

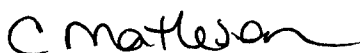

Request for Decision City Council




Type of Decision											
Meeting Date		December 13, 2006				Report Date		November 28, 2006			
Decision Requested		<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No	Priority		<input checked="" type="checkbox"/>	High	<input type="checkbox"/>	Low
		Direction Only				Type of Meeting		<input checked="" type="checkbox"/>	Open	<input type="checkbox"/>	Closed

Report Title
Interim Report from the Community Solutions Team on Homelessness Initiatives

Budget Impact / Policy Implication		Recommendation	
<input checked="" type="checkbox"/>	This report has been reviewed by the Finance		
<p><u>Policy Implications:</u> The expenditure of these funds is consistent with the scope of the City's Homelessness Initiatives and enhances the capacity to support homeless individuals and families while the funds remain available.</p> <p><u>Budget Impact:</u> No budget impact - extending the program until March 31, 2007 at a cost of approximately \$110,000 can be funded from the Tax Rate Stabilization Reserve which presently has an uncommitted balance of \$650,000.</p>		<p>THAT the term of the Community Solutions Team on Homelessness Initiatives be extended to December 31, 2007 to enable the Team to finalize details of the strategy and to advocate as noted in their Terms of Reference; and</p> <p>THAT funding in the amount of \$110,000 be allocated from the Tax Rate Stabilization Reserve to continue program funding for all existing homelessness initiatives (outreach and support programs) to March 31, 2007; and</p> <p>THAT a Request for Proposal(RFP) be issued immediately to select (a) service provider(s) to provide co-ordinated outreach services effective April 1, 2007; and</p>	
<input checked="" type="checkbox"/>	Background Attached	<input checked="" type="checkbox"/>	Recommendation Continued

Recommended by the Department	Recommended by the C.A.O.
 Catherine Matheson General Manager, Community Development	 Mark Mieto Chief Administrative Officer

Date: November 28, 2006

Report Prepared By	Division Review
Mary Murdoch Co-ordinator, Emergency Shelters & Homelessness Initiatives	 Luisa Valle Director of Social Services

THAT between January 1, 2007 to March 31, 2007 there will be a coordinated lobbying strategy targeting key Provincial and Federal governments to address the local funding challenges; and

THAT come April 1, 2007, program design as identified through the RFP response for outreach and support programs will clarify potential funding challenges for the period April 1, 2007 to December 31, 2007; and

THAT Council endorse the Housing First Strategy which requires centralized administration of outreach support services including eviction prevention funding, available housing listings, and extreme cold weather alerts; and

THAT the Community Solutions Team on Homelessness Initiatives develop the Alliance which will oversee the co-ordination of community outreach services and advocate for gaps in the social safety net to be addressed; and

THAT the City of Greater Sudbury develop a charter to guide the development of the framework for the delivery of essential services to vulnerable individuals.

BACKGROUND

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

The following members of the community are participating on the Community Solutions Team:

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;

Date: November 28, 2006

Support to the Community Solution is being provided by staff of the Social Planning Council, the United Way/Centraide and the City of Greater Sudbury. The Team met thirteen times between June 20, 2006 and December 13, 2006.

Refer to Appendix A, Terms of Reference for the Community Solutions Team on Homelessness Initiatives.

The Team has done an extensive literature review to identify “best practices”. Research and descriptions of effective service systems in Canada, U.S. and Europe all show that a “Housing First” strategy is the most successful approach to assisting those who are homeless or at risk of becoming homeless.

Housing First Methodology

This methodology is premised on the evidence that vulnerable and at-risk homeless families are more responsive to interventions and social service support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. Situated in permanent housing, these families can begin to regain the self-confidence and control over their lives they lost when they became homeless. Once the individuals or families are housed, they are linked to ongoing individualized home-based social services supports to help each individual or family transition to stability.

