



homeward trust
edmonton

A photograph of two women sitting on a black leather couch in what appears to be an art studio. The woman on the right, with long black braids and a nose ring, is smiling and looking towards the other woman. The woman on the left is seen from the back, wearing a pink top. In the background, there is an easel with a colorful abstract painting and various art supplies.

Housing First in Edmonton, Alberta

A Coordinated Systems Approach

Edmonton, Alberta Canada

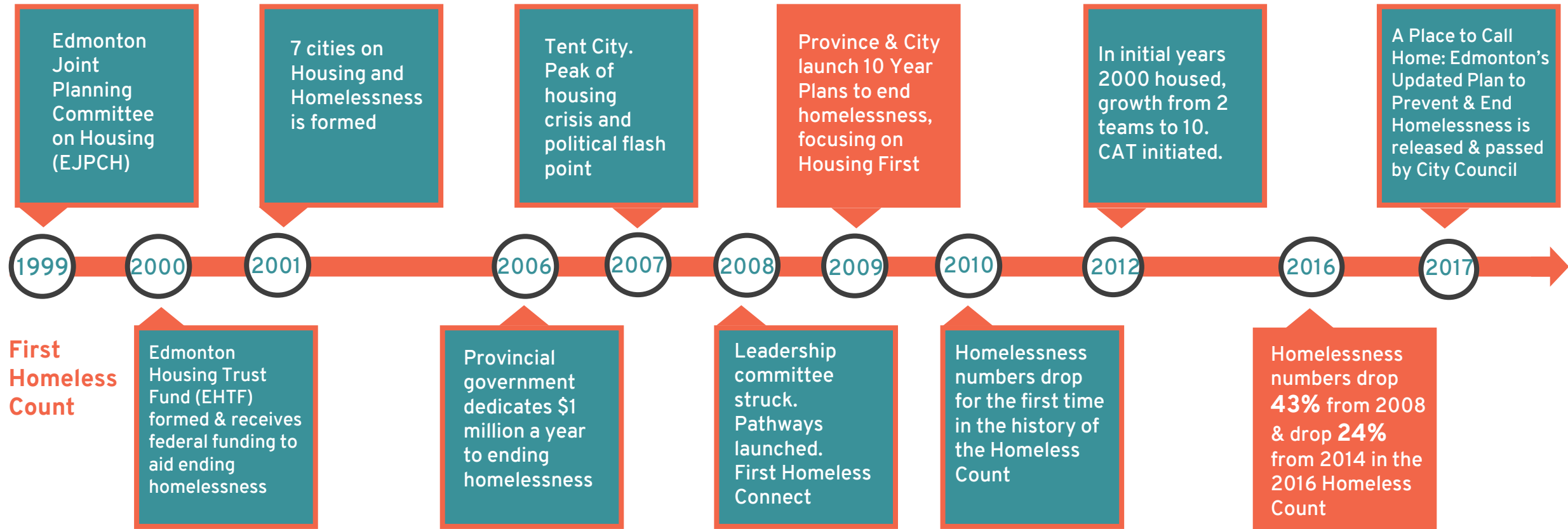
- Most northerly city in North America with a metropolitan population of over 1 Million
- ‘Gateway to the North’
- Impacted by economy swings related to oil industry, in spite of significant diversification in recent years
- 2nd largest Indigenous population in Canada and growing. Largest within 1 ½ hour commute



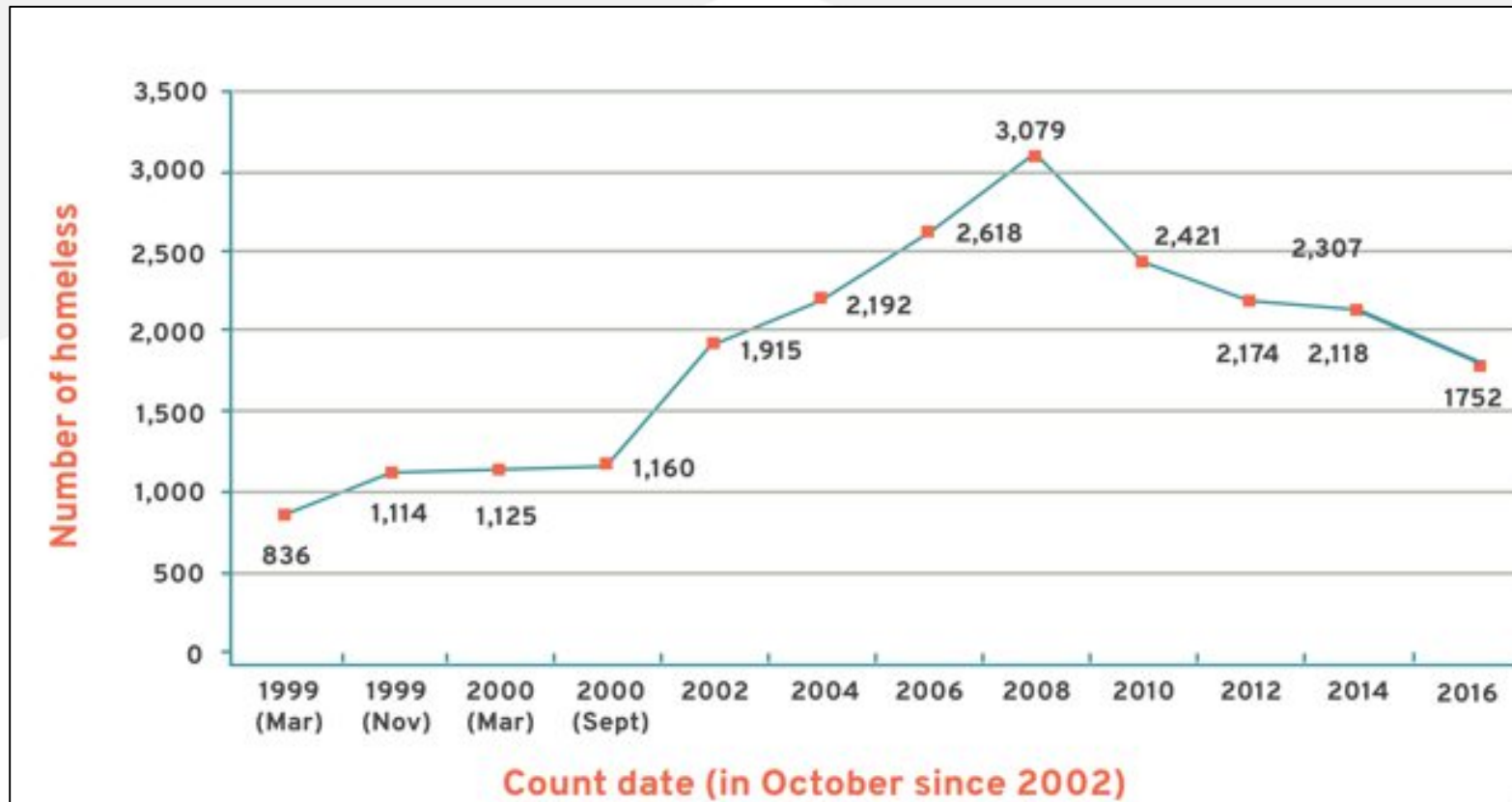
Housing First in Canada

- Alberta Plan to End Homelessness launched in Jan. 2009 with 7 Communities having or completing local plans, all ground in Housing First programs and principles
- Mental Health Commission of Canada invested \$110 million federal research grant in At Home Chez Soi, five city demonstration project operating 2009-2013.
 - Follow-up rates at 24 months were between 77 and 89 per cent
- Federal Homeless Partnering Strategy prioritized Housing First in all designated community investments 2015/16 at 70%
- CAEH supporting communities in Housing First program implantation through 20k Homes
- A Way Home & Canadian Observatory on Homelessness supporting communities in ending youth homelessness through prevention and Youth Housing First
- National emphasis on systems based approaches and achieving 'Functional Zero'

In Edmonton



Homelessness in Edmonton



DECREASE OF **43%**
FROM 2008 (HIGHEST
NUMBER OF HOMELESS
COUNTED)



48% IDENTIFY AS INDIGENOUS,
ONLY **5.4%** OF EDMONTON'S
OVERALL POPULATION
IDENTIFIES AS INDIGENOUS

Homeward Trust Edmonton

Leads efforts to end homelessness in Edmonton

- Responsible for provincial and local plans to end homelessness

- ✓ System planning
- ✓ Community leadership
- ✓ Data and knowledge management
- ✓ Evaluation
- ✓ Innovation



- ✓ Stewards and directs funding from 3 levels of government to meet community priorities
- ✓ Invests in programs, housing supply, and community capacity

Implementation

- Community planning and engagement
- Review and investment in what works
- Taking risks and learning

Mandate as related to contracts

- Similar to Continuum of Care model in US
- For HPS – Community Entity and Community Advisory Board under one umbrella
- For the Province of Alberta – Community Based Organization designated in provincial Plan to End Homelessness
- For City of Edmonton – Management Body Plan to End and Prevent Homelessness

