Citizen Delegations

(23RD)

Request for Recommendation
Priorities Committee

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Type of Decision									
Meeting	January 23, 2009				Report Date	January 9, 2008			
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title

Final Report from the Community Solutions Team on Homelessness Initiatives

Budget Impact / Policy Implication	
X	This report has been reviewed by the Finance Division and the funding source has been identified.

There are no budget impacts.

Recommendation

WHEREAS the Community Solutions Team on Homelessness Initiatives has developed an action plan to guide the Community Development Department in strengthening the Housing First Strategy; and

WHEREAS the work of the Community Solutions Team on Homelessness Initiatives has been finalized;

THEREFORE be it resolved that Community Solutions Team final report *Housing First Strategy, Building on the Foundation Towards System Integration* be received; and,

That the Community Solutions Team on Homelessness Initiatives be dissolved.

X	Background Attached

	Recommendation Continued

Recommended by the Department

Catherine Matheson
Community Development

Recommended by the C.A.O.

Mark Mieto
Chief Administrative Officer

Report Prepared By	Division Review
Vivienne Martin Manager of Employment Support Services	Luisa Valle Director of Social Services

Background

On June 14, 2006, the Council of the City of Greater Sudbury passed a resolution that the Community Solutions Team on Homelessness Initiatives be reactivated to develop a realigned community plan for outreach services for emergency shelters and homelessness initiatives.

The following are the members of the Community Solutions Team on Homelessness Initiatives:

Janet Gasparini (Co-chair), Councillor, Ward 11;
Vicki Smith (Co-chair), Business;
Nancy Dubé, Chair of the Community Advisory Committee for Homelessness Initiatives;
Penny Earley, Professor, Social Services
Terry Fortin, Community Economist;
Margaret Borley, Member of the Community Advisory Committee for Homelessness Initiatives, United Way/Centraide Board of Directors;

Support to the Community Solutions Team on Homelessness Initiatives has been provided by staff of the Social Planning Council, the United Way/Centraide and the City of Greater Sudbury.

During the past 18 months, the Community Solutions Team on Homelessness Initiatives, working with staff from the Community Development Department assisted in the transformation of the delivery of Outreach and Support Services for Homelessness to that of the Housing First Strategy.

The development of the Homelessness Network, lead by Centre de Sante, and consisting of the following eight community agencies: the Corner Clinic, Canadian Red Cross - Sudbury Branch, Canadian Mental Health Association, Elizabeth Fry Society, John Howard Society, L'association des jeaunes de la rue, N'Swakamok Native Friendship Centre and the Sudbury Action Centre for youth has ensured that the delivery of service is modeled with the Housing First Strategy.

Action Plan

The components for strengthening the Housing First Strategy are outlined in the recommendations within the Community Solutions Team on Homelessness Initiatives Final Report.

The Housing First System requires a planning and advisory body which is able to support and facilitate the goals of the Housing First Strategy. Therefore, the first step is the development of an Alliance to oversee the co-ordination of community outreach services and advocate for the gaps in the social safety net that need to be addressed. The Alliance should include staff representing various Ministries within the Provincial, Federal and Municipal governments, community leaders and housing developers. The Alliance needs to link with the builders, funders and planners to ensure that affordable housing options are developed. The Alliance will also review specific measurable outcomes which will be reported on annually to ensure that progress toward ending homelessness continues.

Recommendation #1

That the Mayor convene an Alliance of decision makers who, within the values of the Housing First system, will champion the work of alleviating homelessness with a vision of ending it in the City of Greater Sudbury by:

- Advocating for the development of permanent affordable housing
- Influencing the service delivery system; promoting system integration
- Reducing barriers to mainstream services, i.e. re-alignment of policies, bylaw, etc.
- Advocating to Federal/Provincial Governments for adequate funding for income support programs, shelters and permanent affordable housing

The second component speaks to the service delivery system. System integration is the highest level of achievement necessary to transform the current service delivery system for people who are homeless or at risk of experiencing homelessness to the Housing First System.

The City of Greater Sudbury has taken great strides in effecting the change of service delivery, but further work is needed. The document entitled *Housing First Strategy, Building on the Foundation Towards System Integration* is a blue print for the next phase of action that is required to ensure that the momentum continues.

Recommendation #2

That the Council for the City of Greater Sudbury direct staff from the Social Service Division to action the community development steps outlined in the *Housing First Strategy, Building on the Foundation Towards System Integration* document.

