

Homelessness Partnering Strategy Community Plan 2014–2019

Community: *Winnipeg*

Region: *Manitoba*

The plan has been approved by Canada for implementation.
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As one of the 10 Large Cities, this community is required to commit at least 65% of its HPS allocation towards a Housing First approach starting April 1, 2015.

As the Community Advisory Board of this community is also responsible for the funding under the Aboriginal Homelessness stream, it is also required to commit at least 40% of the funding under the Aboriginal Homelessness stream towards Housing First by April 1, 2016.

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Current Situation: Establishing your Baseline Data

Data

Please report on your current situation based on the following indicators. All CABs should review their progress annually against these indicators. This review will form part of the annual update. Note: Although this data is not required at this time, data for 2013 will be required as part of the first annual update.

1. Number of unique individuals who used an emergency homeless shelter in the twelve month period between January 1, 2012 and December 31, 2012	2,500
2. Number of shelter users who were chronically homeless in 2012	100
3. Number of shelter users who were episodically homelessness in 2012	175
4. Number of homeless veterans who used an emergency homeless shelter in 2012.	
5. Estimated number of homeless veterans who were chronically or episodically homeless in 2012.	
6. Number of homeless individuals identified during the latest point in time count (if available)	
7. Date count was undertaken	
8. Number of unique Aboriginal individuals who used an emergency homeless shelter in the twelve month period between January 1, 2012 and December 31, 2012	
9. Number of Aboriginal shelter users who were chronically homeless in 2012	
10. Number of Aboriginal shelter users who were episodically homelessness in 2012	
11. Number of Aboriginal homeless individuals identified during the latest point in time count (if available)	
12. Date count was undertaken	

Readiness for Implementing Housing First

Please rate your community’s readiness to implement Housing First based on the following questions. Each component of the scale has a rating of one to four with four demonstrating full implementation of the HPS HF model. Use this information to decide where to focus your efforts in implementing your HF program. Because implementing Housing First may take some adjustments, communities will have the opportunity to rate progress annually and use the information to update priorities. Note: Responses will only be used by ESDC to understand the selection of the HF priorities and activities.

Criterion	Community’s Rating
CORE PRINCIPLES	
Rapid Housing with Supports. Program directly helps participants locate and secure permanent housing as rapidly as possible and assists them with moving-in or re-housing if needed.	-2-: Program supports participants in locating housing within 4-6 months and does not offer participants who have lost housing a new housing unit.
Housing Choice. Program participants choose the location and other features of their housing.	-3-: Participants have some choice in location and other features of their housing, including decorating and furnishing their unit.
Separating housing provision from other services. Extent to which program participants are not required to demonstrate housing readiness.	-3-: Participants have access to housing with minimal readiness requirements.
Integrated Housing. Extent to which housing tenure is assumed to be permanent housing with no actual or expected time limits, other than those defined under a standard lease or occupancy agreement.	-4-: Participants live in housing with landlord-tenant agreements and there are no time limits on housing tenure other than those defined under a standard lease or occupancy agreement.
Tenancy Rights and Responsibilities. Extent to which program participants have legal rights to the unit.	-4-: Participants have a written agreement and it contains no special provisions other than agreeing to meet with staff face-to-face regularly (weekly or biweekly).

Criterion	Community's Rating
<p>Reasonable Cost for Housing. Extent to which participants pay a reasonable amount of their income for housing costs and/or program has access to rent supplements or subsidized housing units.</p>	<p>-3-: Participants pay 31-45% or less of their income for housing costs and/or program has access to rent supplements or subsidized housing units but there is a waiting period.</p>
<p>Housing Support. Extent to which program offers services to help participants maintain housing, such as offering assistance with landlord relations and neighborhood orientation.</p>	<p>-3-: Program offers some ongoing housing support services but does not offer any property management services, assistance with rent payment, and co-signing of leases.</p>
<p>SERVICE PHILOSOPHY</p>	
<p>Service choice. Extent to which program participants choose the type, sequence, and intensity of services such as recovery, medical and other services.</p>	<p>-4-: Participants have the right to choose, modify, or refuse services and supports at any time, except regular face-to-face visit with staff.</p>
<p>Participant-Driven Program & Services. Extent to which the program and services are participant-driven.</p>	<p>-3-: Program offers some opportunities for input on their individual services, but no opportunities to input more generally on program services.</p>
<p>Contact with Participants. Extent to which program maintains regular contact with participants.</p>	<p>-3-: Program meets with participants at least once a month to ensure participants' safety and well-being.</p>
<p>Continuous Services. Extent to which program participants are not discharged from services even if they lose housing.</p>	<p>-3-: Participants continue to receive program services if they lose housing provided that they are still eligible to be rehoused.</p>
<p>Directly Offers or Brokers Services. Program directly offers or brokers support services to participants, such as recovery, medical and other services.</p>	<p>-3-: Program directly offers or brokers most, but not all, of these services directly and brokers remaining services.</p>
<p>Selection of Vulnerable Populations. Extent to which program focuses on chronic and/or episodically homeless individuals.</p>	<p>-2-: Program has some method to identify chronic and/or episodically homeless.</p>
<p>TEAM STRUCTURE/HUMAN RESOURCES</p>	
<p>Low Participant/Staff Ratio. Extent to which program consistently maintains a low participant/staff ratio.</p>	<p>-4-: 20 or fewer participants per 1 FTE staff.</p>

