis diversion outreach team.** Homeward Trust, using federal HPS funding, is partnering with Edmonton's REACH Council for Safe Communities to fund the Mobile Assistance Program (MAP) operated by the Bissell Centre. The MAP will provide a team of outreach workers to divert homeless people from unnecessary or inappropriate use of emergency services, offering connections to housing and services, including Housing First resources through Coordinated Intake/Coordinated Access. The MAP will be a complement to the array of outreach services offered in Edmonton, working closely with the Street Outreach program (funded by the City of Edmonton), Inner-City Police and Crisis Team, and others connected to Edmonton's Outreach Network. REACH, Homeward Trust, and the Bissell Centre are leading an advisory committee for the MAP, engaging the Edmonton Police Service, municipal social planners, community agencies, and outreach teams in collaborative planning and problem-solving. Involvement in delivery of the MAP, expected to continue operations through March 2014, will provide an opportunity to examine and explore the connections between outreach resources in Edmonton and how they can be better linked to the goals of the Ten Year Plans and the Housing First program.

**Enhance supports for youth in Housing First projects.** Federal funding is anticipated for development and implementation of the Foyer pilot project, geared toward prevention of homelessness among high-risk youth who have a history in the child protection or justice systems. The project will serve fifty youth clients connected to the Edmonton John Howard Society's youth PSH project or scattered-site Housing First teams, and will run from March 1, 2013 until March 31, 2014. The Foyer model emphasizes life skill training, education and employment, and addressing mental health and addiction issues through facilitated linkages to mainstream services and focused supports. It will provide crucial enhancements for projects working with youth clients to increase the likelihood of their long-term success.

**Integrate Short-Term Supportive Housing projects.** In April 2013, Homeward Trust will open NOVA, a 20-unit building to house high-risk youth, with on-site services provided by the Edmonton John Howard Society. Wraparound services provided by the contracted agency will include on-site mental health and addiction supports, employment and education bridging, and independent living skills training. Because the goal is to build the independence of clients, it is expected that they may require upwards of two years of support before they are able to move out on their own. As indicated earlier, the Foyer model will complement services provided on-site by the Edmonton John Howard Society. A second new youth project, also focusing on enhancing supports for youth in short-term supportive housing, will be developed in 2013.

In addition to NOVA and the second youth short-term supportive housing project, Homeward Trust will add Elizabeth House (spaces for 24 women, operated by E4C) and Edwardson Place (spaces for 24 men, operated by Hope Mission) to its portfolio of Short-Term Supportive Housing projects. Homeward Trust already funds two short-term facilities for youth, namely Hope Mission's SHIFT program (12 spaces) and the Edmonton John Howard Society's Loft program (6 spaces). This is a significant area of growth for Homeward Trust, giving it the ability to examine how this type of supportive housing can contribute to decreasing reliance on shelters and facilitating access to permanent housing. Data collection through ETO will allow for better integration of these resources, as will a connection to the Shelter Visioning Committee.

### Program Supports



**Program Supports**

In addition to housing supports, some individuals will benefit from more intensive or alternate supports, i.e., Furniture bank, Identification.

*Connect households to the supports necessary to keep them alive and achieve longer-term life and housing stability through housing supports.*



**Enhance clinical supports for ICM teams.** ACT teams offer wraparound clinical services for people who need high-levels of care to treat severe mental health, addiction, or concurrent disorders. There are other clients on ICM teams who, while they can successfully live independently, have high acuity levels that necessitate access to doctors, psychologists, or nurses on a much more infrequent basis. George Spady Centre's CAT can provide clinical treatment as needed, complementing the role of Housing First teams so they can focus on helping clients maintain housing stability, link to mainstream services, and increase their self-sufficiency. With a substantial investment in new clinical staff in 2013-2014, CAT will also allow for more clients to be formally assessed for services available through the health and disability supports systems. Further, it will play a key function in the coordinated assessment and matching of clients to PSH and other Housing First projects funded by Homeward Trust.

**Improve connections to Winter Emergency Response.** Data collection in ETO for winter warming centres begun in 2012 will inform approaches to better track and engage homeless people who are not actively seeking housing and continue to depend on drop-ins and shelters even in the winter time. With more linkages between Housing First teams and winter warming drop-ins, and consistent data collected between them, people who frequent winter warming centres across Edmonton or are engaged by the winter warming buses will have a conduit for accessing housing and support services or referrals to mainstream services.