The final component revolves around creating a common tool that supports agencies in collecting, measuring, and reporting of data. An annual reporting system is needed to measure the success the City of Greater Sudbury is achieving as it implements the Housing First strategy. Part of the data collection system in the City of Greater Sudbury includes the Homeless Individual and Families Information System (HIFIS) and is currently being used by emergency shelter and the Homelessness Network, this software can be supported in other agencies who are part of the service delivery system.

Recommendation #3

That an annual report card be developed to measure how well the implementation of system integration in the City of Greater Sudbury for people who are homeless or at risk of becoming homeless be developed and shared.

Recommendation #4

As a requirement for any agency receiving funding from the City of Greater Sudbury for the delivery of services or programming for people who are homeless or at risk of becoming homeless that the agency be required to utilize the Homeless Individual and Families Information System (HIFIS) as their data collection system.

Summary

It is recommended that the action plan developed by the Community Solutions Team on Homelessness Initiatives be implemented by the staff of the Community Development Department which includes the above recommendations.

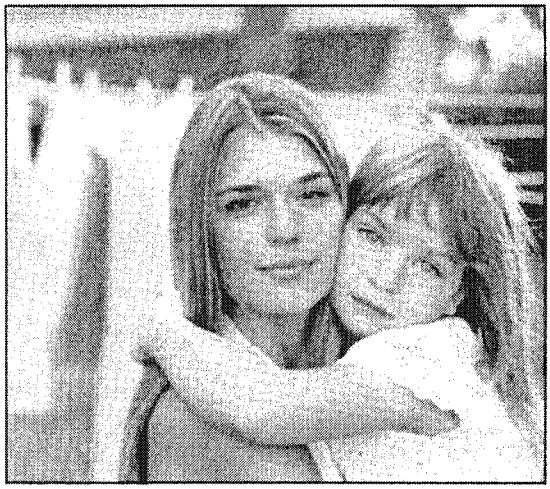
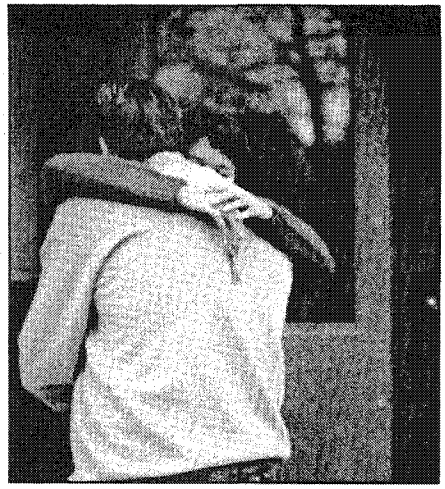
It is also recommended that the Community Solutions Team on Homelessness Initiatives dissolve as the work has been finalized.

Attached to this report is the Housing First Strategy Building on the Foundation Towards System Integration, Final Report of the Community Solutions Team on Homelessness Initiatives.

Housing First Strategy

Building on the Foundation

Towards System Integration

Final Report of the Community Solutions Team on Homelessness Initiatives

January 2008

TABLE OF CONTENTS

	Page
Introduction to Housing First	1
The Housing First Strategy	1
The Housing First System	2
Key Components	4
System Integration	5
Integration Index	8
Implementation	10
Guiding Principles	11
Next Steps	12
Recommendations	13
Community Solutions Team Terms of Reference	14

INTRODUCTION TO HOUSING FIRST

This document describes the Housing First Strategy, a direction taken by the City of Greater Sudbury as recommended by the Community Solutions Team on Homelessness Initiatives in order to end homelessness in Greater Sudbury. Further, it describes the implementation of the Housing First System which requires involvement of all levels of government, related health and social service agencies, community leaders and representatives of the business community.

There is a momentum in communities, across the province and throughout the world, which has been created through the work of a Housing First approach to homelessness. We have the opportunity to build on that momentum. The Housing First Alliance (described on page 4) will lead the Housing First approach in the City of Greater Sudbury.

THE HOUSING FIRST STRATEGY

Housing First is an approach to ending homelessness that centers on providing people who are homeless with housing as a first step and then providing support services as needed. What differentiates a Housing First approach from traditional emergency shelter or transitional housing approaches is that it is "housing-based," with an immediate and primary focus on helping individuals and families quickly access and sustain permanent housing. The "housing first" approach is premised on the belief that people who are homeless or at-risk are more responsive to interventions and social services support *after they are in their own housing,* rather than while living in temporary or transitional housing programs. This approach has the benefit of being consistent with what most people experiencing homelessness want and seek help to achieve.

