

Homelessness Partnering Strategy Community Plan 2014–2019

Community: *Saskatoon*

Region: *Saskatchewan*

The plan has been approved by Canada for implementation.
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As this Designated Community's allocation is over \$200,000, it is required to commit at least 40% of its HPS allocation towards a Housing First approach starting April 1, 2016.

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. Number of shelter users who were chronically homeless in 2012	
3. Number of shelter users who were episodically homelessness in 2012	
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)	379
7. Date count was undertaken	September 24, 2012
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	September 24, 2012

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.	-2-: Participants have little choice in location and other features of their housing, including the decorating and furnishing of their unit.
Separating housing provision from other services. Extent to which program participants are not required to demonstrate housing readiness.	-2-: Participants have access to housing only if they meet many 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.	-2-: There are some time limits on housing tenure or the housing is considered transitional.
Tenancy Rights and Responsibilities. Extent to which program participants have legal rights to the unit.	-2-: Participants have a written agreement (such as a lease or occupancy agreement), which specifies the rights and responsibilities of tenancy, but contains special provisions regarding adherence to treatment or other clinical provisions.

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>-1-: Participants pay 61% or more of their income for housing costs and program does not have access to rent supplements.</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>
SERVICE PHILOSOPHY	
<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>-3-: Participants may have some say in choosing, modifying, or refusing services and supports, but program staff determinations usually prevail.</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>-2-: Participants are discharged from services if they lose housing, but there are explicit criteria outlining options for re-enrollment.</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>
TEAM STRUCTURE/HUMAN RESOURCES	
<p>Low Participant/Staff Ratio. Extent to which program consistently maintains a low participant/staff ratio.</p>	<p>-2-: 36-50 participants per 1 FTE staff.</p>

Community Advisory Board Membership

- 1. Name of the Community Advisory Board:** Community Advisory Board on Saskatoon Homelessness
- 2. Number of members in your CAB:** 12

Community Advisory Board Membership					
Last Name	First Name	TITLE ORGANIZATION	SECTOR(S)	Role on CAB	Include on Distribution List?
Kawula	Karyn	Manager, Mental Health and Addiction Services, Saskatoon Health Region	- Healthcare, including mental health and addictions treatment	Member	Yes
Wong	Peter	Manager – Child & Family Services, Ministry of Social Services	- Income supports - Youth	Member	Yes
Meikle	Don	Executive Director (Acting), Saskatoon Downtown Youth Centre Inc. (EGADZ)	- Housing and social housing - Aboriginal - Youth	Member	Yes
Gravelle	Heidi	Executive Director, White Buffalo Youth Lodge	- Aboriginal - Youth	Member	Yes
Downs	Barry	General Manager - Cress Housing Corp - SK Tribal Council	- Housing and social housing - Aboriginal	Member	Yes
Horseman	Deb	Consultant - Project Development, Saskatchewan Housing Corp	- Housing and social housing	Member	Yes
Neale	Ray	General Manager - Saskatoon Housing Authority	- Housing and social housing	Member	Yes
Isbister	Shirley	President – Central Urban Metis Federation Inc. (CUMFI)	- Housing and social housing - Aboriginal	Member	Yes
Bilboe	Drew	Salvation Army	- Housing and social housing - Non-profit - Other: Food Security	Member	Yes
Gaudet	Linda	Manager, Income Support, Ministry of Social Services	- Income supports	Member	Yes

Community Advisory Board Membership					
Last Name	First Name	TITLE ORGANIZATION	SECTOR(S)	Role on CAB	Include on Distribution List?
Daryl	Sexsmith	Housing Analyst, City of Saskatoon	- Housing and social housing	Member	Yes
Coleman-Pidskalny	Jo-Ann	Executive Director, Saskatoon Housing Coalition	- Housing and social housing - Healthcare, including mental health and addictions treatment - Non-profit	Chair	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.