**Investigate approaches to reducing eviction and rehousing costs in Housing First.** In a research project funded by Homeward Trust (*Understanding Tenancy Failures and Successes*), one of the key recommendations for protecting housing stability was to recognize that "tenants with higher acuity...may well require second and third chances" (p. 4). In 2012-2013, the high costs associated with providing for these chances, including repair of damages and moving expenses, necessitated a closer investigation into this program reality. In 2013-2013, new policies and procedures will be implemented to address issues such as substantiation of damage claims by landlords, documentation of early warning signs in ETO, and oversight of move-in/move-out processes, among others. It is expected these will result in significant reductions in eviction and rehousing costs and ensure funds are being used in the most efficient manner possible.

#### **IV (continued). CBO Priorities: 2014 – 2015**

##### Challenges

The most critical challenge facing Homeward Trust is the impending end of its three-year Homelessness Partnering Strategy funding agreement on March 31, 2014. Edmonton relies on this funding for building new capital projects and supplementing provincial funding for Winter Emergency Response and delivery of various Housing First projects.

The "investment pause" by the City of Edmonton in certain central neighbourhoods could affect the development of new affordable and supportive housing in these areas. Availability of sites properly zoned for supportive housing (i.e. having "group homes" as a permitted use) and recent

community opposition may also impact availability and distribution of housing and services. As a result, service delivery models may need to shift to more city-wide approaches as opposed to access points mostly located in the city centre.

### Priorities and Key Client Groups

**Continue delivery and refinement of ICM, ACT, and Rapid Rehousing.** Adult men and women who have histories of chronic homelessness combined with complex needs (e.g. mental illness and addiction) will continue to be a priority client group. Housing First programs including ACT, ICM, Rapid Rehousing, and other service models will continue to be refined based on outcome and process evaluation using HMIS data. Greater emphasis will be placed on increasing self-sufficiency of clients and graduates: employment and education bridging can be achieved through partnerships with Comprehensive Community Institutions responsible for education and training to meet regional labour needs.

**Reduce demand on shelters to 2006 levels and length of stay to an average of less than 7 days.** The work of the Shelter Visioning Committee will shift from information gathering activities to overseeing implementation of plans to reduce demand for and use of shelter spaces. System-wide protocols for diverting or transitioning people to permanent or interim housing and case management services will aim to meet mid-term goals of the City's Ten Year Plan to reduce the length of stay of shelter users to less than seven days and decrease the number of sheltered homeless people to 2006 levels (844, or approximately 20% lower than those counted in the 2012 Edmonton Homeless Count). Integration of outreach services, in particular the MAP and its relationships with Street Outreach and other projects, will help divert people from the shelter system. Short-Term Supportive Housing will also present options for people who require accommodation and assistance until permanent housing can be made available.

**Increase diversion and early intervention services for youth and families.** Following on increased attention from various orders of government and new youth programming and data collection in 2013-2014 related to the Youth Homelessness Framework, it is expected that program refinements, new services, and system-level planning will aim to eliminate youth homelessness entirely. Families will be a priority for early intervention efforts, including enhanced referral pathways and coordinated access to mainstream services and temporary financial assistance.

**Maintain emphasis on reducing Aboriginal homelessness.** Aboriginal homelessness will remain a high priority for Edmonton as long as they are grossly overrepresented among the homeless population. The *Nikihk* Housing First team, Massimo PSH project, and other initiatives will provide essential learning to increase engagement of Aboriginal homeless people. Moreover, Homeward Trust will continue to mandate that 40% of clients served by Housing First teams are Aboriginal. Significant advancements should result from stronger and more comprehensive involvement of Aboriginal housing and service providers both at the intervention and prevention ends of the continuum of services.

**Integrate Coordinated Access as a community-wide Housing Link and a resource for discharge planning.** System-level dialogue should have transitioned to using Coordinated Access to prevent discharging people into homelessness from correctional facilities, hospitals, and child protection. More community-based access points, like Primary Care Networks and libraries, will have established partnerships with Coordinated Access. Management bodies will be engaged to eliminate waiting lists and divert people to appropriate programs.

**Implement prevention programming.** Beginning in 2014-2015, Homeward Trust and its partners will address the need for prevention programs with small-scale projects. A fund for short-term financial assistance may be established for individuals with low barriers who are at-risk of homelessness due to temporary financial setbacks. Other project ideas may emerge from the results of community research projects funded by Homeward Trust, consultations with relevant stakeholders, and prevention-focused information gathering initiatives in the 2013-2014 fiscal year.