THE HOUSING FIRST SYSTEM

The Housing First Strategy strives to achieve the following goals:

- Assist households at risk of homelessness to retain housing
- Assist households experiencing homelessness to obtain and keep long-term housing
- Connect households that are homeless or at risk of homelessness with easy access to the system of community and government provided services

Implementing a Housing First Strategy and thus building a Housing First System will involve a broad group of agencies that provide various levels of service to vulnerable citizens in our community. Key to their success is an adequate affordable housing stock.

The Housing First System must include:

1. Crisis Intervention and short-term stabilization

- Helping individuals and families retain permanent housing and/or access emergency shelter services and/or short-term transitional housing and addressing crisis needs
- Screening/intake/needs assessment: results in an action plan including short and long-term goals and objectives with concrete action steps. Occurs immediately or very soon after stabilization through emergency services made available regardless of which agency the individual/family has approached e.g. Ontario Works, the Mission, a soup kitchen, an emergency department, Detox Centre, Children's Aid etc.

2. Housing

- The worker completing the assessment or a worker who is already familiar with the individual/ family assists the person or family who is homeless to find secure permanent, affordable and decent housing in a safe neighborhood

3. Case Management

- The worker assigned to the person or family identified as homeless or at risk becomes the case manager (preferably the first contact) and works with the individual/family to identify needs and ensure a source of income through employment and public benefits
- The case manager continues the working relationship until the individual/family can manage without help

4. Wrap Around Services

- The case manager identifies any and all help and services needed by an individual or family and works with other agencies to develop one plan of action
- The length and intensity of support required is identified in the action plan

Homelessness or the risk of homelessness can be a one-time or long-standing problem. In some situations, securing permanent housing and/or a source of income is the only help required; for persons with complex challenges and life issues, daily contact and help will be necessary.

Core Values Drive the Housing First System include:

- Client-centeredness
- Prevention
- Belief in recovery
- Flexibility
- Accessibility (i.e., making any door the right door)
- Integration
- Cultural Appropriateness
- Long Term Supports provided when needed

KEY COMPONENTS

The Housing First system, to be successful, will rely on three key components to play a role in its development and implementation. They include the Housing First Alliance, the Homelessness Network, and related community partners.

The Housing First Alliance

The Housing First system requires a planning and advisory body which is able to support and facilitate the goals of the Housing First Strategy. In Greater Sudbury this group of decision makers, within the values of the Housing First system, will champion the work of alleviating homelessness with an eventual goal of ending it in the City of Greater Sudbury by:

- Advocating for the development of permanent affordable housing
- Influencing the service delivery system; promoting system integration;
- Reducing barriers to mainstream services, i.e., re-alignment of policies, by-laws, etc; and
- Advocating to Federal/Provincial Governments for adequate funding for income support programs, shelters and permanent affordable housing.

The Alliance will include senior level administrators from pertinent federal, provincial and municipal governments and ministries as will as community leaders and housing developers.

The Homelessness Network, Reseau des sans-abri, En dass gwa uk Maan we nod me geh win (hereafter called The Network)

The Network, an association of agencies providing homelessness services, is currently funded by the City of Greater Sudbury. It is led by the Centre de Santé Communautaire de Sudbury, and is comprised of eight community agencies that provide various services. These agencies include: the Corner Clinic, Canadian Red Cross - Sudbury Branch, Canadian Mental Health Association, Elizabeth Fry Society, John Howard Society, L'association des jeunes de la rue, N'Swakamok Native Friendship Centre, and Sudbury Action Centre for Youth. The network is designed to co-ordinate and administer prevention strategies and assist with the development of the Housing First System in Greater Sudbury. Prevention strategies are supports and interventions designed to maintain people in their current housing and to prevent the need for emergency shelter services. Prevention must include the development of local affordable housing options. Currently the Network has no access to the development of this key component of the system.

The Network partners have agreed to take on the responsibility of understanding, accepting and promoting the vision and goals of the Housing First system and to define, develop and provide their services within that framework.

Related Community Partners

The Housing First Strategy is also dependent on a broad community commitment to system integration. The related community partners include the emergency shelter providers and front line agencies, usually funded through a variety of sources including fundraising and charitable dollars, who provide service to people who are homeless or at risk of homelessness and are not members of The Network. As well, there are agencies/programs that are funded primarily by the Provincial government that deliver services including health care, justice, income support, child & youth services etc. who are integral to the strategy's success. It is essential that through the work of the Alliance and the work of the Network that these crucial related community partners join the movement to an integrated Housing First System.

SYSTEM INTEGRATION

System integration is necessary to transform the current service delivery system for people who are homeless or at risk of experiencing homelessness to the Housing First system.