Currently, the CAB-SH membership represents the following sectors:

- Housing
- Healthcare
- Mental Health & Addictions
- Income Supports
- Youth
- Non-Profits
- Food Security

- Supported Living
- Aboriginal

CAB-SH will continue to engage Provincial, Municipal and non-government representatives responsible for housing, mental health, police, corrections, health officials through their participation in Community Forums and Working Group participation. Other groups and organizations mentioned above are already well engaged in our current CAB model. Given the complexity of implementation of a Housing First approach, which involves both housing and individual supports, the CAB-SH has identified the following sectors that will be engaged in the future through expansion of the CAB and/or development of advisory councils to the CAB-SH to more fully represent the needs of our community. These sectors include:

- Private Sector Landlords
- People with lived experience
- Protective Services
- Corrections/Justice/Victim Service
- Employment
- Research and Evaluation
- Funders/Fundraiser

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.**

In early 2014, the CAB-SH and the CE met to discuss the changes to the HPS program for 2014–2019 and establish a process to develop a new Community Plan. The CAB-SH directed SHIP to engage a research agency with the specific objective of mapping community assets and determining needs and gaps in the homeless service infrastructure network to help identify key opportunities for the HPS investment. Researchers created an asset list, interviewed representatives from 12 agencies in the homeless service sector, and held a consultation with people experiencing homelessness to provide a broad perspective. With interviews completed, the CAB-SH decided to hold a community planning session with service providers. On July 22, over fifty representatives from aboriginal and non-aboriginal service providers, government departments and volunteer agencies met for a facilitated session to develop funding allocation priorities for HPS funding. The CE presented research findings and statistics, and service providers discussed local needs and gaps that require attention. Those in attendance developed an HF model and recommended priorities to facilitate a sustained HF response in Saskatoon. With consultations complete, the CAB-SH reconvened to review the recommendations of the community and set funding priority allocations for the next five years. Volunteers from the community planning session reviewed a draft of the community plan and provided feedback to the CE and CAB-SH.

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

One third of the CAB-SH membership is comprised representatives of organizations providing housing and support service providers to aboriginal people. This includes representatives from: Cress Housing (Saskatoon Tribal Council), CUMFI (Central Urban Metis Federation Inc.), EGADZ (Saskatoon Downtown Youth Centre, Inc.), and White Buffalo Youth Lodge (A partnership between Saskatoon Health Region, City of Saskatoon, CUMFI, and Saskatoon Tribal Council). These members bring a wealth of knowledge and experience in regards to the challenges of aboriginal individuals and

families experiencing homelessness. Moving forward, the CAB-SH will be co-chaired by one aboriginal and one non-aboriginal member, as the CAB-SH advises for both the HPS Designated Communities and Aboriginal Homelessness funding streams in Saskatoon. The CAB-SH has also recognized the strength of aboriginal led organizations to provide culturally appropriate services, and as such, have developed their Terms of Reference to reflect that philosophy in development and approval of funded projects.

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? 6

Name of federal, provincial or territorial or local strategies and programs	Focus of strategy or program
City of Saskatoon	- Social housing
Ministry of Social Services	- Social housing - Rent supplements - Income supports
Saskatoon Health Region	- Mental health - Addictions - Healthcare - Assertive Community Treatment (ACT) team - Social integration
Street Advisory Steering Committee	- Mental health - Addictions
Saskatoon Police Services	- Mental health - Addictions
United Way of Saskatoon and Area Housing First Pilot Project	- Rent supplements - Mental health - Addictions - Healthcare - 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.

In 2012, the Ministry of Social Services published *From Dependence to Independence*, a report on policies and programs designed to address poverty in Saskatchewan. One pillar proposes to build more affordable housing units in order to eliminate some barriers that exist for individuals living in poverty. This complements the provincial housing strategy: *A Strong Foundation*, as one goal is to support individuals and families in greatest housing need. To meet this goal, the Saskatchewan Housing Corporation has developed the Capital Rent Subsidy program to support the creation of rental units for the hardest to house individuals. Supported accommodation and access to housing are two key issues being addressed in the Provincial Disability Strategy (in development). Individuals with disabilities are being housed inappropriately in hospitals and long-term care facilities. Families and formal support service providers are challenged to meet the needs of individuals needing supported accommodation due to an excess demand of current housing and support availability. HF has been identified as a possible solution to help address the gaps in housing and supports for people with disabilities. With other strong provincial programs that include a wide range of rental and employment supplements, HPS investment will build upon Provincial programs to enhance services and promote long term sustainability.