Board of Directors



The CAB: Community Advisory Board

Board of Directors

Fiduciary oversight, strategy and accountability

Indigenous Advisory Committee

Advisors to the administration regarding Indigenous-specific funding

Project Review Committee

Advisors to the Administration regarding organizational financial feasibility

‘Community Plan’ Committee

Informs administration’s priority setting to guide funding decisions

GOVERNANCE



Coordinate Efforts to End Homelessness in Edmonton

Housing

Provides capital, develops and manages units

- Permanent Supportive Housing
- Accessing existing units through Landlord Relations
- Long-term strategies, e.g. land banking

Supports

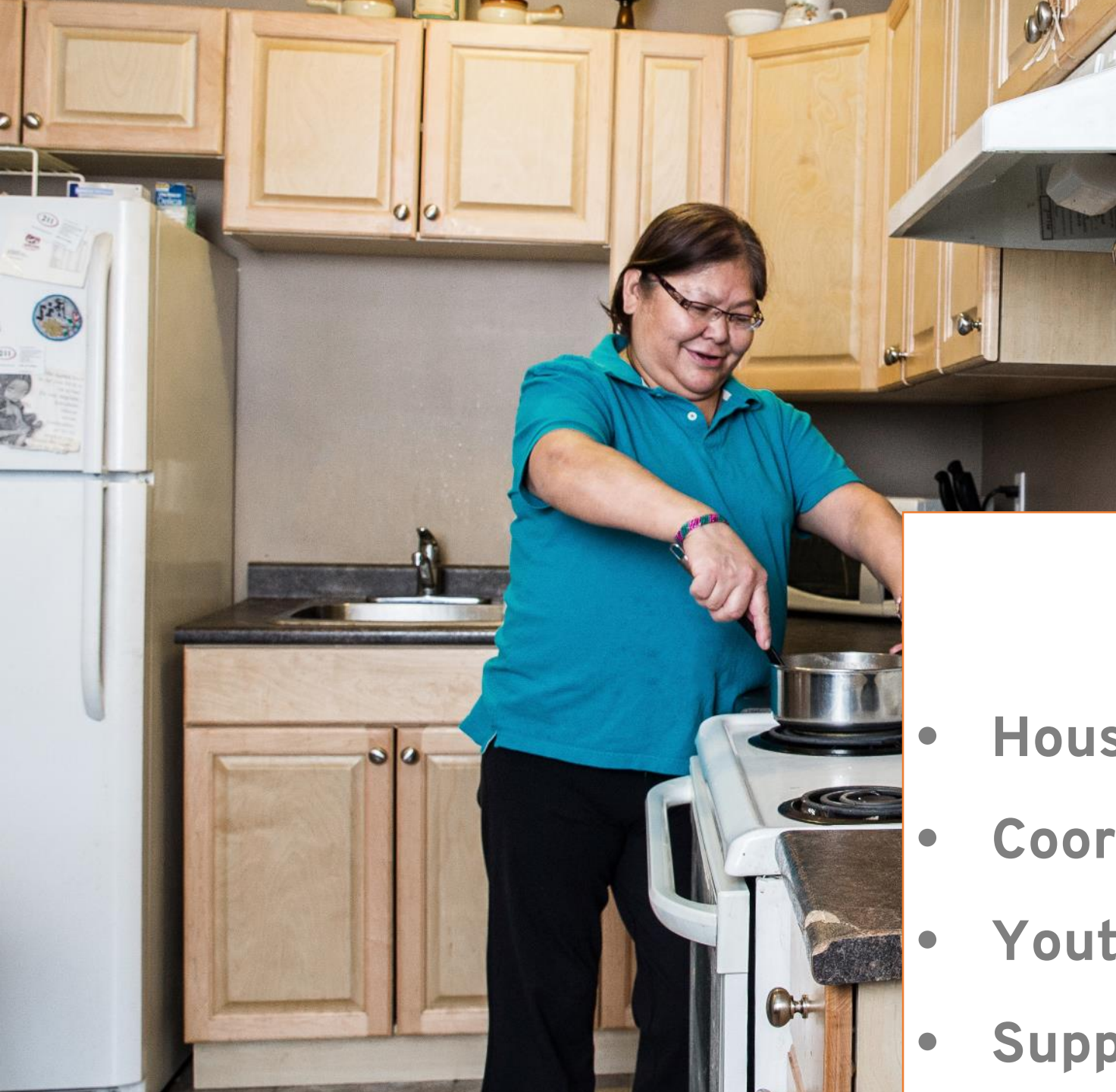
Ensures appropriate and adequate supports are available

- Coordinate Access
- Housing First teams (ICM/Pathways/ACT)
- Interim Housing
- Supported housing models

Community

Undertakes planning, research and engages community, sector in our work

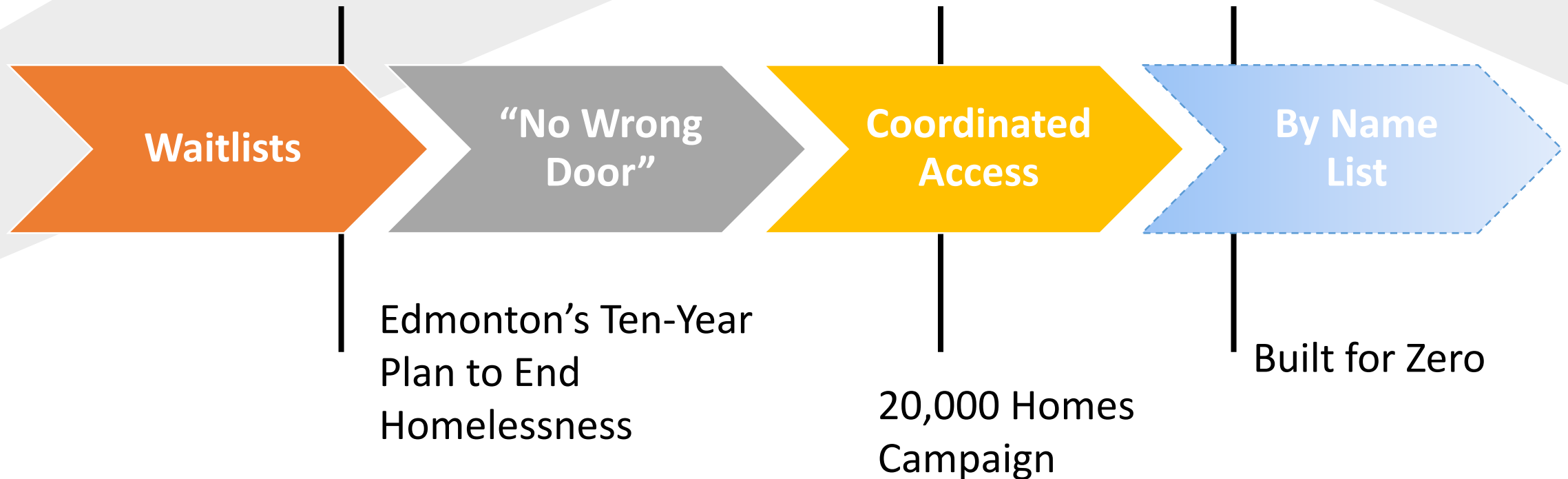
- Community plan
- Research
- Homeless Count
- Promotion of best practices
- Events & Awareness