#### Capacity and Awareness Building

Success in developing a more comprehensive HMIS in 2013-2014 will facilitate integration with service providers and community access points not connected to the Housing First program. There will be greater awareness of the need for stakeholders to work together in planning, development, implementation, and monitoring of efforts to address homelessness and housing issues in the city. The private sector will be an important partner in making more units available, so continuing to engage them in increasing the supply of purpose-built affordable housing is crucial to reduce the need for ongoing rent supplements.

### **IV (continued). CBO Priorities: 2015 – 2016**

#### Challenges

As indicated for 2014-2015, continuation and/or enhancement of Homelessness Partnering Strategy Designated Communities funding (or a similar program) is an important factor in determining priorities for 2015-2016.

Development of new condos and an entertainment district in downtown may make rental condos on the edges of the city more affordable. People may need to live away from the city centre due to availability of affordable housing, making service delivery and access less centralized and potentially more costly as a result of increased staff travel. This also complicates service provision due to limited amenities and access to public transportation outside of the core.

Economic factors influencing public budgets at all levels of government could affect the ability of Homeward Trust and its partner organizations to expand services or reach out to new priority groups.

## Priorities and Key Client Groups

**Repurpose public housing stock for PSH.** Adult men and women who have histories of chronic homelessness combined with complex needs (e.g. mental illness and addiction) should have options for permanent supportive housing available to them. In some cases, this could occur through repurposing and renovating of old stock under housing management bodies and collaborating with AHS to offer a range of supports.

**Engage partners in preventing youth homelessness.** Addressing youth homelessness will move to a more preventive focus, targeting schools, child protection, family services, and primary care as key partners in ensuring youth do not become homeless in the first place.

**Develop early warning systems for families at risk of homelessness.** An early warning system should be developed so that landlords and property managers can direct families with children to financial assistance programs or support services before they consider evicting them. This may take the form of a hotline for landlords, information resources for tenants, or protocols for referral of people at risk of eviction based on early warning signs (e.g. consecutive non-payment of utility bills). This could be a result of integration of the Landlord Relations function with Coordinated Access and mainstream services such as income support or community-based mental health supports.

**Establish partnerships with bands and settlements to reduce Aboriginal homelessness.** Strong collaborative arrangements with Treaties 6 and 8 and Metis Settlements in Northern Alberta can help homeless Aboriginal people in Edmonton access resources available through their band or settlement. For example, bands may help reconnect homeless people with their families, help them return to their home reserve, facilitate awareness raising in their communities about the needs of people with mental health or addictions issues, or potentially partner with Edmonton-based housing or support providers to serve members in need.

**Enhance resource coordination through an expanded HMIS.** By 2015-2016, information sharing should make communication among systems more effective, allowing for better coordination of resources and fewer delays in connecting people to appropriate housing and support services. Involvement of community access points, primary care, mainstream services, and non-Housing First agencies will further facilitate system planning.

**Implement the “no wrong door” vision for access to housing and support services.** A mainstream service system based on the principles of Housing First and client-centred care must be in place to ensure there is no wrong door through which an Edmontonian can enter for help. Community organizations, businesses, and employers should be able to provide referrals or resources so people who are at-risk can access financial assistance and/or other supports to prevent homelessness.

### Capacity and Awareness Building

Increased investment in preventive programming and system reform is required to ensure systemic barriers do not get in the way of progress in ending homelessness. Homeless supports should be embedded within mainstream services, particularly those that are distributed widely across the city, including libraries, Primary Care Networks, and service centres. Community organizations, landlords, employers, and businesses need to be integral partners in outreach activities in order to facilitate access to preventive programming. Shelters should be short-stay facilities that begin connecting homeless people with housing and supports as soon as they arrive. System-level planning must be conducted in conjunction with community-level planning to ensure there are no gaps or misalignments through which people in need may not receive the appropriate program.