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?

To the degree possible, HPS funds and complementary services will build on the provincial homelessness programs and initiatives. Opportunities for alignment will be identified through quarterly meetings and ongoing communications as members of the CAB-SH are representatives from various government ministries. Furthermore, prior to Calls for Proposals, the

Saskatchewan Housing Corporation meets with the CE to discuss provincial direction and initiatives. The CE plans on expanding this consultation to include all local funding mechanisms to and identify ways and means to optimize community access to provincial and federal funding opportunities, and prevent duplication.

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.
 - o 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.
 - o 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? 5

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)			
Saskatchewan Housing Corporation	Province/Territory	Deb Horseman	deb.horseman@gov.sk.ca 306-933-8415	2,000,000	0	2,000,000

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)			
City of Saskatoon	Municipality	Daryl Sexsmith	darylsexsmith@saskatoon.ca 306-975-7693	125,000	0	125,000
United Way of Saskatoon and Area	Not for profit/Charity	Sheri Benson	sbenson@unitedwaysaskatoon.ca 306-975-7704	600,000	0	600,000
Saskatoon Community Foundation	Foundation	Don Ewles	don.ewles@saskatooncommunityfoundation.ca 306-655-1766	50,000	0	50,000
The Muttart Foundation	Foundation	Tara Stang	780-421-0311	50,000	0	50,000
Total Community Contribution (dollars)						2,825,000
HPS Designated Communities Funding Stream allocation (dollars)						392,000

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*	13% DC	21 % DC	40 % DC	42 % DC	44 % DC	% of HF Funds by activity selected (Related to 2014-2015 only) <ul style="list-style-type: none"> • 5%: HF Readiness ‡ • 5%: Client Intake & Assessment § • 70%: Connecting to and Maintaining Permanent Housing ** • 15%: 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: 20 • 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: 30 • Percentage of HF clients
	13% AH	21% AH	40% AH	42% AH	44% 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		
							who will be rehoused: 29% ● Percentage of HF clients who will return to homelessness: 14% ● Percentage of HF clients who will successfully exit the program to a positive housing situation: 10%
To improve the self-sufficiency of homeless individuals and families	14% DC	19% DC	19% DC	21% DC	22% DC	Housing Placement (outside of Housing First)	The HPS has not asked for targets related to this activity.
	14% AH	19% AH	19% AH	21% AH	22% AH	Connecting clients to income supports	20 people will increase their income or income stability.

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		
and those at imminent risk of homelessness through individualized services †						Pre-employment support and bridging to the labour market	12 people will increase their employment stability or will start part-time or full-time employment. 5 people will start a job training program.
						Life skills development (e.g. budgeting, cooking)	The HPS has not asked for targets related to this activity.
						Culturally relevant responses to help Aboriginal clients	The HPS has not asked for targets related to this activity.
						Connecting clients to education and supporting success	7 people will start part-time or full-time education.
						Housing loss prevention (only for individuals and families at imminent risk of homelessness)	15 people will remain housed at three months after receiving a housing loss prevention intervention.
						Liaise and refer to appropriate resources	The HPS has not asked for targets related to this activity.

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.	65 % DC	50 % DC	33 % DC	27 % DC	26 % DC	Transitional housing facilities	3 new transitional housing units will be added to a new or existing housing unit.
	65% AH	50% AH	33% AH	27% AH	26% AH	Supportive housing facilities	4 new permanent support housing units will be added to a new or existing housing unit.
						Non-residential facilities	The HPS has not asked for targets related to this activity.

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 ensure coordination of resources and leveraging	5% DC	5% DC	5% DC	5% DC	5% DC	<ul style="list-style-type: none"> - Identifying, integrating and improving services (including staff training on activities and functions in support of a systems approach to homelessness) - 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) 	The HPS has not asked for targets related to these activities.
	5% AH	5% AH	5% AH	5% AH	5% 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		
To improve data collection and use	3% DC	5% DC	3% DC	5% DC	3% DC	<ul style="list-style-type: none"> - Identifying the size and make-up of the entire homeless population - Tracking non-Housing First clients - Community indicators (beyond the requirements for HPS) - Information collection and sharing (including implementing and using HIFIS) 	The HPS has not asked for targets related to these activities.
	3% AH	5% AH	3% AH	5% AH	3% AH		

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.