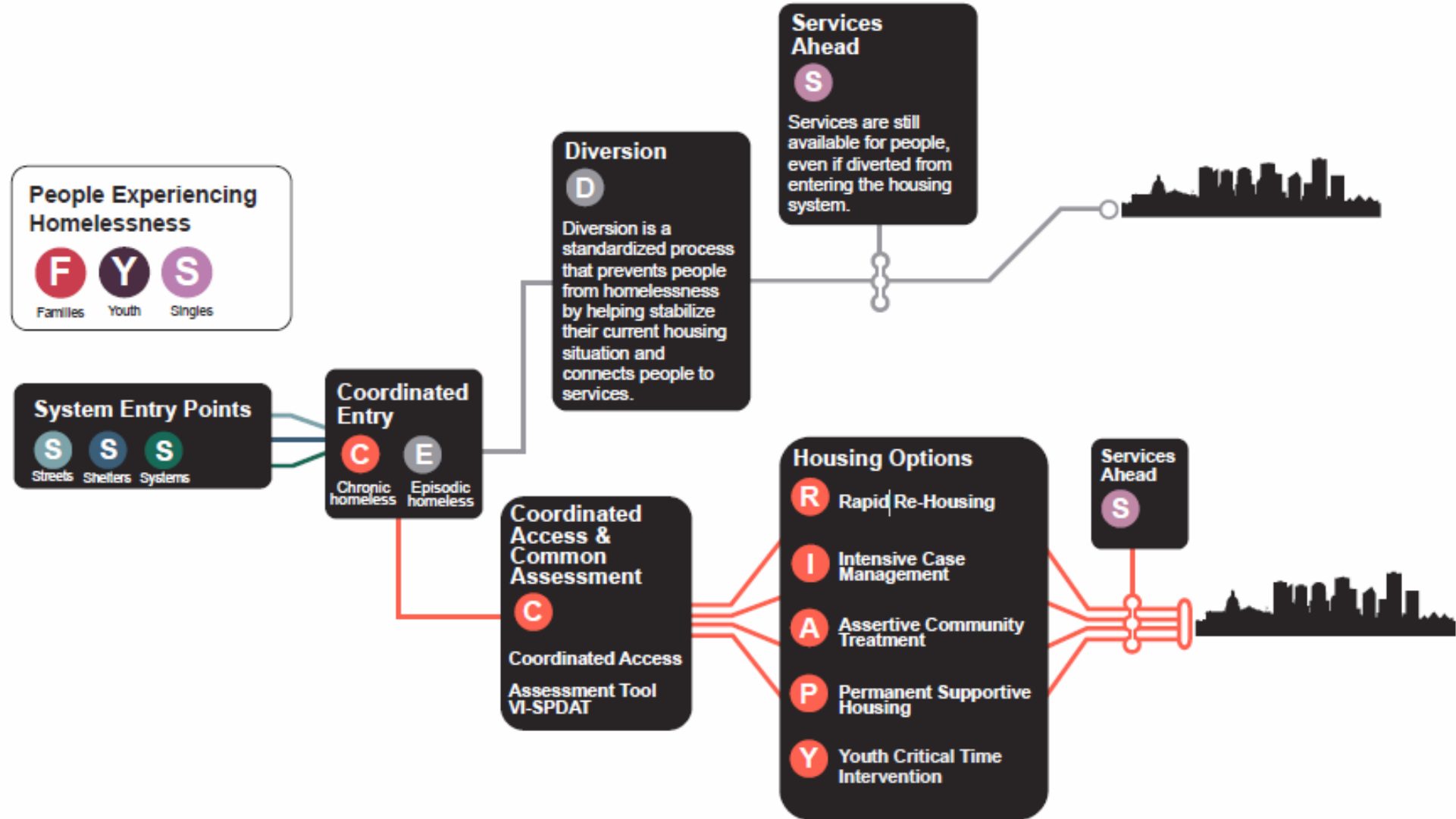
Supports

- Housing First Program
- Coordinated Access & Diversion
- Youth Housing First Program
- Supported Referrals

Coordinated Access From Waitlist to BNL



Designing Perfect | Working in Reality



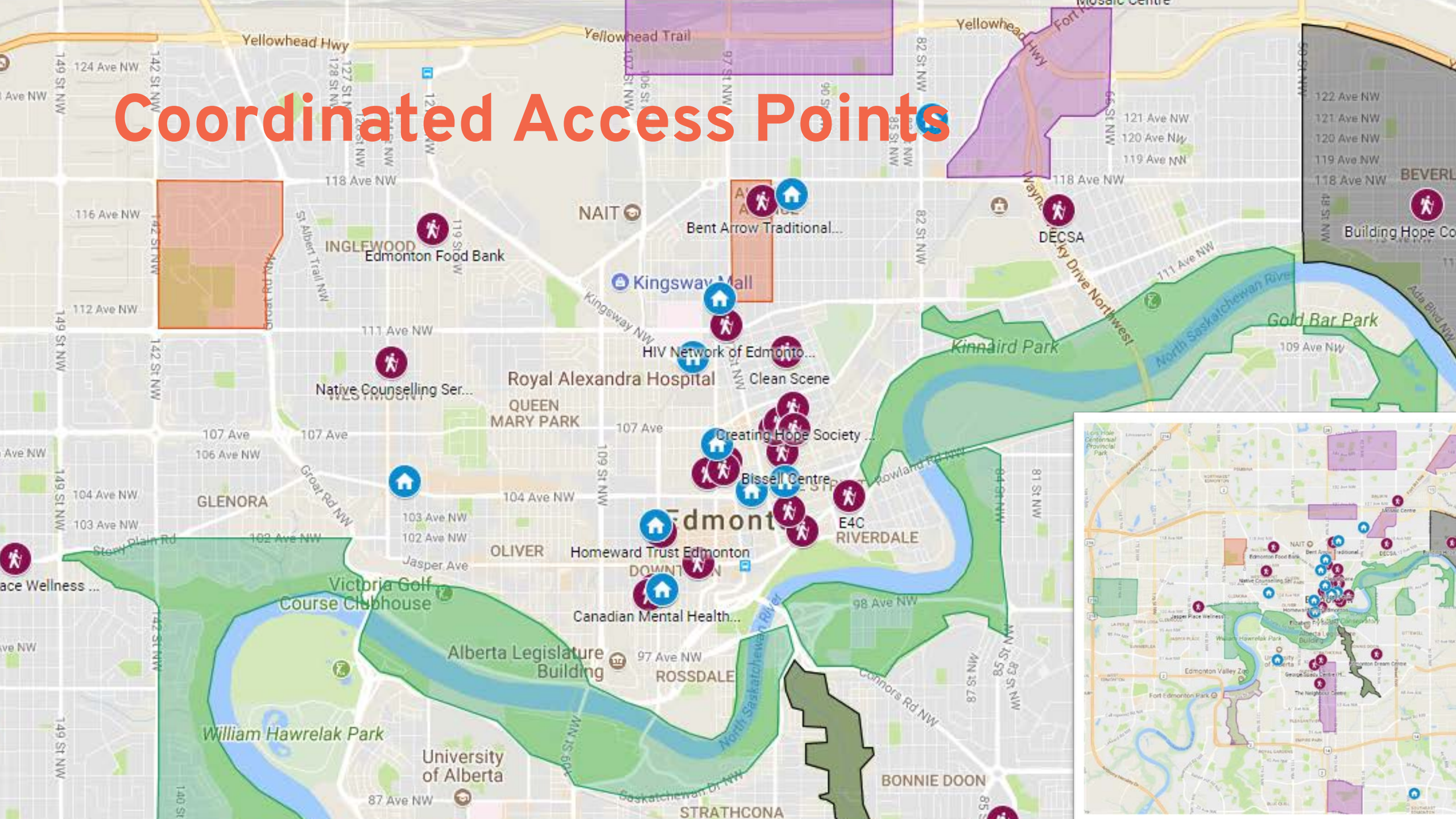
Prioritization and Matching

- In a system with high demand for services, provides for quick matching of individuals to the housing program best suited for their needs.
- The decision making criteria is standardized, consistent, and transparent to all providers
- Prioritization based on triage tool acuity, household composition (individual vs. family), current location, length of homelessness, and overall health
- Coordinated Access streams to a range of housing interventions

Working the By Names List

- Through HMIS (ETO)- the 61 providers & entry points are able to screen and enter individuals into the BNL. Individuals are referred off the list to the corresponding housing intervention on an ongoing basis
- Referrals to housing program can be real time or meeting based
- Recent developments have been working to create a collective view of the BNL- enabling providers to view the list in real time (helps us to better serve individuals)

Coordinated Access Points



HOUSING FIRST PROGRAM

PRIORITIZATION OUTLINE

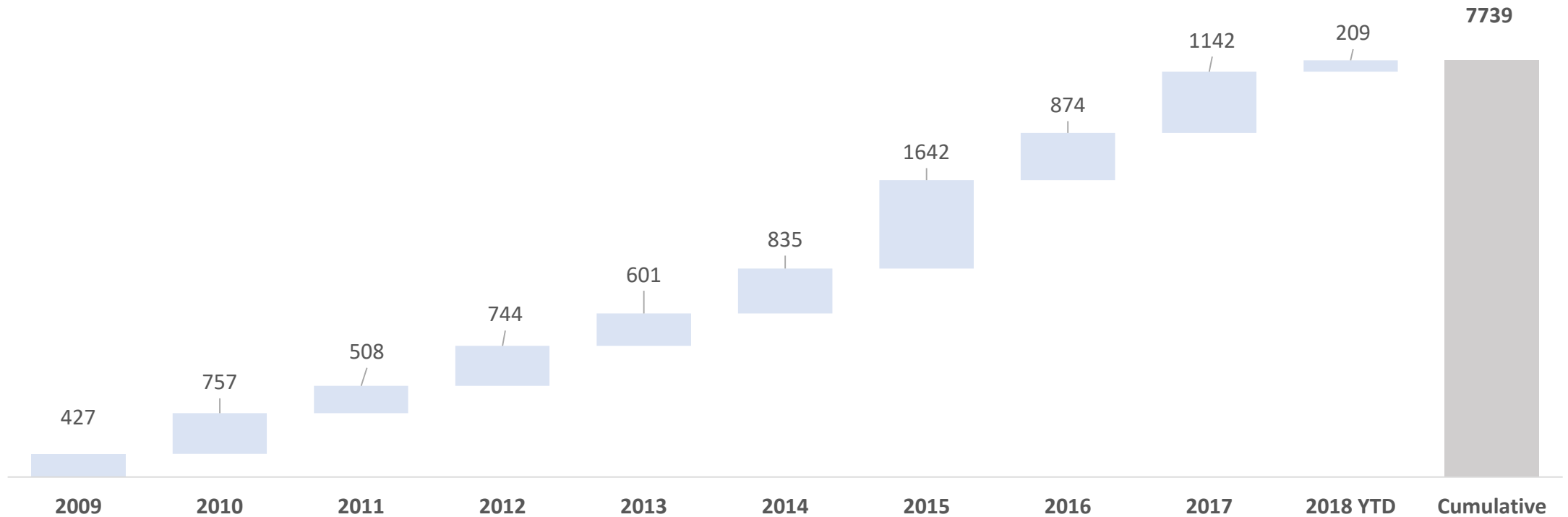
Level of Housing & Supports	Priority	Length of Stay Homeless	Current Location	Acuity	Determining Factors	Team
Diversion		any	any	N/A	Minimal barriers to housing independently	Progressive Engagement Existing community supports Housing Planning
					Minimal barriers to housing independently	
Supported Referrals		any	unhoused	VI -4-9	Diversion attempts not successful Minimal barriers to housing independently	9+ Agencies
Youth CTI	1	0-6 months	outdoors or any (if dependent is in their care/pregnant)	Youth VI-SPDAT completed	Has a dependent in their care/is expecting. Not experiencing chronic homelessness, relatively new to experience of homelessness	EJHS e4c
	2	0-12 months	any		Newly homeless, discharged from facilities, youth stability at risk due to eviction	