Community Advisory Board Membership

1. Name of the Community Advisory Board: Winnipeg Community Advisory Board

2. Number of members in your CAB: 17

Community Advisory Board Membership					
Last Name	First Name	TITLE ORGANIZATION	SECTOR(S)	Role on CAB	Include on Distribution List?
Redsky	Sharon	Manager, Wii Chiiwaakanak Learning Centre and Community Learning	- Aboriginal - Non-profit	Chair	Yes
Hall	Darlene	Executive Director, Aboriginal Health and Wellness	- Aboriginal - Non-profit	Co-chair	Yes
Bruce	Lucille	Aboriginal Consultant, Mental Health Commission	- Aboriginal - Non-profit	Member	Yes
Robertson	Michael	Managing Architect, MMP Architects	- Aboriginal - Private sector and business associations	Member	Yes
Meilleur	Don	Gov't of Canada-ESDC	- Other: Government	Ex-officio member	Yes
Soldevilla	Marjorie	Gov't of Canada-ESDC	- Other: Government	Ex-officio member	Yes
Watson	Shannon	Senior Policy Analyst, Manitoba Housing and Community Development	- Housing and social housing	Ex-officio member	Yes
Ferguson	Heather	Team Lead, Cross-Department Coordination Initiatives (CDCI), Province of Manitoba	- Healthcare, including mental health and addictions treatment	Ex-officio member	Yes
Yee	Winston	Manager, Housing Development, City of Winnipeg	- Housing and social housing	Ex-officio member	Yes
Knoedler	Fred	Instructor, Patel Vocational	- People with lived experience - Aboriginal - Other: Landlord	Member	Yes

Community Advisory Board Membership					
Last Name	First Name	TITLE ORGANIZATION	SECTOR(S)	Role on CAB	Include on Distribution List?
Rabb	Ian	General Manager, Winpark Dorchester Properties	- Healthcare, including mental health and addictions treatment - People with lived experience - Private sector and business associations - Other: Property management	Member	Yes
Maes Nino	Christina	Community Animator, Social Planning Council	- Non-profit	Member	Yes
Tremblay	Francis	Settlement Counsellor, Accueil Francophone	- Non-profit	Member	Yes
Christenson	Tammy	Executive Director, Ndinawemaaganag Endaawaad Inc.	- Aboriginal - Youth - Non-profit	Member	Yes
Mohammed	Nigel	Director, Assiniboine Credit Union	- Private sector and business associations	Member	Yes
Ambtman	Rudy	CAN Management Consulting	- Healthcare, including mental health and addictions treatment - Private sector and business associations	Member	Yes
Perras	Floyd	Executive Director, Siloam Mission	- Non-profit	Member	Yes

3. Given the requirement to allocate funding to the Housing First approach, which involves both housing and individual supports, are there any sectors or organizations the CAB needs to include and/or engage in the future to more fully represent your community? (for example, Provincial or Territorial representatives responsible for housing and/or mental health, landlord organizations, people with lived experience, police, corrections, health and health promotions (including the Health Authority), income supports, other funders, addictions treatment)

Yes

Please identify the sectors or organizations and describe how they will be engaged.

The CAB identified three potential sectors to engage in an ad hoc way, as the need to coordinate and share information arises. These include the Winnipeg Regional Health Authority, Corrections, and Jobs and the Economy (social assistance). Additionally, the CAB decided to include a member of the Winnipeg Poverty Reduction Council, who recently developed a Plan to End Homelessness in Winnipeg, as an ex-officio member. They will be invited to select a representative to join the Board.

Planning and Reporting

Your Planning Process

1. Stakeholder Engagement

- a. **Who and how did the CAB consult in your community as you prepared this Community Plan? Please include information about the approach you took and the extent of your consultations.**

A Task Force recently developed a Plan to End Homelessness in Winnipeg which included a number of community meetings to discuss the homeless serving system. A number of CAB members participated in these meetings. The CAB therefore decided to focus the community consultation on education and priority setting.

A full-day community forum was held on May 28, 2014 with invitations to community stakeholders. The day included education on HPS and Housing First. There were two panels, the first included representatives who were part of ICM/ACT teams for the At Home/Chez Soi project in Winnipeg. The second included speakers on complementary supports involved in a HF system: supportive housing, clinical services, housing procurement, and system coordination. At lunch, there was a presentation on peer involvement. Discussion tables addressed the priorities of the HPS Plan, resources and services available, and gaps in Winnipeg's homelessness service system. Discussions were recorded and provided to CAB/CE for decision-making. A report on these discussions will be publically available for community stakeholders. 87 people attended the community forum. This attendance included representatives from nine Aboriginal organizations, police, the library, health, Service Canada, three provincial departments, and 30 community-based organizations. A survey of community forum attendees was conducted and further feedback on specific priorities received from 49 respondents.