The Housing First system is premised on the evidence that families and individuals who are at risk of homelessness are more responsive to interventions and social service support after they are in their own housing rather than while living in temporary/transitional settings. Situated in permanent housing, families can begin to regain the self-confidence and control over their lives which was lost when they became homeless. Once the individuals or families are housed, they are linked to ongoing individualized home-based social services supports to transition to stability.

Housing First is about organizing resources across a community so that people who are homeless and at risk of homelessness are offered hope and the opportunity for a new start in life. It involves not only an expansion of quality and affordable housing but ongoing support for people moving from the streets into appropriate housing and beyond. Communities adopting this approach must move actively towards system integration in order to make the full vision of Housing First a reality.

It is important that communities align planning processes, delivery models, and affordable housing development, so as to:

- Maximize the benefits of collaborative planning and avoid duplication where possible,
- Determine shared service priorities and areas of potential collaboration, and
- Streamline service delivery in a way that improves access and outcomes for people who are homeless or at risk of homelessness in the City of Greater Sudbury.

Through integration, the system will be more client-centered and capable of responding quickly and effectively to current and future opportunities in a way that will best serve people who are homeless or at risk of homelessness.

Best practices show that effective services are achieved when individuals who are homeless or formerly homeless are included in the decision-making, in their own individual service plan and in the design of the system. A high level of communication and joint planning between service agencies is also essential. One case manager/coach working with families and individuals is appointed and must be able to access all necessary services to best meet the needs of a person who is homeless or at risk. System integration is necessary to work successfully in this way.

Currently, there is a vast amount of empirical literature outlining various definitions of system integration, along with models for implementing an integrated network of services. The key themes emerging from the research describing successful integration are: a common language across the network of services; a common understanding of what typifies integration; and the development of an integrated environment from a community perspective. (Longaria, 1999).

The model of system integration upon which the Housing First System was based envisions integration across a network that incorporates community needs and resources in a collaborative environment (Browne, 2004; Ryan and Robinson, 2002, 2005). In this model integration is viewed more broadly than simply co-location across a network of service providers. The integration model conceptualizes integration along a continuum. The four levels range from an "awareness" of another program to "collaboration".

System integration is an on-going process whereby local service providers and relevant stakeholders engage in progressively greater degrees of joint service activity along an integrated continuum to provide clients with better access to services.

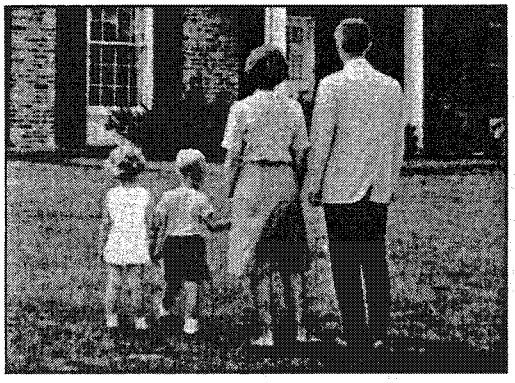
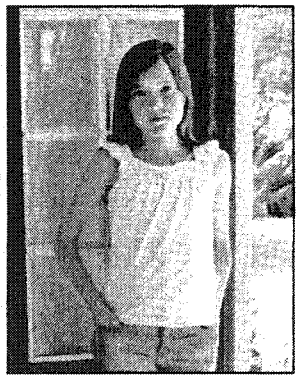
The following four areas define the continuum on which communities can track their progress towards achieving system integration (Brown, 2004; Ryan and Robinson 2002, 2005):

Awareness: Separate and independent programs/agencies in the community claim to have knowledge of each other's services although no effort is made by any one of them to organize their activities according to any principles except those that conform to individual agency service missions.

Communication: Programs/agencies in the community have an active program of communication and information sharing with each other.

Cooperation: Programs/agencies use their knowledge of other services to guide and modify their own service planning in order to avoid duplication of service and to obtain a better set of links between services.

Collaboration: Programs/agencies jointly plan the offering of services to citizens and actively modify their own service activity based on advice and input from their mutual discussion.