**Table I: Existing Projects to Continue**

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS (12/31/2012)</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
Scattered Site ICM	Nikihk	Bent Arrow	60 Aboriginal, chronic homeless adult men/women, families	52	40	25	630,000
Scattered Site ICM	Homeless to Homes	Bissell Centre	136 Chronic homeless, adult men/women, families	75	106	36	1,863,000
Scattered Site ICM	Housing First Team	Boyle Street Community Services	136 Chronic Homeless, adult men/women, families	136	82	66	1,751,000
Scattered Site ICM	Intensive Case Management Team	E4C	60 Chronic homeless, adult women, families	63	38	31	651,000
Scattered Site ICM	Rapid Exit	Hope Mission	60 Chronic homeless, adult men/women	89	54	43	719,000
Scattered Site ICM	Housing First Team	Jasper Place Health and Wellness	136 Chronic homeless, adult men/women, families	181	109	87	1,789,000

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS (12/31/2012)</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
Scattered Site ICM	Homeward Bound	YMCA	60 Chronic Homeless, adult men or women, families	75	45	36	737,000
Rapid Rehousing	LIHFT	George Spady	50 Episodic homeless, adult men	34	37	40	489,000
Rapid Rehousing	WEAC	E4C	100 Episodic homeless, adult women	0	100	80	534,000
Scattered Site ACT	Pathways to Housing	Boyle McCauley Health Center	80 Chronic Homeless, adult men or women	68	35	N/A	2,233,000
Scattered Site ACT	DiverseCity	Alberta Health Services	48 Chronic Homeless, adult men or women	49	17	N/A	82,900
PSH Congregate Supportive	Westwood Manor	Mustard Seed	20 Chronic Homeless, adult men or women	14	10	N/A	477,600
Prevention	Prevention Fund	CBO-Managed	N/A	N/A	N/A	N/A	100,000
Prevention	Innovative Prevention Services	CBO-Managed	N/A	N/A	N/A	N/A	100,000
Prevention	Housing Link	CBO-Managed	N/A	N/A	N/A	N/A	100,000

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS (12/31/2012)</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
Discharge Planning and Coordination	Coordinated Access	CBO-Managed	TBD	N/A	N/A	N/A	731,600
Rent Supplement /Graduate Rental Assistance	Rental Assistance Program	CBO-Managed	Chronic Homeless, adult men or women-families	700	733	477	2,000,000
Rent Supplement /Graduate Rental Assistance	RAP Graduates Program (GRAI)	CBO-Managed	Chronic Homeless, adult men or women-families	110	477	N/A	0 (Municipal Affairs)
Interim Housing	Crossroads Downtown	E4C	100 Chronic Homeless, adult women	N/A	N/A	N/A	479,100
Interim Housing	Satellite House	Edmonton John Howard Society (EJHS)	81 Chronic Homeless, adult men	N/A	N/A	N/A	390,800
Interim Housing	N/A	YMCA	Chronic Homeless, adult men	N/A	N/A	N/A	68,300
Interim Housing	George's House	George Spady Center	80 Adult men	N/A	N/A	N/A	230,700
Short Term Supportive	The Loft	EJHS	18 Youth	N/A	N/A	N/A	408,900

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS (12/31/2012)</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
Short Term Supportive	SHIFT	Hope Mission	60 Youth	N/A	N/A	N/A	539,700
Shelters	24/7	Hope Mission	Adult men or women	N/A	N/A	N/A	0 (HPS)
Shelters	Shelter Mats	George Spady	Adult men or women	N/A	N/A	N/A	0 (HPS)
Drop In & Warming Centers	Winter Emergency Response	Multiple Providers	Adult men or women	N/A	N/A	N/A	500,000
Supports to Assist Other Activities	HUB Household Financial Services	HUB Household Financial Services	150 Adult men or women	N/A	N/A	N/A	252,800
Supports to Assist Other Activities	Clinical Access Team	George Spady Center	110 Chronic homeless, adult men or women	N/A	N/A	N/A	1,173,800
Supports to Assist Other Activities	Evictions and Rehosings	CBO-Managed	N/A	N/A	N/A	N/A	700,000
Supports to Assist Other Activities	Household Furnishings	CBO-Managed	N/A	N/A	N/A	N/A	580,000
Supports to Assist Other Activities	Exceptional Costs	CBO-Managed	N/A	N/A	N/A	N/A	300,000
Monitoring, Analysis, Reporting and Quality Improvement	IT-equipment, software, support	CBO-Managed	N/A	N/A	N/A	N/A	50,000

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS (12/31/2012)</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
Monitoring, Analysis, Reporting and Quality Improvement	Case Management System	CBO-Managed	N/A	N/A	N/A	N/A	50,000
Capacity Building/Training	Training and Capacity Building Program	CBO-Managed	N/A	N/A	N/A	N/A	50,000
Capacity Building/Training	Research & Evaluation	CBO-Managed	N/A	N/A	N/A	N/A	50,000

Existing Projects to Continue Total Cost: \$ 20,812,200

**Table II: Existing Projects to be Discontinued**

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
<b>**NO PROJECTS ARE BEING DISCONTINUED IN 2013-2014**</b>							