- b. **How is the CAB working with the Aboriginal sector and/or local Aboriginal CAB to identify and implement Aboriginal homelessness priorities?**

Winnipeg has one CAB for both Designated and Aboriginal funding. Half (6/12) of CAB members are part of, and work closely with, the Aboriginal community in Winnipeg. The education portion of the Community HPS Forum on May 28 included presentations from representatives of Aboriginal organizations in Winnipeg engaged in addressing homelessness. They spoke about what they have learned related to capacity building among Aboriginal

people and organizations and the inclusion of indigenous culture in Housing First programming. Generally, the panel spoke about the capacity that already exists within the Aboriginal community and supported additional opportunities to utilize this in addressing homelessness in Winnipeg. During the Community Forum, individuals who are part of the Aboriginal sector in Winnipeg were specifically invited to attend. Each table discussion on priorities included a question about how Aboriginal homelessness priorities are unique in their rating or implementation.

2. Other Related Strategies and Programs

- a. In this section, you will identify and describe the federal, provincial, territorial, or local strategies, programs (other than HPS) which fund activities in your community that you will access to support your Housing First and other homelessness effort.**

How many have you identified? 24

Name of federal, provincial or territorial or local strategies and programs	Focus of strategy or program
Homelessness Outreach Mentors - Links homeless individuals to housing, social, and health services	- Social integration
Project Breakaway - Case management for housing access and supports	- Social housing - Social integration
Ndinawe - Transition Program - 12 self contained suite residential supported independent living skills program for high risk or sexually exploited youth in care ages 16 - 17 at risk of homelessness.	- Social housing
Ndinawe - Safe Home - A 24 hour, 16 bed Level IV residential safe shelter for children and youth who are at risk of being on the street, runaways, or are living on the street.	- Social housing
Mainstay Residence - Transitional housing that provides post shelter and addictions treatment.	- Social housing - Addictions
Salvation Army Booth Centre - Transitional housing	- Social housing

Name of federal, provincial or territorial or local strategies and programs	Focus of strategy or program
Red Road Lodge - Long-term residence with supports that serves hard to house, at risk individuals. RRL also offers opportunities for individuals to get involved in community activities and in-house	<ul style="list-style-type: none"> - Social housing - Social integration
Emergency Homeless Shelters – operational funding for three emergency shelters.	<ul style="list-style-type: none"> - Social housing
Winnipeg Rental Network – provides a web-based Housing Registry, Building Directory, and tenant and landlord resources to provide access to affordable housing and provides eviction prevention support to landlords and tenants	<ul style="list-style-type: none"> - Social housing
Social Housing Rental Program – Units provided to tenants leaving homelessness. Priority unit access is provided to Manitoba Housing direct managed units for individuals experiencing homelessness.	<ul style="list-style-type: none"> - Social housing
Community Wellness Initiative – individual and group supports provided in social housing buildings to support successful tenancies.	<ul style="list-style-type: none"> - Social housing
Portable Housing Benefit Program – provides a rent supplement of up to \$200/month and supports for individuals with diagnosed mental health issues who are homeless or unstably housed and their housing situation is interfering with recovery.	<ul style="list-style-type: none"> - Rent supplements - Mental health
Community Housing with Supports - Uses a Housing First approach to find permanent scattered site housing and provide supports based on an integrated case management model.	<ul style="list-style-type: none"> - Social housing - Social integration
Manitoba Housing, Housing Delivery - proposal development and capital funding for new affordable and social housing with a targeted focus on units for vulnerable populations.	<ul style="list-style-type: none"> - Rent supplements

Name of federal, provincial or territorial or local strategies and programs	Focus of strategy or program
210 Recovery Inc. - abstinent based accommodations in clean, safe and structured environments for men & women in recovery from drug and/or alcohol addiction	- Addictions
Madison Lodge Supportive Housing – permanent supportive housing for 85 individuals who have been homeless. Support workers and volunteers build community and organize activities for residents	- Social housing
Child and Family Social Development Projects – Federal funding available for organizations who improve the lives of family and children through social development.	- Social integration
Housing for the Chronically Homeless (The Bell) – Permanent Supportive housing (24 hour supports) for chronically homeless individuals in a housing first approach	<ul style="list-style-type: none"> - Social housing - Rent supplements - Addictions - Social integration
REST – Manitoba Housing provides 13 social housing units for interim housing for homeless youth with support from RaY, a youth serving organization.	<ul style="list-style-type: none"> - Social housing - Social integration
Housing First supports and building services for chronically homeless individuals (previously At Home/Chez Soi) – Continued Housing First supports and housing access for participants of the previous At Home/Chez Soi research demonstration project.	<ul style="list-style-type: none"> - Rent supplements - Assertive Community Treatment (ACT) team
Kihiw Iskewock (Eagle Women) Lodge – rent supplements of 12 units to provide Aboriginal women exiting correctional facilities with long-term, safe transitional housing	<ul style="list-style-type: none"> - Social housing - Rent supplements - Mental health - Addictions - Income supports - Education - Social integration
Health Outreach and Community Support (HOCS) Clinical consultation and service coordination for homeless agencies.	- Healthcare