Level of Housing & Supports	Priority	Length of Stay Homeless	Current Location	Acuity	Determining Factors	Team
PSH	1	1 year consecutive/4 episodes in 3 years	outdoors/ICM unsuccessful	High	4+ instances of unsuccessful housing + supports	Christophers Place Iris Court West Wood Manor Morning Fire Hope Terrace Balwin
	2	1 year consecutive/4 episodes in 3 years	any		2+ instances of unsuccessful housing + supports	
ACT	1	1 year consecutive/4 episodes in 3 years	outdoors		Severe Mental Illness	Pathways Diversity
	2	1 year consecutive/4 episodes in 3 years	any other than outside		Severe Mental Illness	
ICM	1	1 year consecutive/4 episodes in 3 years	outdoors	VI - 10+	(Consider) severe risk-health, exploitation, violence	Bent Arrow Homeward Trust HOWs YMCA Homeward Bound Bissel OHT Boyle Street George Spady Native Counselling Services of Alberta Jasper Place e4c Mustard Seed
	2	1 year consecutive/4 episodes in 3 years	provisional	VI - 10+		
	3		shelters			
RRH	1	1 year consecutive/4 episodes in 3 years	outdoors	VI -5-9	N/A	E4C Hope Mission RRH
	2	1 year consecutive/4 episodes in 3 years	provisional	VI -5-9	N/A	
	3	6-12 months	shelters	VI -5-9	N/A	

Current Picture of By Name List

		Indigenous	Non-Indigenous	Unknown
Family	Female	82	11	10
	Male	14	5	1
	Unknown	0	0	1
Singles	Female	400	153	30
	Male	393	424	46
	Unknown	7	2	4
Unknown	Female	47	12	17
	Male	59	16	16
	Unknown			9
Total people on the BNL as of March 31, 2018		1000	622	134