**Table III: Anticipated New Projects for 2013-2014**

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
PSH Congregate Supportive	Baba Manor	George Spady Centre	Chronic homeless, adult men or women	N/A	20	N/A	737,000
PSH Congregate Supportive	Massimo Apartments	TBD	Aboriginal, Families	N/A	20	N/A	342,600
PSH Congregate Supportive	New 20 Unit Building	TBD	Chronic homeless, adult men or women	N/A	20	N/A	724,700
Rent Supplement /Graduate Rental Assistance	RAP & GRAI Administration	CBO-Managed	Included in RAP/GRAI clients	Included in RAP/GRAI clients	Included in RAP/GRAI clients	Included in RAP/GRAI clients	256,700
Short Term Supportive	NOVA	EJHS	20 Youth	N/A	20	N/A	925,000
Short Term Supportive	Elizabeth House	E4C	Adult women	N/A	N/A	N/A	403,384
Short Term Supportive	Edwardson Place	Hope Mission	Adult women	N/A	N/A	N/A	157,092
Short Term Supportive	Youth Project	TBD	Youth	N/A	N/A	N/A	200,000
Outreach Support, Triage & Assessment	Mobile Assistance Program	Bissell Centre	80 Chronic homeless, adult men or women	N/A	80	N/A	0 (HPS)
Education and Employment	Foyer Project	N/A	Youth	N/A	50	N/A	0 (HRSDC)

<b>PROJECT CLASSIFICATION</b>	<b>PROJECT NAME</b>	<b>SERVICE PROVIDER NAME</b>	<b>TARGET CLIENT GROUP</b>	<b># OF EXISTING CLIENTS (12/31/2012)</b>	<b>#OF NEW CLIENTS</b>	<b># OF CLIENTS TO GRADUATE IN 2013 - 2014</b>	<b>TOTAL PROJECT BUDGET REQUESTED</b>
Monitoring, Analysis, Reporting and Quality Improvement	HMIS Program	CBO-Managed	N/A	N/A	N/A	N/A	269,000
Capacity Building/Training	Yardstick (7 Cities)	CBO-Managed	N/A	N/A	N/A	N/A	50,000

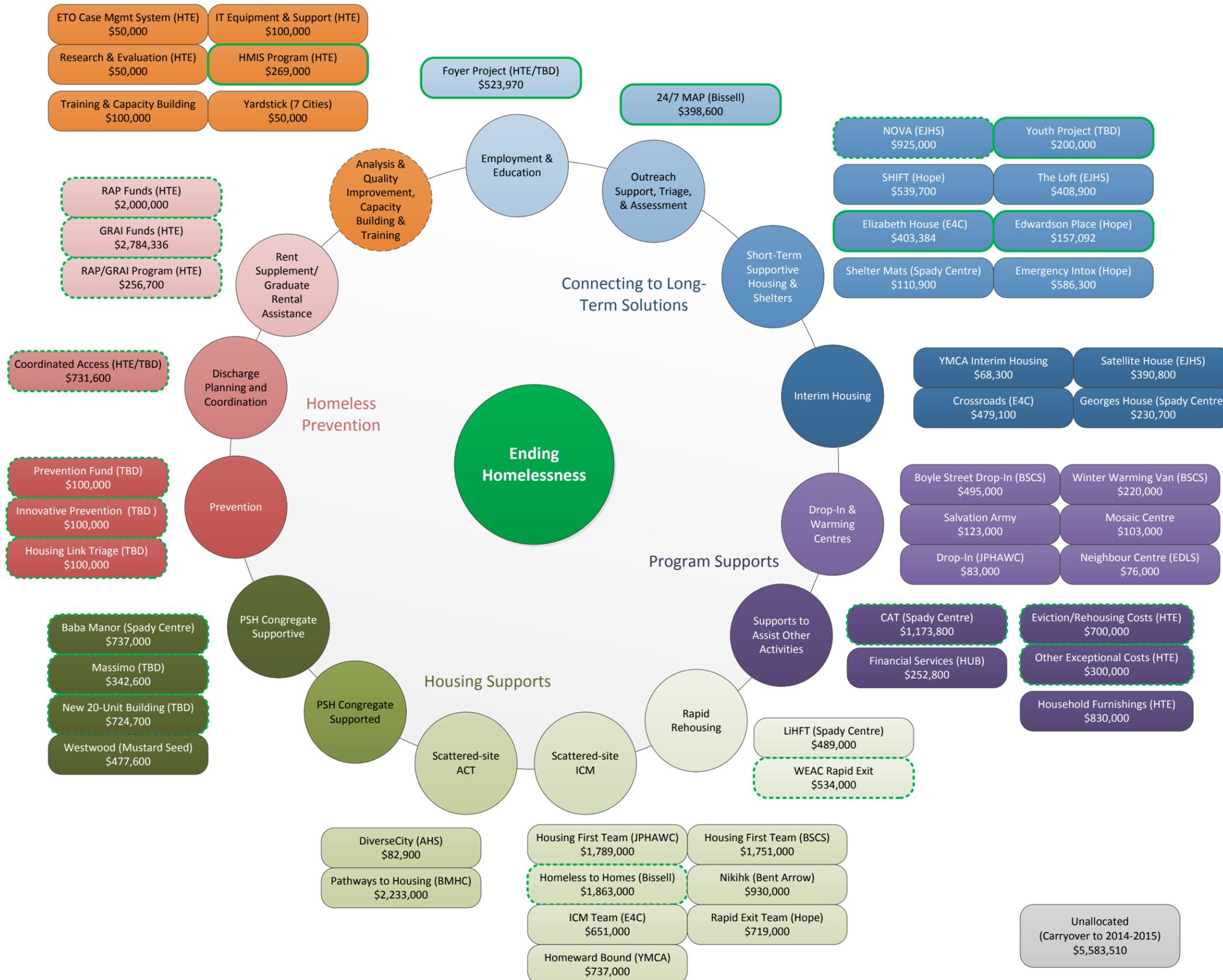
Anticipated New Projects for 2013-2014 Total Cost: \$ 4,065,476