Name of federal, provincial or territorial or local strategies and programs	Focus of strategy or program
Mental Health Supportive Housing - Supportive housing for individuals with higher mental health needs (Eden and Sara Riel)	<ul style="list-style-type: none"> - Rent supplements - Mental health
Macdonald Youth Services Youth Resource Centre- provides access to 8 short-term emergency shelter beds for youth ages 12–17 on a first come basis as well as walk-in, call-in, and crisis support services for youth on a 24 hour, 7 day/week basis.	<ul style="list-style-type: none"> - Social housing - Mental health - Addictions - Social integration

b. Does your Province or Territory have a plan or strategic direction to address homelessness, poverty, housing, or another related issue?

Yes

How does your HPS Community Plan complement Provincial or Territorial direction in this area?

Partially aligns

Please explain.

ALL Aboard, Manitoba's poverty reduction and social inclusion strategy, formalizes and builds upon poverty reduction efforts underway in the province. The strategy provides a framework and vision to move forward, coordinating and strengthening poverty reduction and social inclusion work across the provincial government. The ALL Aboard strategy includes the following seven priority areas from 2012-2016:

- Building Blocks for Employment;
- Targeting Supports for Those Most in Need (including individuals experiencing homelessness);
- Food Security;
- Housing;
- Closing the Gap for Aboriginal Manitobans;
- Creating Opportunities for Youth; and
- Providing Early Childhood Development and Parenting Supports.

This strategy partially aligns with the HPS community plan by:

- sustaining existing social housing stock as well as increasing supply of affordable and rent-g geared-to-income housing, including expanded housing options for individuals who are homeless
- targeting supports, including improving housing access for individuals with mental illness and supporting the recovery model and psycho-social rehabilitation principles by promoting integration and independence
- raising incomes to access housing, including market housing, through Rent Assist subsidies to individuals and families who are receiving EIA or who have a low income.

c. The Housing First approach requires access to a range of client supports. How will you engage (or how are you engaging) provincial or territorial programs to facilitate access to provincial/territorial services for Housing First clients?

Two Provincial representatives, one from Housing and Community Development and one from Manitoba Cross-Departmental Coordination Initiative, sit on the Community Advisory Board (CAB) as ex-officio members. They are able to provide information about available programs and services to the CAB, CE, and Agencies funded by HPS. At the same time, they bring information about identified programming/service needs of Housing First clients to their respective organizations.

There have been discussions with the Province about Housing First program needs, including rent supplements which have temporarily been extended for individuals who received support through the At Home/Chez Soi project and are available to a limited number of individuals through existing programs. New Housing First proponents could be supported by the CAB/CE when negotiating with the Province to access rent supplements, social housing units, and clinical supports.

3. Community Contribution

As part of the eligibility for HPS Designated Community funding, each community must be able to demonstrate that it has mobilized funding partners to contribute to its homelessness efforts.

- **Your community must show that it can identify \$1 contributing to your homelessness efforts from other sources for every dollar in your Designated Community allocation.**
 - **The community contribution can include funding from any partner other than HPS such as: governments (Federal, Provincial/Territorial or Municipal/Regional); public institutions, such as hospitals, schools or universities; aboriginal organizations; private sector organizations; and not-for-profit/charitable sector organizations, such as foundations or the United Way.**
 - **If an organization is contributing (financial or in-kind) to more than one activity, you may combine all the amounts received and enter the information once.**
- **The Community Entity (CE) will be required to report annually on the actual amount received.**

You will be asked to provide this information during the annual update. At this time, we need information about your community contribution for 2014-2015.

- a. **How many funders have you identified? 4**

Name of Funder	Type of Funder	Contact Information		Financial Contribution (dollars)	Non-Financial Contribution (Estimate in Dollars)	Total Contribution (Dollars)
		Contact Person	(E-mail or Phone Number)			
Province of Manitoba	Province/Territory	Shannon Watson	Shannon.Watson@gov.mb.ca	9,000,000	0	9,000,000
United Way of Winnipeg	Not for profit/Charity	Linda Godin-Sorin	llgodinsorin@unitedwaywinnipeg.mb.ca	450,000	0	450,000
Downtown BIZ	Other: business improvement zone	Jason Syvixay	204-958-4640	200,000	0	200,000
City of Winnipeg	Municipality	Terry Allard	tallard@winnipeg.ca	150,000	0	150,000
Total Community Contribution (dollars)						\$9,800,000
HPS Designated Communities Funding Stream allocation (dollars)						\$3,552,344

Reporting

The Community Advisory Board is expected to report to its funder (Employment and Social Development Canada), its stakeholders and the broader community on what it is doing and the progress the community is making in reducing homelessness.