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.

Throughout the community engagement process for HPS 2014-19 Community Plan, a common thread appeared in research studies and community consultations: Housing First is a preferred approach to addressing homelessness among the chronically and episodically homeless populations and a positive step forward in Saskatoon as the model has worked in other Canadian cities. In 2013, the United Way of Saskatoon and Area conducted a community consultation on ending homelessness using a Housing First model. The community identified a need to provide permanent housing with supports for the chronically homeless population to reduce homelessness. In 2014, the United Way of Saskatoon and Area funded a pilot program implementing a Housing First program through Saskatoon Crisis Intervention Services. Their intention is to target chronic and episodic homeless individuals who have the highest emergency system use as identified by the Saskatoon Safe Streets Commission. Adopting a Housing First philosophy, they are supporting clients to maintain housing with appropriate supports based on client choice, and an Intensive Case Management (ICM) team has been established and are receiving training and support. There has also been interest in implementing Housing First in Saskatoon by many agencies in Saskatoon. Reducing homelessness through Housing First is therefore priority in Saskatoon as HPS funding will build upon the resources and initiatives underway in the community.

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

- **HF Readiness**

Starting in 2014-15, HPS funding will be used to invest in projects that support the current Housing First initiatives in Saskatoon in order to build upon the success of the current HF pilot project and expand capacity. The CAB-SH and CE will also explore resources that HPS can leverage that align with Housing First to promote readiness for implementation in Saskatoon. This includes Housing First model consultation, coordination, planning, and assessment; identifying, integrating and improving services such as staff training on Housing First protocols, activities and functions; partnership development in support of a

Housing First approach; and working with the housing sector to identify opportunities for and barriers to permanent housing.

- **Client Intake & Assessment**

Intake and assessment protocols of the housing and health authorities are in development and will be further explored for city-wide application in HPS-funded facilities as part of the 2014-15 Housing First Readiness investment.

- **Connecting to and Maintaining Permanent Housing**

In order to assist clients with connecting to and maintaining permanent housing, the current Housing First pilot program case managers work to build relationships with market rental landlords. Supports are provided by the Ministry of Social Services for rental subsidies, damage deposits, and furnishings. Implications for HPS –funded Housing First clients will be explored during 2014-15 in order to complement the work currently underway.

- **Accessing Services**

The Housing First pilot program has established an Intensive Case Management team in Saskatoon. In order to leverage this resource for HPS Housing First investments, the CAB-SH and CE will explore initiatives that support broader implementation.

- **Data, Tracking & Monitoring**

Service providers are collecting data on clients and outcomes with HIFIS or other data systems developed by service providers. A HIFIS user group has been developed, and the CE is exploring ways to track and monitor Housing First clients using common data collection methods. This will be finalized during 2014-15.

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.

Our research has determined that we do not have the resources (at least initially) to target the entire chronic and episodic homeless population. As a result, we intend to target chronic and episodic homeless individuals who have the highest system use. Saskatoon is fortunate to have a broad spectrum of housing and service providers, many of whom already utilize a case management approach supported by multiple outreach service workers. A recent audit of the Housing First Pilot Project underway in Saskatoon shows a high degree of fidelity to the Housing First model, and a reduction in crisis response services for initial clientele. Many agencies in our community have expressed interest in helping