Who Will Experience What	Components of the Integrated System			
	Awareness	**Communication**	**Cooperation**	**Collaboration**
Generically what is experienced as system integration occurs	Separate and independent programs/agencies in the community claim to have knowledge of each other's services although no effort is taken by any one of them to organize their activities according to any principles except those that conform to individual agency service missions.	Programs/agencies in the community have an active program of communication and information sharing.	Programs / agencies use their knowledge of other services to guide and modify their own service planning in order to avoid duplication of service and to obtain a better set of links between services.	Programs/agencies jointly plan the offering of services to citizens and actively modify their own service activity based on advice and input from their mutual discussion.
What the person who is homeless or at risk of homelessness experiences as system integration occurs	Develops awareness of the range of programs individually and is responsible for engaging each appropriate program. "I am aware of the programs that exist in my community. While I know which agencies exist, I must deal with each agency separately for my needs".	Is linked to the array of programs within the community. "I can learn about the programs that exist in my community through any program within my community. I can call an agency and they will help me contact the services/ programs that I am requesting so I can access service".	Participates in programming delivered through a consortium of programs/ agencies in a seamless manner. "Agencies will work together with me to provide the appropriate services. They will organize to support my service provision needs. However I deal with each program/agency as an independent entity".	No wrong door access to a variety of programs that have clear and complementary mandates within a seamless system of services. "I don't have to call around to coordinate appointments with various agencies. I just know that I go there and services I need will be arranged, many of them will be right there and they'll help arrange the ones that are somewhere else".
What the Network members experience as integration occurs.	Participating network members of the programs represented at the network as well as in the community at large however, they plan only for their respective individual program.	Participating network members share their program plans with members of the network as well as with non-members who are providing services/ programs for individuals and/or families who are homeless or at risk of homelessness. The organizations and their front line staff have an understanding of the services provided both by other network members and the community at large and who to contact.	Participating network members plan their program within the context of the overall network plan. They coordinate activities to support consumers, however, they maintain independent goals and vision within the broader vision of the community. They incorporate to the best of their abilities the services and programs offered by non-network agencies and programs.	Participating network members plan their programs with a common vision with a clear understanding of their respective goals which fulfill the vision for the community. The consortium of programs/ agencies and relevant stakeholders can clearly articulate the Housing First vision in the community and how programs/agencies contribute to the actualization of the vision.

Who Will Experience What	Components of the Integrated System			
	Awareness	**Communication**	**Cooperation**	**Collaboration**
What Related community partners experience as integration occurs. 1. Frontline agencies providing service to people who are homeless or at risk of homelessness and are not members of the Homelessness Network	Agencies are aware of the Homelessness Network and the Housing First Strategy.	Agencies share information in regards to their programs and services with the network members and are well informed of the networks services and the Housing First Strategy.	Agencies plan the delivery of their own services with full knowledge of the services being delivered by others and have adopted the Housing First philosophy and strategy as the basis of their planning and service delivery.	Agencies plan their programs within a common vision and adoption of the Housing First Strategy as a basis for service delivery ensuring that all persons and families who are homeless or at risk of homelessness are accessing services within a seamless system. The consortium of programs/ agencies and relevant stake-holders can clearly articulate the Housing First vision in the community and how programs/ agencies contribute to the actualization of the vision
Related Community Partners 2. Agencies/ programs that are funded by the Provincial government and deliver services including Health Care, Justice, Income Support, Child & Youth Services etc.	Front line staff and the management hierarchy of the service delivery agent are aware of the Homelessness Network and the Housing First Strategy.	Frontline staff shares information in regards to their programs and services with the network members and with agencies who are not network members and are well informed of the available services in the community. Management staff is supportive of and connected to the leadership of the Network.	Management and frontline staff are engaged and committed to planning the delivery of their own services with full knowledge of the services being delivered by others and have adopted the Housing First philosophy and strategy as the basis of their planning and service delivery. Commitment is evident in the allocating of resources and the accessibility of frontline staff.	A seamless system of service delivery is available to persons and families who are homeless or at risk of homelessness with a no wrong door approach. Resources from across the sector are directed at ensuring that the goals of the Housing First Strategy are being met. The consortium of programs/ agencies and relevant stake-holders can clearly articulate the Housing First vision in the community and how programs/ agencies contribute to the actualization of the vision.

(1) The integration index table provides a generic perspective as well as the perspective of the person who is homeless or at risk of homelessness, the Homelessness Network, and the related community partners as a tool for monitoring progress as the community moves forward with achieving system integration. The Housing First Alliance, as the lead planners for ending homelessness, will be encouraged to use the integration index to assess its progress. As we move forward with the community development efforts to further system integration clear evidence should guide our actions.

IMPLEMENTATION

Housing First Alliance - A key driver for system integration

Communities across the country have established some type of Housing First Alliance that has been responsible for planning and implementing Housing First at the local level (example - Calgary Committee to End Homelessness, The Alliance to End Homelessness Ottawa-Carleton). The Housing First Alliance in Greater Sudbury will be the foundation for the building of the system integration model.

The Housing First Alliance is envisioned as having a key role in the development and evolution of an integrated local system of services. The Housing First Alliance will be established by Council and will evolve to be recognized as the planning body for implementation of the Housing First strategy.