The HPS was renewed with a commitment to using a Housing First approach and demonstrate reductions in homelessness. The collection of data and results will be critical to this change. As part of your community planning process, you will set priorities and select activities. Projects should lead to results that contribute to reductions in homelessness. The HPS has identified specific results that it will be collecting through Results Reporting, but the CAB and CE should also be working together to identify other results they would like to gather.

Your Priorities

Priorities	The percentage of your HPS Designated Community (DC) and Aboriginal Homelessness (AH) allocations that will be invested in this priority in:					Activities Selected	Targets for 2014-2015 Where a target is set at 0 it could be because: (1) The community will not be implementing the activities in 2014-2015. (2) The activities will lead to outcomes different from the ones identified in the targets.
	2014	2015	2016	2017	2018		
	2015	2016	2017	2018	2019		
To reduce homelessness through a Housing First (HF) approach*	25% DC	65 % DC	65 % DC	65 % DC	65 % DC	% of HF Funds by activity selected (Related to 2014-2015 only) <ul style="list-style-type: none"> • 5%: HF Readiness † • 20%: Client Intake & Assessment § • 20%: Connecting to and Maintaining Permanent Housing ** • 50%: Accessing Services through case management †† • 5%: Data, Tracking & Monitoring †† 	<ul style="list-style-type: none"> • Number of individuals that will be placed in housing through an HF intervention: 50 • Percentage of HF clients who will remain housed at six months: 80% • Percentage of HF clients who will remain housed at twelve months: 80% • Number of days for HF clients to move into permanent housing after intake:

Priorities	The percentage of your HPS Designated Community (DC) and Aboriginal Homelessness (AH) allocations that will be invested in this priority in:					Activities Selected	Targets for 2014-2015 Where a target is set at 0 it could be because: (1) The community will not be implementing the activities in 2014-2015. (2) The activities will lead to outcomes different from the ones identified in the targets.
	2014	2015	2016	2017	2018		
	2015	2016	2017	2018	2019		
							90 <ul style="list-style-type: none"> ● Percentage of HF clients who will be rehoused: 30% ● Percentage of HF clients who will return to homelessness: 15% ● Percentage of HF clients who will successfully exit the program to a positive housing situation: 10%

Priorities	The percentage of your HPS Designated Community (DC) and Aboriginal Homelessness (AH) allocations that will be invested in this priority in:					Activities Selected	Targets for 2014-2015 Where a target is set at 0 it could be because: (1) The community will not be implementing the activities in 2014-2015. (2) The activities will lead to outcomes different from the ones identified in the targets.
	2014	2015	2016	2017	2018		
	2015	2016	2017	2018	2019		
To improve the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services †	75% DC	19% DC	19% DC	19% DC	19% DC	Connecting clients to income supports	400 people will increase their income or income stability.
	75% AH	33% AH	33% AH	33% AH	33% AH	Pre-employment support and bridging to the labour market	250 people will increase their employment stability or will start part-time or full-time employment. 150 people will start a job training program.
						Connecting clients to education and supporting success	90 people will start part-time or full-time education.
						Housing loss prevention (only for individuals and families at imminent risk of homelessness)	90 people will remain housed at three months after receiving a housing loss prevention intervention.

Priorities	The percentage of your HPS Designated Community (DC) and Aboriginal Homelessness (AH) allocations that will be invested in this priority in:					Activities Selected	Targets for 2014-2015 Where a target is set at 0 it could be because: (1) The community will not be implementing the activities in 2014-2015. (2) The activities will lead to outcomes different from the ones identified in the targets.
	2014	2015	2016	2017	2018		
	2015	2016	2017	2018	2019		
To preserve or increase the capacity of facilities used to address the needs of people who are homeless or at imminent risk of homelessness.	0 % DC	12 % DC	12 % DC	12 % DC	12 % DC	Transitional housing facilities	0 new transitional housing units will be added to a new or existing housing unit.
	0% AH	23% AH	23% AH	23% AH	23% AH	Supportive housing facilities	0 new permanent support housing units will be added to a new or existing housing unit.
						Emergency shelter facilities	0 new emergency shelter beds will be added to an existing emergency shelter.
						Non-residential facilities	The HPS has not asked for targets related to this activity.
To ensure coordination of resources and leveraging	0% DC	2% DC	2% DC	2% DC	2% DC	- Determining a model in support of a broader systematic approach to addressing homelessness - Identifying, integrating and improving services (including staff training on activities and functions in support of a systems	The HPS has not asked for targets related to these activities.
	0% AH	2% AH	2% AH	2% AH	2% AH		