**Table IV: Anticipated New Projects for 2014-2015 and 2015-2016**

PROJECT CLASSIFICATION	PROJECT NAME	SERVICE PROVIDER NAME	TARGET CLIENT GROUP	# OF EXISTING CLIENTS	#OF NEW CLIENTS	# OF CLIENTS TO GRADUATE IN 2013 - 2014	TOTAL PROJECT BUDGET REQUESTED
TBD	TBD	TBD	Youth	TBD	TBD	TBD	TBD
PSH Congregate Supportive	TBD	TBD	Chronic homeless, adult men or women	TBD	TBD	TBD	TBD
Prevention	TBD	TBD	At risk homeless, episodic Homeless, Families	TBD	TBD	TBD	TBD
Prevention	TBD	TBD	At risk homeless episodic homeless, Aboriginal, adult men or women, families	TBD	TBD	TBD	TBD
Discharge Planning and Coordination	Coordinated Access	TBD	All	TBD	TBD	TBD	TBD
Employment and Education	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Anticipated New Projects for 2014-2015 and 2015-2016 Total Cost: \$ TBD

# Edmonton Community Service Delivery Plan 2013-2014



Housing Supports: \$14,060,800 (OSSI: \$13,760,800)

Rapid Rehousing	OSSI	1,023,000	Total	1,023,000
Scattered Site ICM	OSSI	8,140,000	Other	300,000
			Total	8,440,000
Scattered Site ACT	OSSI	2,315,900	Total	2,315,900
PSH Congregate Supportive	OSSI	2,218,900	Total	2,218,900

Connecting to Long-Term Solutions: \$5,422,746 (OSSI: \$3,802,976)

Employment and Education	Other	523,970	Total	523,970
Outreach Support, Triage, & Assessment	Other	398,600	Total	398,600
Short Term Supportive Housing & Shelters	OSSI	2,634,076	Other	697,200
			Total	3,331,276
Interim Housing	OSSI	1,168,900	Total	1,168,900

Program Supports: \$4,356,600 (OSSI: \$3,506,600)

Drop In & Warming Centres	OSSI	500,000	Other	600,000
			Total	1,100,000
Supports to Assist Other Activities	OSSI	3,006,600	Other	250,000
			Total	3,256,600

Homeless Prevention: \$6,072,636 (OSSI: \$3,288,300)

Prevention	OSSI	300,000	Total	300,000
Discharge Planning and Coordination	OSSI	731,600	Total	731,600
Rent Supplements/Graduate Rental Assistance Initiative	OSSI	2,256,700	Other	2,784,336
			Total	5,041,036

CBO Costs

Analysis & Quality Improvement, Capacity Building & Training	OSSI	519,000	Other	100,000
			Total	619,000
CBO Administration	OSSI	1,943,500	Other	109,480
			Total	2,052,980