

Homelessness Partnering Strategy Community Plan 2014–2019

Community: *Yellowknife*

Region: *Northwest Territories*

The plan has been approved by Canada for implementation.
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This Designated Community is encouraged, but not required to commit to move to a Housing First approach.

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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	699
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)	
7. Date count was undertaken	

Readiness for Implementing Housing First

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

Criterion	Community's Rating
CORE PRINCIPLES	
Rapid Housing with Supports. Program directly helps participants locate and secure permanent housing as rapidly as possible and assists them with moving-in or re-housing if needed.	-1-: Program expects participants to find their own housing and does not offer participants who have lost their housing a new housing unit.
Housing Choice. Program participants choose the location and other features of their housing.	-1-: Participants have no choice in the location or other features of their housing and are assigned a unit without having a say in decorating and furnishing.
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.	-1-: Participants have no written agreement specifying the rights and responsibilities of tenancy, have no legal recourse if asked to leave their housing and can keep housing only by meeting requirements for continued tenancy.

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>-2-: Participants pay 46-60% or less of their income for housing costs and/or program helps participants obtain rent supplements or subsidized housing units.</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>-1-: Program does not offer any housing support services.</p>
<p>SERVICE PHILOSOPHY</p>	
<p>Service choice. Extent to which program participants choose the type, sequence, and intensity of services such as recovery, medical and other services.</p>	<p>-1-: Services are prescribed by the service provider with no input from the participant.</p>
<p>Participant-Driven Program & Services. Extent to which the program and services are participant-driven.</p>	<p>-1-: Program does not offer any opportunities for participant input into services at any level.</p>
<p>Contact with Participants. Extent to which program maintains regular contact with participants.</p>	<p>-2-: Program meets with participants once every 4 to 8 weeks 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>-1-: Participants are discharged from program services if they lose housing for any reason.</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>-2-: Program directly offers or brokers some services.</p>
<p>Selection of Vulnerable Populations. Extent to which program focuses on chronic and/or episodically homeless individuals.</p>	<p>-1-: Program has no method to identify and select participants who are chronic and/or episodically homeless.</p>
<p>TEAM STRUCTURE/HUMAN RESOURCES</p>	
<p>Low Participant/Staff Ratio. Extent to which program consistently maintains a low participant/staff ratio.</p>	<p>-1-: 50 or more participants per 1 FTE staff.</p>

Community Advisory Board Membership

1. **Name of the Community Advisory Board:** Yellwoknife Community Advisory Board on Homelessness

2. **Number of members in your CAB:** 15

Community Advisory Board Membership					
Last Name	First Name	TITLE ORGANIZATION	SECTOR(S)	Role on CAB	Include on Distribution List?
Heyck	Mark	Mayor - City of Yellowknife	- Other: Municipal Gov't	Ex-officio member	Yes
Bussey	Linda	City of Yellowknife	- Other: Municipal City Councillor	Co-chair	Yes
White	Grant	Director, Community Services - City of Yellowknife	- Other: Municipal Gov't	Ex-officio member	Yes
Nadeau	Nathalie	Director, Social Programs - Yellowknife Health & Social Services Authority	- Healthcare, including mental health and addictions treatment - Other: Territorial Gov't	Ex-officio member	Yes
Saturnino	Michael	Regional Superintendent - GNWT Education, Culture & Employment	- Income supports - Other: Territorial Gov't	Ex-officio member	Yes
Anderson	Dawn	Director, Intergrated Case Management - GNWT Justice	- Police and/or corrections - Other: Territorial Gov't	Ex-officio member	Yes
HERNBLAD	Dayle	Homelessness Coordinator - City of Yellowknife - CAB	- Other: Municipal Gov't	Ex-officio member	Yes
McKee	Denise	Executive Director - NWT Disabilities Council	- Non-profit - Other: Disabled Persons	Co-chair	Yes
unassigned	unassigned	Yellowknives Dene First Nations	- Aboriginal	Member	No
Shea	Erin	Homelessness Coordinator - NWT Housing Corporation	- Housing and social housing - Other: Territorial Gov't	Member	Yes
Fuller	Lyda	Executive Director - YWCA Yellowknife	- Non-profit	Member	Yes

Community Advisory Board Membership					
Last Name	First Name	TITLE ORGANIZATION	SECTOR(S)	Role on CAB	Include on Distribution List?
Hamlyn	Iris	Executive Director - Side Door Youth Ministries	- Youth	Member	Yes
Renaud	Jeff	CEO - Avens Society for Seniors	- Housing and social housing - Non-profit - Other: Seniors	Member	Yes
Tompkins	Vicki	Owner - For Women Only	- Private sector and business associations	Member	Yes
Corkal	Jim	Chief Clinical Advisor - GNWT Dept of Health & Social Services	- Healthcare, including mental health and addictions treatment	Member	Yes

3. Are there any sectors or organizations the CAB needs to include 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)

No

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.**

Every member of the Community Advisory Board represents a different sector, and is charged with seeking out and bringing sector knowledge to the CAB table. Voting members of CAB are supplemented by a number of non-voting members who represent social envelope departments of government, and bring a broad community perspective to discussions and planning. Meetings of the Community Advisory Board are open to the public.