Priorities	The percentage of your HPS Designated Community (DC) and Aboriginal Homelessness (AH) allocations that will be invested in this priority in:					Activities Selected	Targets for 2014-2015 Where a target is set at 0 it could be because: (1) The community will not be implementing the activities in 2014-2015. (2) The activities will lead to outcomes different from the ones identified in the targets.
	2014	2015	2016	2017	2018		
	2015	2016	2017	2018	2019		
						<ul style="list-style-type: none"> approach to homelessness) <ul style="list-style-type: none"> - Partnership and development in support of systems approach to homelessness - Working with the housing sector to identify opportunities for and barriers to permanent housing (e.g. establishing landlord relationships, mapping of current available assets) in support of a broader systematic approach to addressing homelessness - Consultation, coordination, planning, and assessment (e.g. community planning) 	
To improve data collection and use	0% DC	2% DC	2% DC	2% DC	2% DC	<ul style="list-style-type: none"> - Identifying the size and make-up of the entire homeless population - Tracking non-Housing First clients - Point-in-time counts - Community indicators (beyond the requirements for HPS) 	The HPS has not asked for targets related to these activities.

Priorities	The percentage of your HPS Designated Community (DC) and Aboriginal Homelessness (AH) allocations that will be invested in this priority in:					Activities Selected	Targets for 2014-2015 Where a target is set at 0 it could be because: (1) The community will not be implementing the activities in 2014-2015. (2) The activities will lead to outcomes different from the ones identified in the targets.
	2014	2015	2016	2017	2018		
	2015	2016	2017	2018	2019		
						- Information collection and sharing (including implementing and using HIFIS)	

Notes:

* **The Housing First model includes both housing and access to supports primarily for chronically and episodically homeless individuals. The services provided are offered through an integrated approach and are interdependent. Generally, the approach will be to ensure that Housing First clients have access to all the existing services required.**

‡ **Housing First readiness activities include:**

- **Determining the Housing First model (e.g. consultation, coordination, planning, and assessment)**
- **Identifying, integrating and improving services (including staff training on Housing First activities and functions)**
- **Partnership development in support of a Housing First approach**
- **Working with the housing sector to identify opportunities for and barriers to permanent housing (e.g. establishing landlord relationships, mapping of current available assets)**

§ **Client intake and assessment activities include:**

- **Coordinated intake management (where feasible)**

- **Client identification, intake and assessment, focusing on the chronically and episodically homeless populations.**

**** Connecting to and maintaining permanent housing require communities to establish housing teams that implement the following activities:**

- **Facilitate access to housing, which could include providing emergency housing funding to bridge clients to provincial/territorial system**
- **Set-up apartments (insurance, damage deposit, first and last months' rent, basic groceries and supplies at move-in, etc.)**
- **Furnish apartments for HF clients (furniture, dishes, etc.)**
- **Repair damages caused by HF clients**
- **Provide Landlord-tenant services**
- **Re-housing (if required)**

†† Accessing services through case management include the following activities:

- **Coordination of a case management team**
- **Peer Support**
- **Working with clients to set goals**
- **Identifying a strategy for reaching the goals**
- **Connecting clients to services needed to reach the client's goal**
- **Monitoring progress**
- **Support services to improve the self-sufficiency of chronically and episodically homeless individuals and families in the Housing First program through individualized services, including: connecting clients to income supports; pre-employment support, and bridging to the labour market; life skills development (e.g. budgeting, cooking); supports to improve clients' social integration; and culturally relevant responses to help Aboriginal clients; and connecting clients to education and supporting success**

**** Data, tracking, and monitoring activities include:**

- **Identifying the size and make-up of the chronically and episodically homeless population by**

accessing shelter data

- **Tracking HF Clients**

† **These services are offered primarily to individuals who are homeless or imminently at risk that are not part of the Housing First program.**

Results

With renewal, the HPS is increasing the focus on achieving results. All projects are expected to contribute to reducing or preventing homelessness and CABs and CEs should be working together to determine how they will measure project success. The HPS has identified a number of indicators it will be using to measure the success of the HPS at reducing and preventing homelessness.

How will you make sure that project are tracking the results you need?

The CE will be hiring a position dedicated to work with both project proponents and project officers in establishing, coordinating and monitoring results reporting. There is currently a dual monitoring system in place that measures goals and objectives in addition to tracking financials. The current system will be updated according to the new Federal Results Reporting system and CE will both participate in and provide training to proponents for the online reporting. Reporting will be included in the sub-project agreements, with clear requirements to be agreed upon prior to starting new projects.

Description of your Priorities

Housing First (HF) Priority

Rationale

Why is this a priority for your community? If the priority was identified in another related plan or planning process, please identify it.