Best practices show that effective services must include homeless or former homeless individuals in the decision-making, in their own individual service plans and in the design of the system, to provide a voice and ensure that relevant and effective services are in place.

Overview of the Housing First Strategy

The National Alliance to End Homelessness, Washington D.C. identifies that there are four essential steps to developing a Housing First Strategy and are as follows:

1. Plan for Outcomes

Localities can begin to develop plans to end, rather than to manage, homelessness. There are two components. Every jurisdiction can collect data that allows it to identify the most effective strategy for each sub-group of the homeless population. Second, jurisdictions can bring to the planning table those responsible for mainstream as well as homeless-targeted resources.

2. Prevention

Make every door the right door to enter into the system.

Homelessness can be prevented by making mainstream poverty programs more accountable for the outcomes of their most vulnerable clients and wards. For example, Ontario Disability Supports Program Clients should be able to access eviction prevention funds through the ODSP office instead of being referred to a community agency.

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3. Housing First Strategy

There are three components to this strategy:

1. Front-line emergency services to meet basic human needs;
2. Identification and provision of the appropriate supports; and
3. Development of an action plan that includes suitable housing options

These components have not only been identified in literature reviews of best practices but have also been confirmed through analysis of interviews with homeless individuals in the City of Greater Sudbury during the longitudinal study on Homelessness in Sudbury 2000 - 2003.

4. Build the Infrastructure

Ending homelessness can be a first step in addressing the systemic problems that lead to crisis poverty:

- shortage of affordable housing
- incomes that do not pay for basic needs
- lack of appropriate services for those who need them

Housing First System

The system must be created using client-focused values. It must ensure that appropriate and accessible services are available to groups that are over-represented in the at-risk and homeless populations that are not adequately served.

People need to be housed, employed, have a choice, have a say, be empowered, treated with dignity and respect and given hope. This means giving clients who are homeless choices about their housing. They should be informed of the full array of options available to them.

Homeless or former homeless individuals must be included in decision-making, in their own individual service plans and in the design of the system to provide a voice and to ensure that relevant and effective services are in place.

Refer to Appendix B

Transition to the Housing First System

Based on experience in Chicago and Toronto, transition to a new system does not occur overnight but takes years to fully implement. To initiate this change, the community Solutions Team on Homelessness Initiatives makes the following recommendations:

1. Recommended that the term of the Community Solutions Team on Homelessness Initiatives be extended to December 31, 2007 to enable the Team to finalize details of the strategy and to advocate as noted in their Terms of Reference.

Date: November 28, 2006

2. Recommended that the funding to all homelessness initiatives (outreach and support program) currently funded by the City of Greater Sudbury be extended to March 31, 2007.

Recommended that the funding in the approximate amount of \$110,000 be allocated from the Tax Rate Stabilization Reserve to fund the program until March 31, 2007.

3. Recommended that a Request for Proposal(RFP) be issued immediately to select (a) service provider(s) to provide co-ordinated outreach services effective April 1, 2007.

The Housing First System requires centralized administration of outreach support services including eviction prevention funding, available housing listings, and extreme cold weather alerts. Co-ordination by one service provider will maximize funding, reduce duplication of services, and increase accessibility while ensuring that the mandate of the Housing First methodology is implemented.

This RFP will require that homeless or former homeless individuals are included in decision-making to ensure that relevant and effective services are in place.

4. Recommended that between January 1, 2007 to March 31, 2007 there be a coordinated lobbying strategy targeting key Provincial and Federal governments to address the local funding challenges.
5. Recommended that come April 1, 2007, program design as identified through the RFP response for outreach and support programs will clarify any potential funding challenges for the period April 1, 2007 to December 31, 2007.
6. Recommended that Council endorse the Housing First Strategy.
7. Recommended that the Community Solutions Team on Homelessness Initiatives develop the Alliance which will oversee the co-ordination of community outreach services and advocate for gaps in the social safety net to be addressed.