Housings 2009 – March 2018

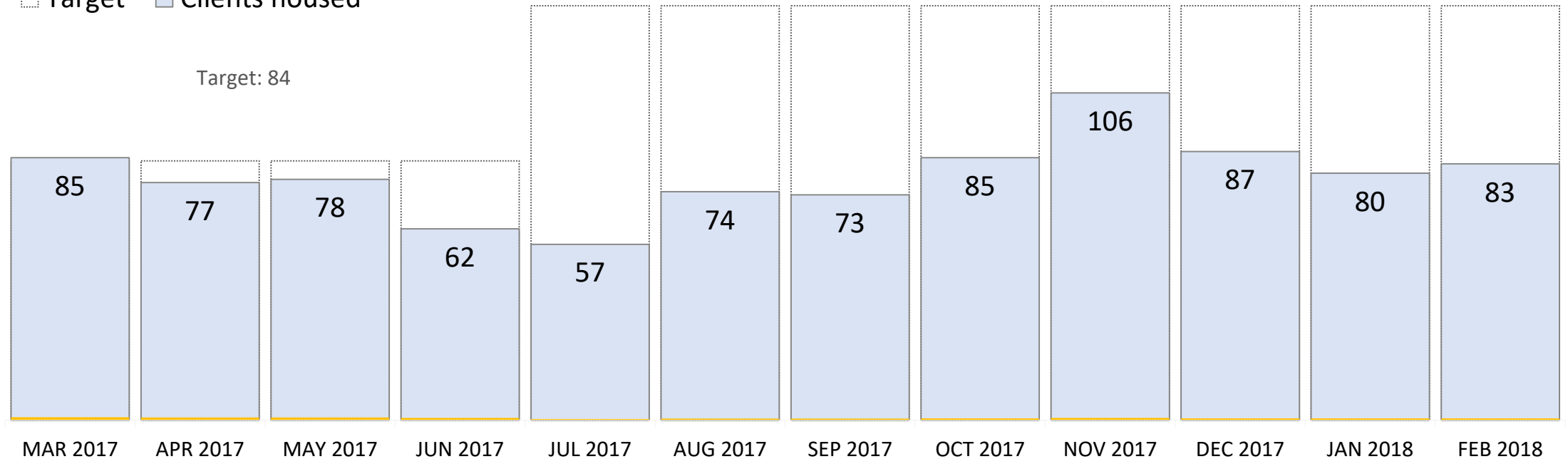


New clients housed to target – past 12 months

Target: 136

□ Target ■ Clients housed

Target: 84



Caseload to target



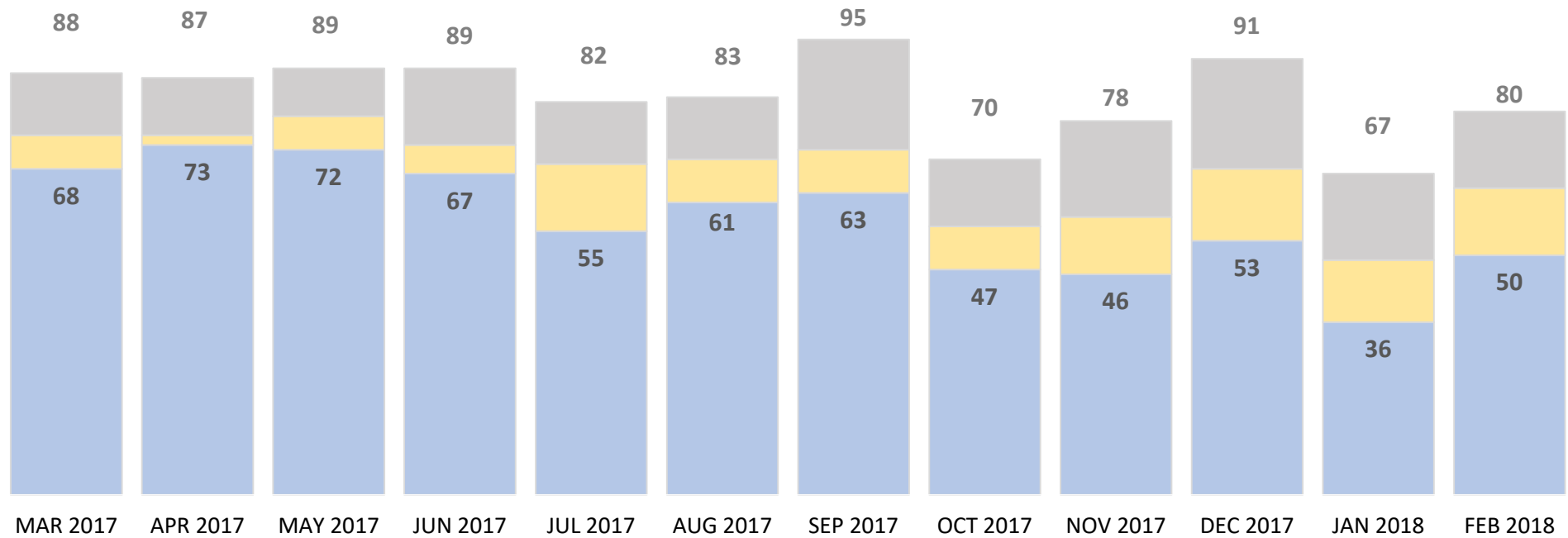
Total exits from program

Total exits

Unsuccessful

Neutral

Successful

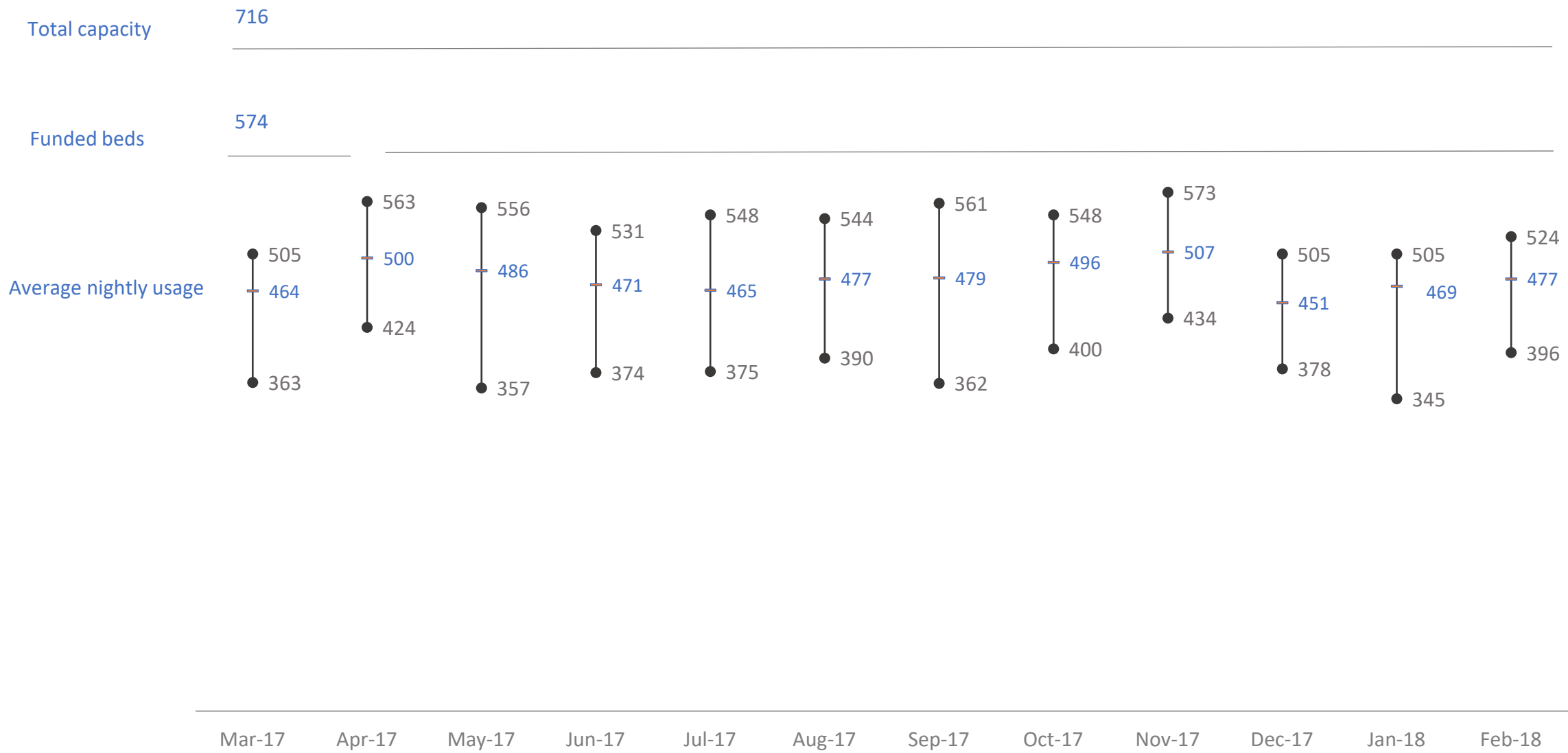


Exit definitions

Whether an exit was “successful” or not is primarily determined by whether the client was stably housed at program exit. Reasons for successful, neutral and unsuccessful exits are as follow:

Successful	Unsuccessful	Neutral
Attained supported, subsidized or market housing	Is in an institution such as: hospital, penitentiary	Is staying with friends or family
Was referred to a graduate program	Returned into homelessness	Died
Completed the follow-up period	Is in an emergency homeless shelter or transitional housing	Was referred to other housing
Was referred to another agency or service	Was turned away or refused service for safety or other concerns	Their circumstances changed
Resolved their own homelessness	Disappeared	
Moved out of service area		

Shelter Use



find

- Find provides essential furnishings free of charge to people transitioning from homelessness through the Housing First Program.
- Find offers quality, low-cost, gently used furniture and housewares for sale to the public.
- Find South
Retail Store and Donation Centre
5120 - 122 Street
- Find on Jasper
Boutique Store
12304 Jasper Ave

findedmonton.com



HOUSING

Housing Development

- New units
- Property Management

Long-Term Strategies

- Land acquisitions
- Partnerships

Between 2001 & 2016

- Disbursed \$225 million
 - 98 capital projects
 - 250+ support projects
- Attracted \$146 million in funds
 - 1,800+ new housing units



Permanent Supportive Housing Models

	PSH3 (High Intensity)	PSH2 (Medium Intensity)	PSH1 (Low Intensity)
Housing & Supports	24/7 tenancy management, on-site clinical supports, in-reached health and disability (PDD) services	24/7 tenancy management, on-site non-clinical supports, in-reached health services	24/7 tenancy management and mobile support workers as needed (e.g. ICM, ACT).
Units Needed	240	176	500
Capital Cost (\$/Unit)	\$310,000	\$210,000	\$200,000
Annual Cost of Supports	\$85,000	\$ 45,000	\$5,000
Example	Ambrose Place	Christopher's Place, Balwin	Canora Place, Right at Home

Approaches to Permanent Supportive Housing



Canora Place



Iris Court



Hope Terrace



Ambrose Place

- Full range of approaches including:
 - Head leasing
 - Purchase and renovate
 - New/purpose built
- Effort to blend into the neighborhood in scale and design
- Common areas vary significantly by model/level of support
- Operated under housing Act – ensuring tenants rights with leases.

Christopher's Place




Morning Fire Protector



Balwin



- 
- Housing First Teams
 - Cultural Training
 - Ceremony
 - Collaborative Planning
 - Indigenous Advisory Committee

INDIGENOUS RELATIONS

Decolonizing Service Delivery

- Required training with additional workshops on diversity, reconciliation and teachings
- Frequent and consistent access to Indigenous culture and ceremony for clients with Indigenous partners and via the Oskapewis/Indigenous Cultural & Educational Helper
- Definition of Indigenous Homelessness processed through community gathering (COH)
- Support for community lead events such as National Aboriginal Day
- Grounding in Principles of Reconciliation articulated by TRC

Canadian Observatory on Homelessness: Defining of Indigenous Homelessness



The 12 dimensions of Indigenous Homelessness

as articulated by Indigenous Peoples
across Canada

- Historic Displacement Homelessness
- Contemporary Geographic Separation Homelessness
- Spiritual Disconnection Homelessness
- Mental Disruption and Imbalance Homelessness
- Cultural Disintegration and Loss Homelessness
- Overcrowding Homelessness
- Relocation and Mobility Homelessness
- Going Home Homelessness
- Nowhere to Go Homelessness
- Escaping or Evading Harm Homelessness
- Emergency Crisis Homelessness
- Climate Refugee Homelessness

Jesse Thistle, COH

Sounds great, but...

**Edmonton's Math Problem:
 $3079 - 7739 = 1752?!$**

A Place to Call Home

EDMONTON'S UPDATED PLAN TO PREVENT AND END HOMELESSNESS



>> A COLLECTIVE EFFORT



Nothing transforms a community as quickly and as effectively then a group of like-minded organizations working together in solidarity. Ending homelessness is a massive undertaking, but with continued collaboration I know we will see the end of homelessness in Edmonton.

- Dean Kurpjuweit, *The Mustard Seed*

>> A COLLECTIVE EFFORT

- The leadership and support of the **Government of Alberta**, the first province to commit to ending homelessness, has been essential to this success.
- **City of Edmonton** leadership & advocacy for inclusive communities and support for **PSH & affordable housing** has brought **new energy** to the issue. Funding support has been steadfast as well.
- **Government of Canada** has contributed resources, expertise, and ongoing support for this work.

>> FOCUS AREAS

1. **Reconciliation** focus to all Plan activities which recognizes Indigenous homelessness as a colonial legacy that requires intentional action across stakeholders.
2. **Targeted Interventions** appropriate for individuals in priority groups, including Indigenous peoples, youth, families, newcomers, those sleeping on the street, long-term shelter stayers.
3. **Accountability** leadership and engagement, with clear roles and accountabilities key stakeholders.
4. **Responsiveness** in homeless-serving system planning capacity to adjust resources in real-time; capacity to strategically redesign current interventions and refine efforts.
5. **Effectiveness** of interventions to achieve high performance and quality levels across homeless-serving system.
6. **Focus** in highly coordinated approach to screening, targeting, placement, and access to units/spaces across diverse housing and support models. Investments are strategic and leverage resources and community strengths.
7. **Sustainability** long term requires mainstream systems to support people once they exit homelessness: appropriate, stable and adequate income supports, health, mental health and addictions supports.

>> FOUNDATIONAL CONCEPTS

- Emphasis on **system planning** response that focuses on both **ending** homelessness and **preventing** future homelessness.
- **Functional zero** as measurement: homelessness is prevented whenever possible, and that experiences of homelessness are rare, brief, and non-recurring.
- Ending and preventing homelessness will require renewed **leadership & accountability** across stakeholders and investment in what works.
- Increase of **permanent supportive and affordable housing supply**, greater focus on **prevention and diversion**, including **longer term supports** where appropriate.