Winnipeg has experience utilizing a Housing First (HF) approach and it has shown to be an effective intervention. The At Home/Chez Soi project utilized existing capacity in the Aboriginal community and built a body of knowledge about how to effectively implement HF in Winnipeg. There is political buy-in from all three levels of government, a framework for action established under HPS, service delivery expertise, and strong corporate support and interest of non-profits.

Community stakeholders have made a rights-based argument for HF and agree with the business case. Service system costs are lowered when safe and affordable housing is accessed for individuals and families experiencing chronic and episodic homelessness and they are appropriately supported within that housing. Organizations in Winnipeg who have experience delivering HF have found the model encourages organizations and their staff to meet people where they are at, utilize a trauma-informed approach, and focus their efforts on making 'systems' and services work for people rather than trying to fix people to fit into a system.

Winnipeg is prepared to explore effective HF approaches with a focus on those who are chronically and episodically homeless within the Aboriginal population, youth population and newcomer population, recognizing that each will require unique innovations. Winnipeg has several Housing First programs and will need to enhance services to offer a coordinated system.

What other resources can you leverage to contribute to your HF efforts?

- **HF Readiness**

In 2012, The Winnipeg Poverty Reduction Council set-up a task force to develop a plan to end homelessness in Winnipeg. They completed and launched the plan in May, 2014. The planning process included community consultation and assessment, and agreement from the task force on the Housing First model be developed. Due to the limited housing stock and continuum of housing options available in Winnipeg, it was agreed that this should explore both scattered-site approaches and congregate housing. The Winnipeg Rental Network includes a

diversity of housing support workers who build relationships with, educate, and identify opportunities with landlords in Winnipeg.

The At Home/Chez Soi project has also established a community of individuals and organizations who can provide staff training and information about Housing First implementation. There is, however, no existing body in Winnipeg who regularly supports partnership development related to Housing First services and supports. Agencies who attended the Community Forum noted that there is a need for coordination of supports for those experiencing homelessness. While there a range of stakeholders with their own plans to address homelessness, these are not being effectively coordinated. It was also suggested that government systems that serve individuals who are homeless need an effective means for coordinating.

- **Client Intake & Assessment**

No resources at present. The intake form used by the At Home/Chez Soi project in addition to intake forms currently utilized by community organizations can be a useful starting point however these will need to be adapted for a system. The CE has determined that it will fund the development of an intake and assessment tool to be used by Housing First proponents.

- **Connecting to and Maintaining Permanent Housing**

The following organizations can provide support to these teams in setting-up and fixing apartments: Oyate Tipi Cumini Yape operates a furniture collection/distribution service for women Centre Flavie-Laurent Inc. provides furniture, clothing and household items for individuals who are homeless or at risk of homelessness Manitoba Green Retrofit is a social enterprise who worked with the At Home/Chez Soi project teams to repair damages to apartments and currently hosts a "Bug and Scrub" program which supports individuals to prepare their units for bed bug spraying or heat treat contents on move in.

While there is a diversity of organizations that currently provide information about rental properties and act as advocates for those at risk of homelessness/experiencing homelessness, it has been suggested that a central housing procurement body would be an asset to implementing Housing First. Additionally, organizations are skilled at accessing a range of free/low-cost supplies to set up apartments however there is very limited access to damage deposits (only provided once in a life time through EIA) and funding to repair damages to prevent eviction or maintain good landlord relationships.

- **Accessing Services**

The following organizations have teams who facilitate access to housing and provide ongoing housing supports for participants who have been homeless in Winnipeg with a Housing First approach:

- Main Street Project provides housing support and an ICM team through Project Breakaway in addition to a supportive housing project,
- The Bell Hotel Community Housing with Supports through the Canadian Mental Health Association connects individuals to housing and provides ICM services,
- Resource Assistance for Youth operates the REST program which connects youth to transitional social housing and provides ICM services. They also connect youth to private market housing, including rooming houses
- Mount Carmel Clinic hosts an ACT team who work with individuals with mental illness or other barriers to permanent housing
- Ma Mawi Wi Chi Itata Centre's We Chi Win program includes an ICM team
- Aboriginal Health and Wellness has the Ni Apin program which is a "made in Winnipeg" housing first model of housing supports for Aboriginal participants

It was suggested that HPS Housing First funding would be most effectively utilized if it is provided in a long-term way to organizations with a track record, as setting up Housing First takes time and capacity. It is also a relatively expensive approach given the need for low case-loads, and spreading the funding too thin will make services less effective.

- **Data, Tracking & Monitoring**

Most organizations in Winnipeg who work with individuals who are experiencing homelessness utilize HIFIS. There is a need to make this an effective tool to track the information required by HPS for the Housing First teams. Community organizations would like support to coordinate data, tracking and monitoring so their reporting measurements are cost-effective and simple. There is also a need in Winnipeg to better assess the need for various types of services, including HF programming.

Description of the Housing First (HF) Approach

Please describe your Housing First approach, identify what percentage of your allocation will be used towards furnishing and repairing housing for HF purposes and provide a timeline for HF implementation.