The Alliance should include staff representing various ministries both within the provincial and federal governments, municipal staff, community builders and consumers. 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.

8. Recommended that the City of Greater Sudbury develop a charter to guide the development of the framework for the delivery of essential services to vulnerable individuals.

Given the shortfall in provincial and federal funding for homelessness, outreach and shelter services, it is expected that community representative will come forward during the 2007 public budget input session for municipal contribution to services.

Date: November 28, 2006

Appendix A
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.

Date: November 28, 2006

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.

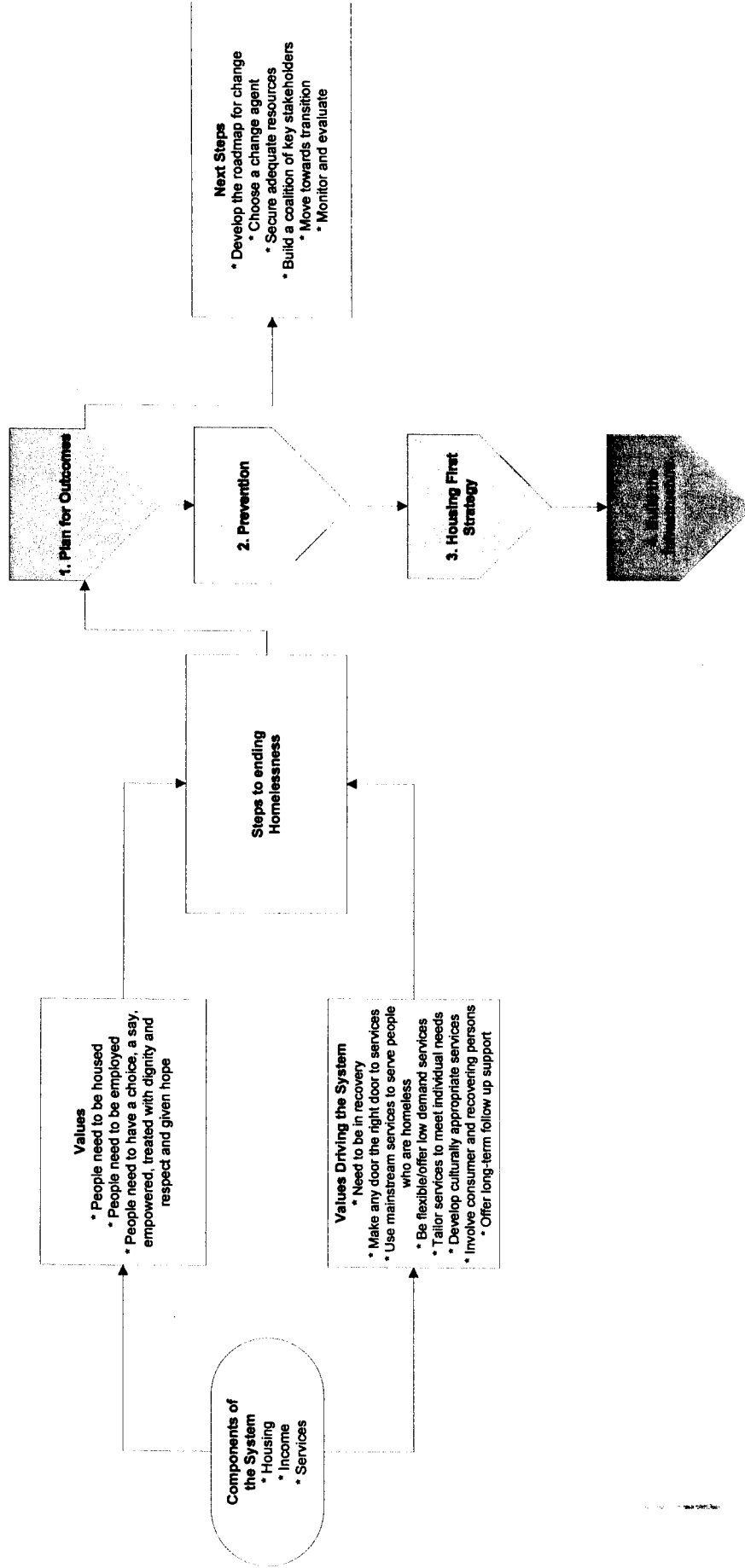
Term of Office

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.