>> AN INTEGRATED APPROACH

- **Homeless-serving system to maintain focus** on responding to immediate needs of vulnerable Edmontonians experiencing homelessness.
- Enhance integration with **affordable housing, prevention, poverty reduction** supports and efforts, particularly **EndPoverty Edmonton**.
- Increased coordination with **health, justice, education, and child intervention systems** to increase wellbeing and prevent homelessness risk in the first place.

**TOGETHER, OUR COLLECTIVE EFFORTS WILL MAKE
EDMONTON THE BEST PLACE TO CALL HOME.**

>> AN INTEGRATED APPROACH



>> MODELLING METHODOLOGY

- Our modelling uses a **stock and flow analysis**, recognizing that homelessness is dynamic and changes over time
- The model uses **3 categories of homelessness** (chronic/episodic, transitional and at risk) to assess need and acuity
- Our model makes assumptions about the following:
 - **Prevalence** of homelessness in Edmonton
 - Housing **supply**
 - **Demand** for homeless-serving programs and services
 - **Duration/frequency** of homelessness
 - Program **suitability** (based on need/acuity)
 - **Cost** of housing interventions

>> ASSESSING NEEDS

- Using system planning modelling, Plan Update estimates approximately **1% of Edmontonians** (11,300 people) experienced homelessness in 2016. Of these:
 - 8,000 (75%) experiencing **transitional homelessness** and
 - 2,700 (25%) experiencing **chronic/episodic homelessness** during the year.
- These forms of homelessness are **dynamic** and people move through these during their lifetimes.
- Plan Update **targets interventions and models demand** according to best available data & information today AND proposes process to adjust approach in **real-time**.

>> RESPONDING TO HOMELESSNESS RISK

- About **20,000 households** in Edmonton live in **extreme Core Housing Need**.
 - Key indicator of homelessness risk, in which an individual earns less than \$20,000 per year and is a member of a household that spends at least 50% of its income on rent.
 - Number is higher when considering those in hidden homelessness (couch surfing, living in unsafe/unsuitable housing, etc.)
- At **increased risk of homelessness** due to the precariousness of housing, limited means to deal with shifts in rental market, unplanned expenses, job losses or emergencies, and none of assets associated with homeownership.
- Can benefit from integrated prevention response in the **community safety net beyond the homeless-serving system** (rent supports, affordable housing, prevention services, etc.).

>> ASSUMPTIONS – PROGRAM SUITABILITY

Level of Need (Acuity)

The graphs below outline the chronic/episodic and transitional homelessness acuity levels among the target population served by the Plan according to estimated matching among diverse program types.



**HIGH
ACUITY**

Chronic or episodic
homelessness



Permanent
Supportive
Housing (PSH)



Assertive
Community
Treatment (ACT)



Intensive Case
Management
(ICM)



Permanent ICM



**MEDIUM
ACUITY**

Chronic or episodic
homelessness



Rapid Rehousing
(RRH)



Intensive Case
Management
(ICM)



**LOW
ACUITY**

Transitional
homelessness



Rapid Rehousing
(RRH)



Intensive Case
Management
(ICM)



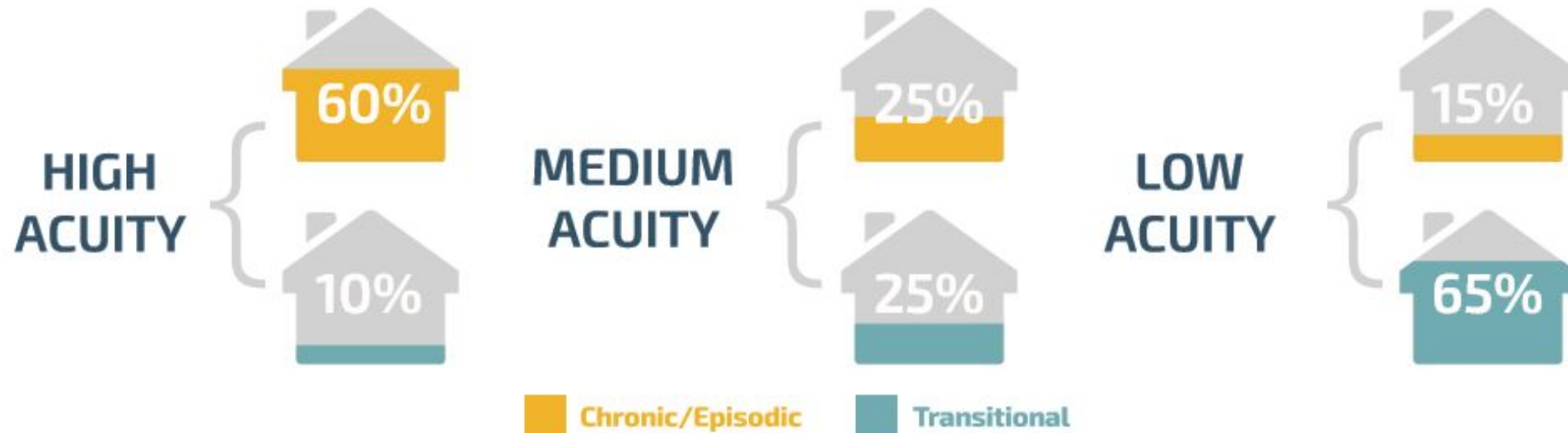
Diversion, existing
programs or no
support required



Diversion, new
programs

>> ASSUMPTIONS - ACUITY

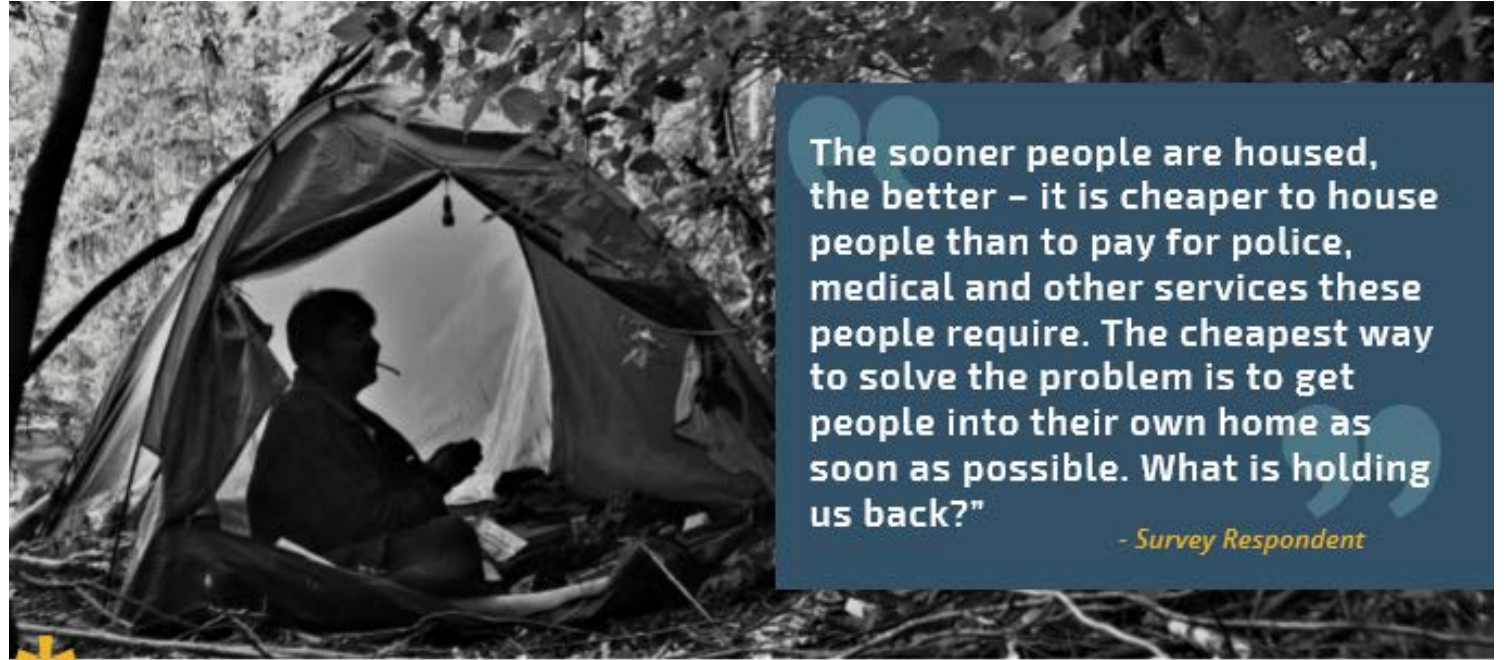
ESTIMATED DISTRIBUTION OF ACUITY LEVELS BY HOMELESSNESS DURATION



>> 01 END CHRONIC AND EPISODIC HOMELESSNESS

ACTIONS

- 1.1 Enhance the focus of crisis response services and facilities on **permanent housing outcomes**;
- 1.2 Continue to **evolve Housing First** programs for maximum impact;
- 1.3 Develop **permanent supportive housing and affordable housing** across neighbourhoods.