The CAB/CE has proposed developing a strategic plan for their work implementing Housing First at a future time given the need to gather community input and develop effective partnerships to do this effectively. A more detailed timeline with all of the tasks required to implement HF will be developed through this process. Generally, there was no suggestion at the Community Forum that additional resources are required for furnishing housing given the number of charitable organizations currently providing this service. Housing First teams in Winnipeg have suggested that about \$1000/participant is required to repair

housing, for a total of \$50,000. The general timeline for HF implementation is:
June-September 2014: Launch solicitation of proposals, review, and sign agreements for Intake and Assessment Launch solicitation of proposals, review, and sign agreements for Housing First Pilot Projects Finalize monitoring plans for sub-projects
September-November 2014: Launch solicitation of proposals, review, and sign agreements for Housing First projects to start April 1, 2015
January 2015: Sign agreements with sub-agreement holders

Target Group(s)

Please describe in more detail the group(s) this priority will address.

- Chronically homeless individuals
- Episodically homeless individuals

Individualized Services priorities

Rationale

Why is this a priority for your community? If the priority was identified in another related plan or planning process, please identify it.

There are insufficient resources in Winnipeg to provide Housing First services to everyone who is experiencing chronic and episodic homelessness in Winnipeg. Additionally, it has also been demonstrated through the At Home/Chez Soi project that Housing First does not service all needs or everyone in need. Support services for individuals are therefore required and HPS funding has been utilized in Winnipeg to do this with positive results. Models most successfully applied in Winnipeg include resource or drop-in centre approaches. These programs meet people where they are at, often first provide for urgent or basic needs, and build the initial trust required for individuals to even consider participating in HF or other programs which will improve their self-sufficiency or end their homelessness. These centres are also the places people turn to if they are at imminent risk of losing their housing. Without this preventative piece in Winnipeg's service system, many more individuals would end up in emergency shelter or other urgent situations. In addition to these resource connection supports, for Aboriginal organizations, cultural supports and connections are fundamental to healing.

Target Group(s) within the homeless and at imminent risk of homelessness populations

Please describe in more detail the group(s) this priority will address.

- Chronically and episodically homeless individuals
- Youth
- Aboriginal people

Facilities priorities

Rationale

Why is this a priority for your community? If the priority was identified in another related plan or planning process, please identify it.

The space where people spend the night, in emergency shelter, needs to be healthy and safe and provide a sense of dignity. At the Community Forum stakeholders raised concerns that the existing emergency space is currently not healthy particularly at Main Street Project and Salvation Army. People are unable to access health services in shelter, for example, foot care because health care staff feel it is risky – this means it is also risky for people experiencing homelessness. In addition to these emergency shelter needs, Community Forum participants identified a gap in service for people experiencing absolute homelessness during the day. There is no drop-in space, while there is an industry of security staff required to move people who are homeless around until it is time to return to shelter. This is an ineffective use of resources and makes daily survival for those who are homeless exhausting. The other facilities that are providing housing for those who have been chronically homeless in Winnipeg, namely rooming housing and single room occupancy hotels, could be transformed into supportive or transitional housing with minimal investment. These investments could be most effectively utilized to develop supportive and transitional housing facilities that recognize and allow for extended family/communal living. This is significant within the Aboriginal culture though would also be a valuable option for non-Aboriginal people.

Target Group(s) within the homeless and at imminent risk of homelessness populations

Please describe in more detail the group(s) this priority will address.

- Chronically and episodically homeless individuals
- Youth
- Aboriginal people

Coordination of Resources and Leveraging Priority

Rationale

Why is this a priority for your community? If the priority was identified in another related plan or planning process, please identify it.

Community-based agencies in Winnipeg value coordination and partnership, though these are often situational or under-resourced. They therefore lose momentum or end if a particular person leaves a position. A formalized partnership with resources to facilitate it would improve the service system. The CE and CAB have identified the need for a strategic plan to both implement housing first and better coordinate its own work on reducing homelessness in Winnipeg.

Data Collection and Use Priority

Rationale

Why is this a priority for your community? If the priority was identified in another related plan or planning process, please identify it.

Winnipeg has limited data on the extent of homelessness in Winnipeg and how it has changed over time. Agencies have agreed that a point-in-time count would be a useful resource in identifying progress over time, and have suggested a community collaboration toward completing this. This would maximise the use of existing resources and strengthen partnerships. Additionally, the majority of services who support individuals who are homeless utilize HIFIS. This system needs improvement and funding, which could be achieved through a user committee to guide these changes and coordinate data. Data collection needs to be improved without increasing administrative time or resource requirements. Data ownership and access concerns are of importance for everyone, and require true partnership with Aboriginal organizations. The movement to and from reserve and rural communities is unique to Winnipeg's Aboriginal population and we have limited information on it. Eagle Urban Transition Centre has been gathering some of this information which can better inform interventions.