Community Solutions Team on Homelessness Initiatives



Steps to Ending Homelessness

1. Plan for Outcomes

- Planning for Outcomes
 - Determine benchmarks & desired outcomes
 - Create an easy to read report card
- Initiate a communications strategy & media campaign

2. Prevention

- Prevention
 - Discharge planning from institutions (hospital/all) must not contribute to homelessness
 - Ongoing support must be available to persons as they are housed
 - Resources must be available for emergency use to prevent eviction
 - Information must be available on where/what resources are available
 - Linkages to permanent housing options must be made
 - Mobile assessment must be available

- YWCA Geneva House
- Centre Victoria pour femmes
- Sexual Assault Crisis Centre
- Narcotics/Alcoholics/Gamblers Anonymous
- Action Centre for Youth
- Elgin Mission
- Corner Clinic
- 2-1-1
- Larch Highway House
- Northeast Mental Health
- ACTT
- L'Association des jeunes de la rue
- Mobile Crisis Response Program
- Ins Treatment Centre

- Hospital
- Sudbury Community Legal Clinic
- Sudbury Community Service Centre
- Extreme Cold Weather Alert
- ICAN
- EFRY
- CMHA
- N'Swakamok Friendship Centre
- Access AIDS Network
- Social Planning Council
- Red Cross
- Rockhaven
- Salvation Army
- Priegate Addiction Services
- Ins Treatment Centre

3. Housing 1st Strategy

- Housing 1st Strategy
 - Vulnerable and at-risk persons are more responsive to interventions and social support after they are housed
 - Move persons into affordable housing as quickly as possible
 - Provide transitional support in their home to ensure that they stay housed