The Alliance will be positioned to set the stage for community collaboration through its broad representation and in its development of a common understanding of the vision and goals that need to be achieved. It is imperative that the Housing First Alliance develops linkages with other planning bodies and stakeholders that have an interest in working with vulnerable populations. The long-term vision includes a reduction in the number of planning bodies with the Housing First Alliance evolving into the role of the system planning body for homelessness.

The Housing First Alliance, at least initially, should be supported by City staff. It will become an ideal venue for building a community commitment to a common vision and goals. As such, it will facilitate an understanding of how each program/agency and relevant stakeholder who fits into that vision and contributes to reaching community goals. The Alliance will be comprised of senior government managers, politicians, housing developers, and community champions, who will be invited to participate.

The Homelessness Network - The engine making it work

The Homelessness Network is contracted by the City of Sudbury to work towards incorporating a broad spectrum of participation with agencies and services that have a mandate and an accountability to provide service to those members of our community who are homeless or at risk of homelessness. The Network will be supported in this effort through the influence of the Housing First Alliance.

The Network is well positioned, through its membership, to facilitate a process of community development towards integration. Each Network member assumes shared responsibility and accountability for moving toward the community vision for Housing First and thus system integration. Other government funded services which need to become part of the Housing First System include

Corrections, Health Care (CCAC and hospital), Ontario Works, mental health services, child and youth services and any other relevant stakeholders. Relationships must be developed and defined in terms of meeting the shared goals and common vision and each member's contribution must be understood and equally valued to achieve successful system integration.

Leadership at the Alliance level and cooperation at the front line level will be imperative to move towards integration.

GUIDING PRINCIPLES

Understanding and belief in the Housing First Philosophy by front line staff and Alliance members.

Supports and services must be planned and provided in a manner that is seamless to the person requiring them, that puts the individual/family at the centre and that provides wrap-around case management.

Emphasis must be placed on the building of strong effective relationships with culturally and linguistically appropriate service providers and with people who are homeless or at risk of homelessness to solicit advice and ideas on planning and delivery of appropriate services.

Programs and services are provided that reflect and affirm the cultural and linguistic diversity within the community. These programs are offered by staff who reflect the cultural and linguistic diversity of the local community; staff utilize appropriate cultural and linguistic resource materials. Feedback mechanisms or evaluation tools will be developed with input from individuals who represent the diversity within the community.

All planning for integration must incorporate Aboriginal and Francophone services for the purpose of developing a system that meets the needs and provides better access to service for Aboriginal and Francophone people.

Supports and services must address the needs of various populations who are homeless or at risk of being homeless including those with mental illness and/or addictions, youth, those involved with criminal justice system, those with physical disabilities etc.

The Housing First Alliance must be a consortium of Federal, Provincial, Municipal administrators of pertinent departments, community leaders and housing developers.

The members of the Housing First Alliance must recognize and respect that programs/agencies and relevant stakeholders have their own governance, accountabilities, and mandates.

The Homelessness Network must assume shared accountability for integrating services and making sure that they work together to achieve the goals of Housing First.

On-going training must be provided to all front line staff, management and Alliance members to ensure they have knowledge and skills to implement and sustain the Housing First System and Strategy.

Each program/agency and relevant stakeholder must have a defined role within the Housing First System that should be clearly articulated and used to meet the vision of Housing First.
All partners must work from a common language and use mutually accepted terminology.

NEXT STEPS

The Network is established in Greater Sudbury and is working towards the integrated model providing services from a Housing First perspective.

The Alliance must be created and must adopt the Housing First Strategy and commit to its implementation. This will lead to a common charter with annual goal setting and the development of a report card to measure progress. Required supports must be put in place to ensure that the Alliance meets its objectives.

The Community must move forward in a unified fashion with a vision to ending homelessness.

RECOMMENDATIONS

Recommendation 1

That the Mayor convene an Alliance of decision makers who, within the values of the Housing First system, will champion the work of alleviating homelessness with a vision of ending it in the City of Greater Sudbury by:

- Advocating for the development of permanent affordable housing
- Influencing the service delivery system; promoting system integration
- Reducing barriers to mainstream services, i.e., re-alignment of policies, bylaw, etc.
- Advocating to Federal/Provincial Governments for adequate funding for income support programs, shelters and permanent affordable housing.

Recommendation 2

That Council for the City of Greater Sudbury direct staff from the Social Service Division to action the community development steps outlined in the *Housing First, Building on the Foundation Towards System Integration* document

Recommendation 3

That an annual report card be developed to measure how well the implementation of system integration in the City of Greater Sudbury for people who are homeless or at risk of becoming homeless be developed and shared.