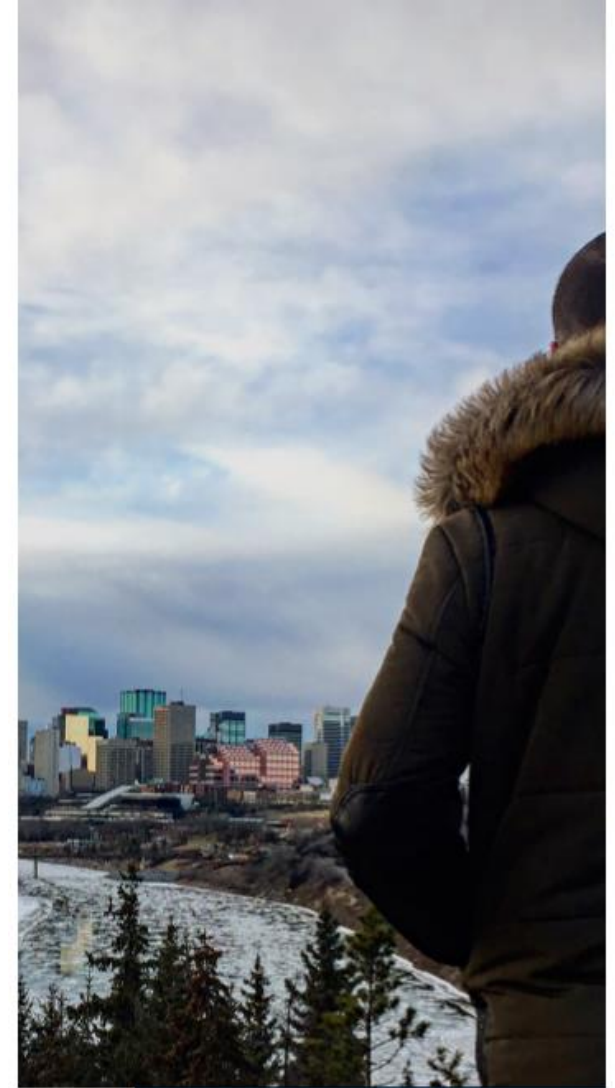
June 27, 2007, Edmonton, AB

Leonard sits in his tent within the river valley. He preferred sleeping the river valley because he felt safer than sleeping in the shelter system.

>> 01 END CHRONIC AND EPISODIC HOMELESSNESS

TARGETS

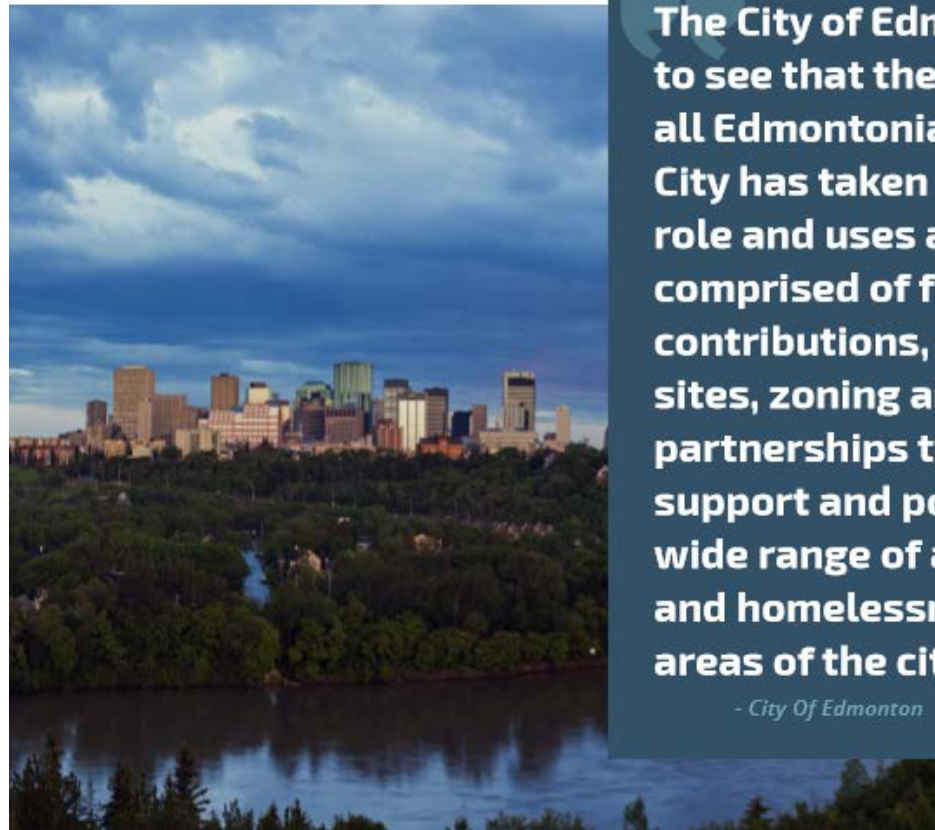
- By 2018, all **rough sleepers** will be engaged through assertive outreach and Coordinated Access to appropriate housing and supports.
- By 2020, no one staying in shelter or sleeping rough will experience **chronic homelessness**.
- Between April 2017 and March 2020, an additional **4,000 people experiencing homelessness** will be housed through Housing First programs.
- By 2022, 100% of those entering homeless-serving system will be **connected to housing and supports** within 21 days.



>> 02 PREVENT FUTURE HOMELESSNESS

ACTIONS

- 2.1 Enhance homelessness **prevention** and **diversion** measures;
- 2.2 Increase access to **mental health, addiction, trauma and wellness** supports;
- 2.3 Increase **coordination between systems** to mitigate homelessness risk;
- 2.4 Increase **public education** and **awareness** about homelessness.



The City of Edmonton is committed to see that the housing needs of all Edmontonians are met. The City has taken a strong leadership role and uses a range of tools comprised of funding, land contributions, surplus school sites, zoning and regulations, partnerships through program support and policies to meet a wide range of affordable housing and homelessness needs in all areas of the city.

- City Of Edmonton

>> 02 PREVENT FUTURE HOMELESSNESS

TARGETS

- By 2019, people will be **diverted from entering the homeless-serving system** with an immediate link to community-based prevention supports within five days wherever possible and appropriate.
- By 2018, **corrections, health and child intervention** will report on the number of people discharged into homelessness from public systems on a biennial basis at minimum. Annual targets will be introduced to achieve **zero discharge into homelessness** by 2023.



January 16, 2013 Edmonton, AB

A woman clutches an eagle feather at an Idle No More rally on what used to be the Papaschase' peoples land.

We need supports in place to prevent people from becoming homeless in the first place. This requires partnerships with the provincial and federal government and other stakeholders to come up with innovative housing options to address the needs of people who are at risk of homelessness.

- Survey Respondent

>> 03 DEVELOP AN INTEGRATED SYSTEMS RESPONSE

ACTIONS

- 3.1 Continue to integrate **lived-experience voices** in Plan implementation;
- 3.2 Enhance policy, funding and resource **alignment, and accountabilities**;
- 3.3 Expand **Coordinated Access** across the homeless- serving system;
- 3.4 Integrate **information** and **performance management** at the system level;

The Plan is needed and keeps us moving forward as a community. We need to continue the collaboration and investment in housing programs. We need to listen to those who have experienced homelessness and precarious housing if we are going to truly end homelessness in Edmonton.