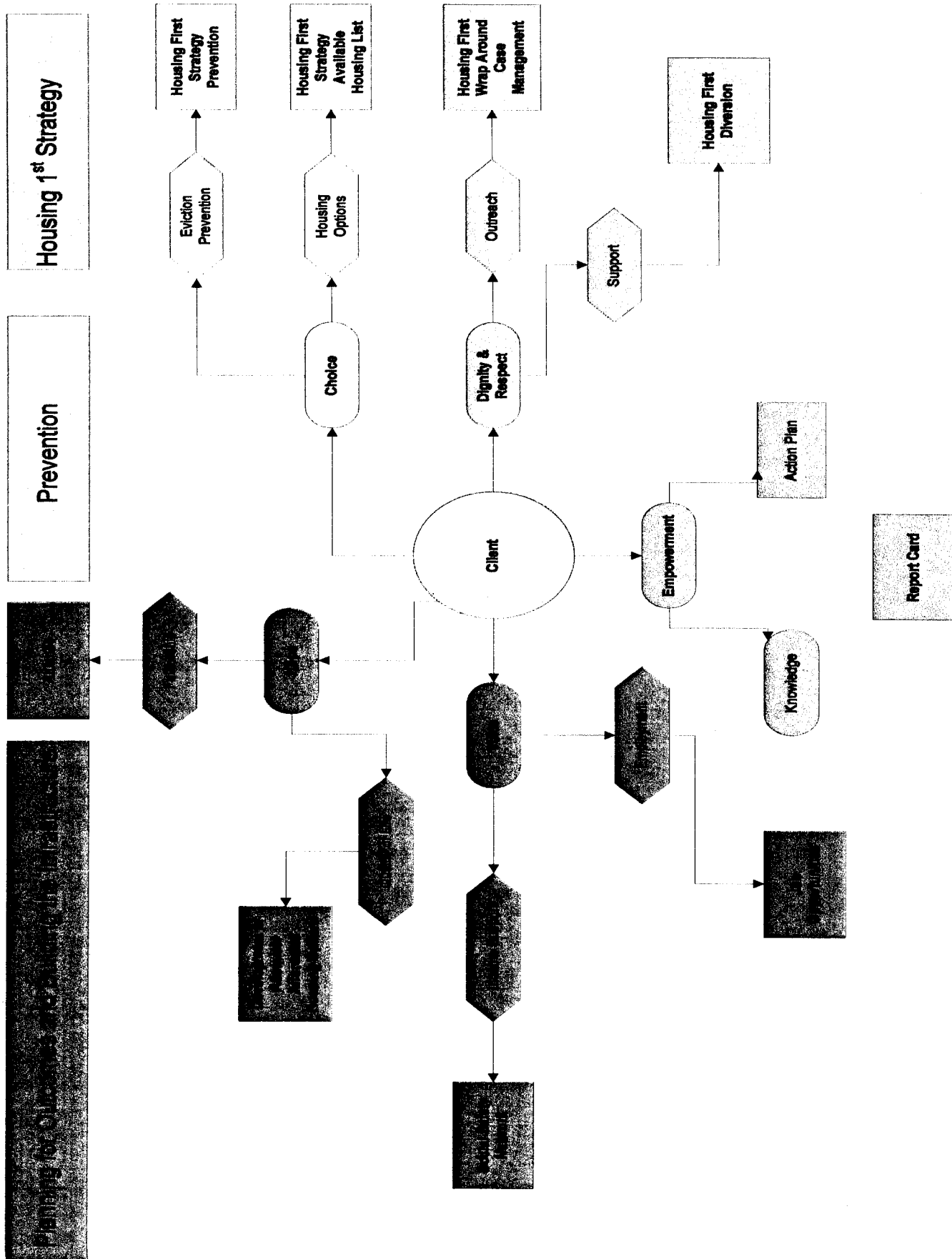
- Housing 1st Strategy
 - Requires
 - Crisis intervention - short-term stabilization
 - Screening/intake/needs assessment
 - Housing
 - Benefits screening
 - Case management

- Ins Affaircare Centre
- Action Centre for Youth
- Sudbury Neighborhood Action Project
- Food Banks
- Corner Clinic
- Centre de santé communautaire de Sudbury
- Human League Association
- Shikamuk-kwa Health Centre
- Sexual Assault Crisis Centre
- Elm St. Delux Café
- Blue Door Café
- Birth Right
- L'Association des jeunes de la rue
- Priegate Addiction Services
- Ins Treatment Centre
- Rockhaven Treatment Centre
- EFRY
- CHMA
- HIFIS
- OW, El, Old Age Security, ODSP, CPP, WSIB
- Northeast Mental Health
- Children's Aid Society

- ILRC - Supportive Housing
- Cooperative Housing (ie. Ukrainian Senior's Centre)
- ICAN - Supportive Housing
- Native People of Sudbury Development Group
- Greater Sudbury Housing Corp
- Habitat for Humanity
- Maison La Paix - Residence
- Centre Victoria pour femmes
- Elgin Mission
- Inner City Sudbury
- Childhood/Enfance
- YWCA
- Better Beginnings Better Future
- ODSP - Start-Up Fund
- OW - Start-Up Fund
- Red Cross - Emergency Fund
- Social Planning Council - Community Emergency Fund
- N'Swakamok Friendship Centre
- Salvation Army
- Access AIDS Network

4. Build the Infrastructure

- Build the Infrastructure
 - In order to build the infrastructure we must focus on:
 - Expanding the availability - more affordable housing and other options
 - Increase accessibility - street outreach (including agencies) must have access to housing opportunities
 - Transition existing services to a Housing 1st philosophy



The system must have specific measurable outcomes that ensure progress toward ending homelessness continues and is reported on annually.