Recommendation 4

As a requirement for any agency receiving funding from the City of Greater Sudbury for the delivery of services or programming for people who are homeless or at risk of becoming homeless that the agency be required to utilize the Homelessness Individual and Families Information system (HIFIS) as their data collection system.

COMMUNITY SOLUTIONS TEAM TERMS OF REFERENCE

Terms of Reference for the City of Greater Sudbury
Community Solutions Team on Homelessness Initiatives
August 11, 2006

Background

At its Priorities Committee meeting of September 28, 2005, City Council endorsed the formation of a Community Solutions Team to address the funding crisis facing emergency shelters and homelessness initiatives. As a result of the recommendations from this Team, Council provided one-time bridge funding to existing homelessness service agencies to enable the continuation of all programs January 1, 2006, to June 30, 2006, while staff searched for additional funding from the provincial and federal governments.

Staff, in the interim, did an extensive review of emergency shelter and homelessness initiatives to strategically deploy the financial resources currently dedicated to homelessness. Upon review of the strategy presented by staff, Council on June 14, 2006, endorsed the continued funding of current services until the December 31, 2006, and the reactivation of the Community Solutions Team on Homelessness Initiatives.

Purpose

1. To provide Council with a comprehensive strategy for a strongly co-ordinated and integrated continuum of services required to address homelessness in our community; and

2. To advocate community requirements to varying levels of government for the purpose of achieving system changes for the community and required funding for the same.

Objectives

1. Review information and best practices related to the provision of services to the homeless.

2. Consider information from agencies that provide homelessness services ensuring that all sectors (e.g. youth, francophone, aboriginal) are included in the community plan.

3. Review the current delivery of emergency shelter services, transitional and supportive housing, and outreach support services for the purpose of exploring new alternatives in service delivery.

4. Review the staff report of May 9, 2006 and provide recommendations regarding the same.

5. Develop an affordable plan with creative solutions that will strive to meet the need of all the people who are homeless or at risk of becoming homeless.

6. Meet with the Honourable Diane Finley, Minister of Human Resources and Social Development; the Honourable Madeleine Meilleur, Minister of Community and Social Services; and other key political leaders including the Honourable Rick Bartolucci, MPP for Sudbury, and Minister of Northern Development and Mines; Shelley Martel, MPP for Nickel Belt; Ray Bonin, MP for Nickel Belt; and the Honourable Diane Marleau, MP for Sudbury, to attain a reasonable sustainable funding level for local homelessness initiatives.

7. Report on progress to Priorities Committee of Council September 20, 2006.

8. Report with options and recommendations to City Council on December 13, 2006.

Membership

The Team will be comprised of community experts on homelessness who are not affiliated with agencies and organizations that are affected by the loss of funding.

A minimum of four (4) community members are required for quorum.

Term of Office

The Team's term of office shall be for the period covering July 1, 2006, to December 31, 2006.

Resources

Staff of the City of Greater Sudbury will provide support to the Team.

Request for Recommendation
Priorities Committee

Greater | Grand Sudbury
www.greatersudbury.ca

Type of Decision									
Meeting	January 23rd 2008				Report Date	January 9th 2008			
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title

Homelessness Partnering Strategy

Budget Impact / Policy Implication

X This report has been reviewed by the Finance Division and the funding source has been identified.

There is no budget impact as this is 100% Federal funding.

Total HPS funding allocated	$452,378
Administrative costs	67,856
Funding to be distributed	$384,520
Essential Services	$170,000
Priority #1	192,260
Priority #2	11,130
Priority #3	11,130
	$384,520

X **Background Attached**

Recommendation

WHEREAS since 2000 the City of Greater Sudbury has been identified as a community to receive funding from the Federal Government to address homelessness; and

WHEREAS the City of Greater Sudbury has, since 2000, agreed to be the Community Entity responsible for the administration and monitoring of the allocation of Federal funding for homelessness initiatives in accordance with the approved Community Plan;

THEREFORE be it resolved that Council endorses the continued role of Community Entity from January 1 2008 till March 31 2009 , by the Community Development Department; and that the new Terms of Reference modified to reflect the Homelessness Partnering Strategy be accepted.

Recommendation Continued

Recommended by the Department

Catherine Matheson General Manager
Community Development

Recommended by the C.A.O.

Mark Mieto
Chief Administrative Officer

Report Prepared By	Division Review
Vivienne Martin Manager Employment Support Services	Luisa Valle Director Social Services

Background

On August 30th 2007 a community consultation was held by the Community Advisory Committee on Homelessness to determine the Community Priorities and develop a Community Plan Update.