- Roundtable Participant

>> 03 DEVELOP AN INTEGRATED SYSTEM RESPONSE

TARGETS

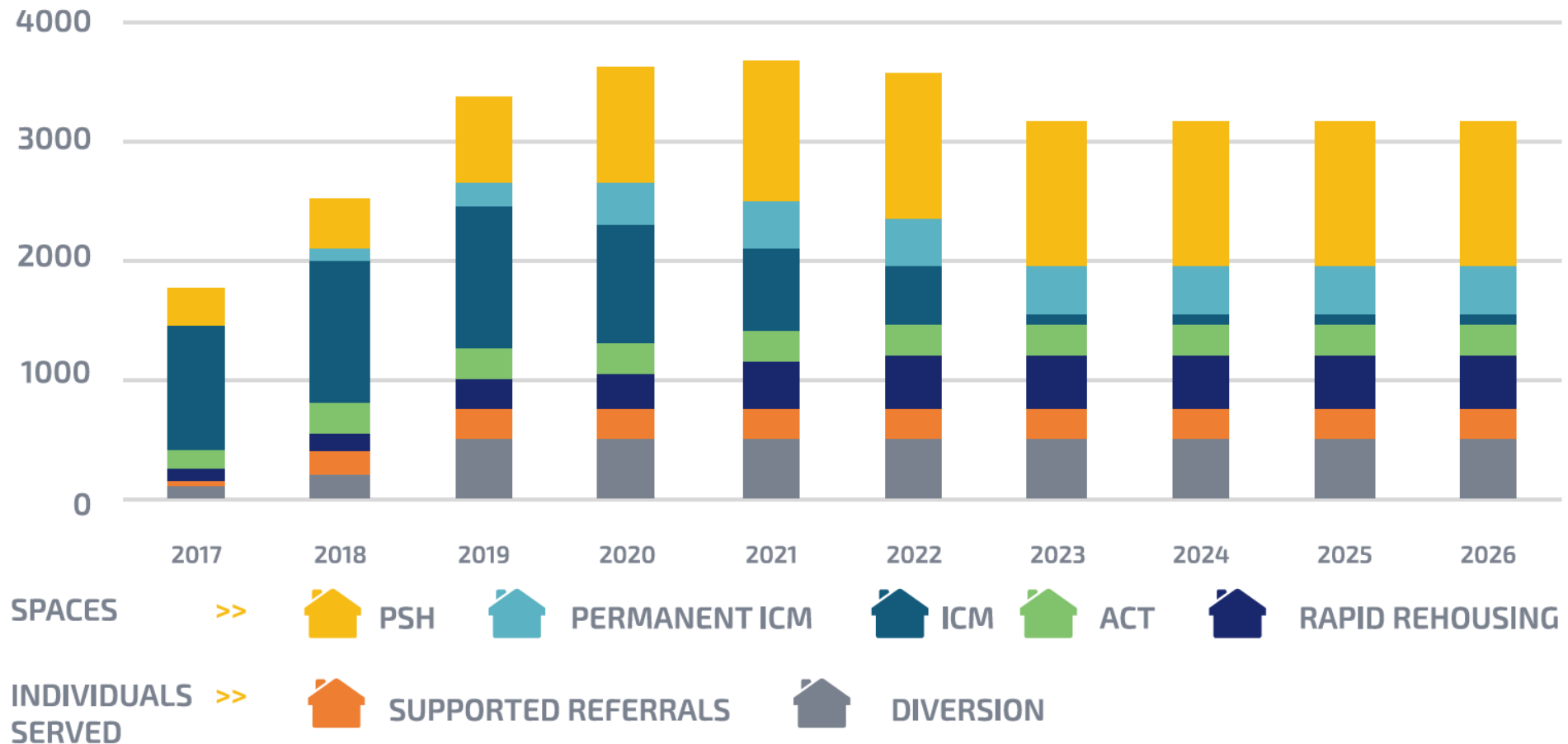
- By 2018, complete the shared **Plan Accountability Framework**, which identifies resource and funding coordination processes, roles and accountabilities to support Plan strategies.
- By 2020, **Homelessness Management Information System (HMIS) coverage and Coordinated Access participation** will include 75% of all beds in emergency shelters, interim and short-term supportive and permanent supportive housing. Full HMIS coverage and Coordinated Access participation of all homeless-serving system components is achieved by 2027.



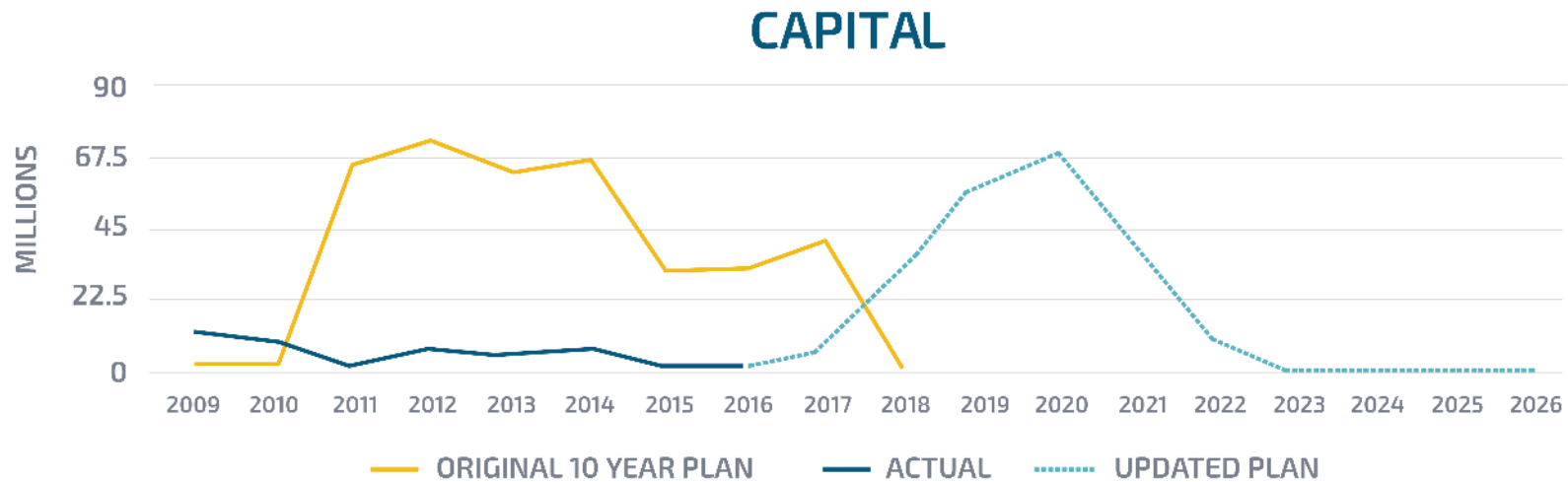
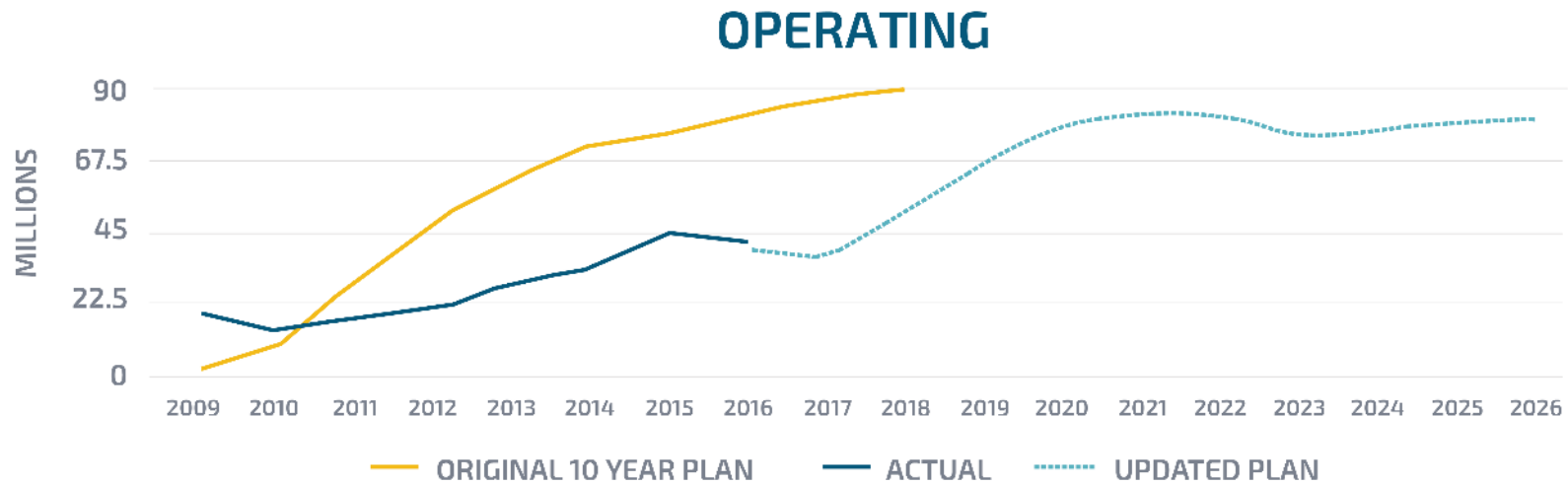
Modelling Need & Investment

HOMELESS-SERVING SYSTEM CUMULATIVE CAPACITY CHANGES


This chart shows cumulative changes year after year in the homeless-serving system. It shows the number of spaces per program type. Note the reallocations towards PSH and PICM in particular.




>> RESOURCING



What is working in Edmonton?

- Ability to lead change, manage complexity and develop and acquire capacity
 - Management of multiple funding streams for greatest impact/community outcomes
 - Respond to significant change, problem solver, special responses
 - Strong governance model, combined with highly engaged community leadership
- 
- A large teal-colored geometric shape, resembling a stylized mountain or a large triangle, is positioned in the bottom right corner of the slide, partially overlapping the text area.

Challenges Homeward Trust

- Managing/resisting bureaucracy
 - Maintaining organizational culture with growth
 - Tensions between 'innovation', 'solution focuses' approaches and unbridled chaos
 - 'Diminishing return on collaboration'. How many committees do we need?
 - Resourcing all of the above.
 - Tall poppy syndrome
- 
- A large teal-colored geometric shape, resembling a stylized mountain or a large triangle, is positioned in the bottom right corner of the slide.

Challenges for system and community

- What does alignment look like beyond operating a program?
Program fidelity and organizational autonomy
- Changing political/environmental priorities
- High turn over and capacity
- Role of mainstream (justice, health) in community based programs. Who's on top?
- Leveraging resources
- Challenges planning and locating PSH