accelerate implementation of the Housing First model, and are currently exploring integration and enhancement of common service elements. The CAB-SH intends to launch a call for proposals to provide complementary services to support the existing pilot project, and leverage existing community assets to expand the community's capacity to deliver Housing First. The project sponsor(s) will be responsible for developing a multi-stakeholder intake system and identifying and hiring an appropriate number of staff responsible for outreach, initial housing placement and service setup to complement the current case management and follow-up support services provided in Saskatoon. Once a client is identified, the shelter or existing outreach program will invite the client to meet with the HF intake officer. The HF intake officer will complete an intake questionnaire and introduce the client to their team, the Housing Coordinator and the Case Manager. The client will be placed immediately into transitional housing while they look to secure permanent housing (maximum 1 month). The Housing Coordinator will work with the client to identify his or her housing needs. The Housing Coordinator will then identify several options that meet the needs expressed by the client and work with the client to secure the housing and offer the client a session on tenant rights and responsibilities. The case manager (ICM model) will work with the client on achieving their next goal, connecting them to the required services. The case manager will be in contact with the client weekly to see how they are doing and ask if they need anything. We are setting aside \$10,000 to cover furniture and/or repairs.

Timelines

Year 1: Shifting existing resources to HF and beginning HF implementation

- Determine the exact size of the chronic and episodically homeless populations;
- Identify a method to collect the needed data at the community level;
- Develop a Program Description and Logic Model
- Determine intake processes;
- Establish Housing, Staff Supervision, and Communication Protocols;
- Hire Intake Officer/Housing Outreach Workers;
- Develop Training Regimes;
- Involve People with Lived Experience;
- Develop an evaluation plan;
- Clients are moving on to regular supports.

Year 2: Coordination of Resources and Development of Best Practices

- Implement data collection and reporting schemes;
- Develop partnerships that enhance service delivery;
- Ongoing Training and Technical Assistance;
- Work with services to get priority placement for HF clients;
- Assess first year implementation and service needs and gaps.

Year 3: HF implementation expansion

- Expand service delivery through the hiring of additional Intake Officer/Housing Outreach Workers and Case Manager(s)/Follow-up Support Workers
- Data collection and reporting
- Assess previous year implementation and service needs and gaps.

Target Group(s)

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

- Chronically homeless individuals
- Episodically homeless individuals

Individualized Services 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.

This is a priority for our community because our community has determined one of the top priorities to be prevention of homelessness. The CAB-SH has determined that there is a need for supports for individuals and families experiencing homelessness that do not meet the acuity of Housing First programs that require assistance to find housing or remain housed with support to physical, mental and financial well-being. The CAB-SH intends to launch a call for proposals to develop wellness centre(s) in Saskatoon to assist non-housing first clients with their needs.

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
- Families and children
- Aboriginal people
- Women
- Corrections / Justice;
- Foster Care

Facilities 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.

With a lack of affordable housing in Saskatoon, people are at imminent risk of homelessness, even with a full time job. A common thread in research studies and community consultations was the need for short-term transitional and supported housing units. Funding in this area intends to support housing both potential Housing First client's transition to permanent housing, as well as a number of individuals that are at imminent risk of homelessness that require an on-site supported living environment. As non-residential facilities are also an eligible cost, the call for proposals will be open to service providers that require infrastructure improvements in order to offer complementary services.

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
- Families and children
- Aboriginal people
- Women
- Corrections / Justice;
- Foster Care

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.

The most all-encompassing theme in the consultations regarding the evaluation of support programs and services was the idea that community partnerships need to be nurtured and supported and that this support should come from all levels of government. Research study participants noted that there is a need for existing services to be better coordinated as well. Both service providers and individuals experiencing homelessness noted that there is a lack of awareness about existing services. It is suggested that there needs to be more and better communication to build knowledge on how to access help from the community. The intention for investment in this priority is to develop partnerships, strengthen community capacity, educate and build awareness in the community.

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.

The community indicated that the sharing of information is necessary to provide individualized support. Community organizations need to be able to quickly identify history and needs if an individual is referred by one organization to another. As such, the CAB-SH identified that the measurement and reporting of data and results as a priority in Saskatoon. This includes the promotion of common data systems (HIFIS) and common data point definition to ensure collection and reporting are consistent across programs. The community has asked that there is a need for local data coordination; the CAB-SH and CE are exploring how we can provide support for CBOs regarding HIFIS and other local data collection initiatives.

Year 1

- All users on same version of HIFIS;
- Establish a common data set with service providers for ease of comparison;
- Increased usage of HIFIS in Saskatoon;
- Establish data collection and reporting metrics and schedules.