On November 28th 2007 the Community Plan Update was approved by the Minister responsible for the Homelessness Partnering Strategy. From April 1st 2007 until March 31st 2009, the City of Greater Sudbury has been allocated $452,378. As part of an Essential Service Agreement $170,000 was allocated toward Emergency Shelter operational top up for 2007. The following three priorities and objectives were identified as areas for which the balance of Federal Funding would be allocated.

Priority 1

To provide transitional shelter for those who are chronically homeless through partnerships. Transitional Shelter is defined as Housing facilities that provide services beyond basic needs and that, while not permanent, generally allow for a longer length of stay than emergency housing facilities (up to three years). These facilities offer more privacy to residents than emergency housing, and place greater emphasis on participation. They are targeted to those in need of structure, support, and/or skill building to move from homelessness to housing stability, and ultimately to prevent a return to homelessness.

Objective

Use Federal HPS funding to assist local service providers in leveraging Provincial funding. The goal would be that Federal HSP funding is used in conjunction with other dollars to develop transitional housing. There would be a requirement that any project must demonstrate how it intends to sustain programming without HSP funds moving forward.

Allocation: April 1, 2008 to March 31, 2009 Minimum $124,969 to a Maximum of $192,260

Priority 2

To develop a reporting method that will allow for the monitoring, measurement and evaluation of the overall effectiveness of the system that is currently in place to deal with those most vulnerable in the City of Greater Sudbury

Objective

To ensure that there is a system in place to monitor, evaluate and report on progress

Allocation: April 1, 2007 to March 31, 2008 Maximum of $11,130

Priority 3

Support the Community in change management to Housing First Strategy.

Objective

To provide education & civic engagement to help prevent homelessness and work towards movement of individuals and families to greater housing stability.

Allocation April 1, 2007 to March 31, 2008 Maximum of $11,130

Summary of Allocation

Total HPS funding allocated	$452,378
Administrative costs (Community Entities)	$67,856
HPS funding to be distributed to priorities	**$384,520**
Essential Services 2007	$170,000
Priority #1 Transitional Shelter (maximum)	$192,260
Priority #2 Reporting method	$11,130
Priority #3 Education on Housing First	$11,130

All procedures and process will be followed in accordance with the Purchases and Services bylaws with respect to any Requests for Proposals.

Community Advisory Committee for the Homelessness Partnering Initiatives

The Community Entity must also establish the Community Advisory Committee to oversee the deliverables of the Community Plan Update for the April 1st 2007 to March 31st 2009 time frame.

Terms of Reference

Implement the priorities established in the current Community Plan Update that address homeless in the City of Greater Sudbury with the resources available from the Federal governments Homelessness Partnering Strategies (HPS)

Objectives

1 Receive, review and approve community projects for funding as identified in the Community Plan Update priorities and objective sections

2 Review quarterly the results of approved projects

3 Assist in the review of the 2007-09 Community Plan Assessment phase

4 Assist in the development of the 2009-11 Community Plan Update phase

Membership

Membership of the Committee will reflect the linguistic and cultural diversity of the community and will be comprised of citizens residing in the City of Greater Sudbury who are representatives of:

- agencies that provide emergency shelter and housing-related services;
- private and non-profit housing providers;
- Greater Sudbury Police Services;
- a member of the Social Planning Council
- a member of the Aboriginal community
- individuals who have an interest in preventing homelessness in the community;
- individuals who have experienced homelessness
- a representative from the Homelessness Network

Citizens who are interested in membership on the Community Advisory Committee for the Homelessness Partnering Initiatives will submit a letter to the Community Development Department. A total of (8) members will be appointed to the committee by the Community Development Department.

Federal and Provincial government departments/ministries that provide resources for homelessness initiatives will be invited to recommend representatives for appointment to the Committee by the General Manager, Community Development Department.

Governance

The Committee shall select a chairperson who will chair all meetings and provide leadership for the Committee. The Committee will meet quarterly or at the call of the Chair.

Term of Office

The Committee's term of office shall be for the period covering January 24th, 2008 to June 30th, 2009.

Resources

The Director of Social Services will provide guidance and support to the Committee. Staff from the Social Services Division will provide support as required.

Recommendation

That the City of Greater Sudbury continue the role of the Community Entity from January 1, 2008 to March 31, 2009 by the Community Development Department through the Social Services Division.

It is also recommending that the new Terms of Reference be adopted and the Community Plan Update priorities be implemented.