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

CAB membership includes a member representing Aboriginal organizations who will bring this perspective to the table. In addition, some of the members of CAB are themselves, of Aboriginal descent. The majority of sectors represented on the CAB serve the Aboriginal sector.

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 are aware of, related to your homelessness strategy.**

How many have you identified? 10

Name of federal, provincial or territorial or local strategies and programs	Focus of strategy or program
Government of the Northwest Territories – Justice Wellness Court / ICM / Anti-Poverty Strategic Plan / Mental Health & Addictions Strategic Plan	- Social integration
NWT Housing Corporation	- Social housing

Name of federal, provincial or territorial or local strategies and programs	Focus of strategy or program
Yellowknife Health and Social Services Authority	<ul style="list-style-type: none"> - Mental health - Addictions - Healthcare
GNWT - Department of Education, Culture and Employment	- Income supports
City of Yellowknife – Social Issues Committee / Community Advisory Board / CE	- Social integration
Dominion Diamond Mine Incorporated	- Social integration
Mobilizing Local Capacity for Youth Homelessness	- Social integration
Mental Health Commission of Canada	<ul style="list-style-type: none"> - Mental health - Addictions - Education
NWT Association of Communities	- Social integration
Coalition Against Homelessness	- Social integration

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

No

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?

The CAB celebrates its vast cross section of member "sectors" who represent many departments from the Territorial Gov't which naturally engages. These relationships engage monthly at minimum, as well as network and dialogue continually. Many CAB members also sit on additional homelessness boards who also network and share. Majority of service providers in the community

collaborate with practices and policies, and have indicated a full support to transition to a Housing First philosophy and model.

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? 6

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)			
GNWT - Homeless Assistance Fund	Province/Territory	Erin Shea	erin_shea@gov.nt.ca	0	125,000	125,000

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)			
GNWT - ECE (Sheltering Agencies)	Province/Territory	Micheal Saturnino	michael_saturnino@gov.nt.ca	0	900,000	900,000
GNWT - Housing Corporatin	Province/Territory	Revi Lau-a	Revi_Lau-a@gov.nt.ca	0	94,000	94,000
Yellowknife Health & Social Services Authority - Sdie Door Programs	Province/Territory	Nathalie Nadeau	nathalie_nadeau@gov.nt.ca	0	100,000	100,000
GNWT - Dept of Health & Social Services	Province/Territory	Andy Langford	andy_langford@gov.nt.ca	0	443,000	443,000
GNWT - Housing Corporation	Province/Territory	Revi Lau-a	revi_lau-a@gov.nt.ca	0	35,000	35,000
Total Community Contribution (dollars)						\$1,697,000
HPS Designated Communities Funding Stream allocation (dollars)						\$234,556

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) allocation 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*	11% DC	40% DC	60% DC	75% DC	85% DC	% of HF Funds by activity selected (Related to 2014-2015 only) ● 72%: HF Readiness † ● 28%: Data, Tracking & Monitoring ††	
To improve the self-sufficiency of homeless individuals and families and those at imminent risk of homelessness through individualized services †	0% DC	0% DC	0% DC	0% DC	0% DC		

Priorities	The percentage of your HPS Designated Community (DC) allocation 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.	85% DC	55% DC	30% DC	15% DC	15% DC	Transitional housing facilities	0 new transitional housing units will be added to a new or existing housing unit.
						Supportive housing facilities	14 new permanent support housing units will be added to a new or existing housing unit.
						Emergency shelter facilities	4 new emergency shelter beds will be added to an existing emergency shelter.

Priorities	The percentage of your HPS Designated Community (DC) allocation 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	0% DC	5% DC	10% DC	10% DC	0% DC	<ul style="list-style-type: none"> - Determining a model in support of a broader systematic approach to addressing homelessness - Identifying, integrating and improving services (including staff training on activities and functions in support of a systems 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.

Priorities	The percentage of your HPS Designated Community (DC) allocation 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	4% DC	0% DC	0% DC	0% DC	0% DC	- Point-in-time counts	The HPS has not asked for targets related to these activities.

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)

‡‡ 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.

Priority #1: Transition to a Housing First approach to address homelessness: Rationale CAB members are committed to moving toward a Housing First approach. CAB's assessment of the community of Yellowknife with respect to Housing First demonstrates that the community must make progress in a number of areas to become ready to transition to a Housing First approach. Over the next 5 years, the Yellowknife Community Advisory Board on Homelessness proposes to focus on moving toward a Housing First Model. This will provide the course of action that will assist service providers to move individuals out of homelessness. Over the 5-year period, focussing on a Housing First approach, the City will work toward the following outcomes:

1. Developing relationships and buy-in from landlords that results in assigned housing stock in scattered sites throughout Yellowknife, for housing homeless.
2. Nurturing collaboration, partnership, adoption and support of Housing First approaches among all those with a role to play in addressing the issue of homelessness: social service organizations, sheltering agencies, all levels of government, the business community and the public.
3. Ensuring service providers are well-trained and maintain high levels of staff professionalism across all agencies.
4. Creating an understanding of our clientele to enable the best delivery of service, and measure progress by establishing baseline data and measuring impact against that baseline.

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

- **HF Readiness**

Mental Health Commission Training and Technical Assistance program: In partnership with Pathways to Housing, the Training and Technical Assistance Program will assist Yellowknife in the development and implementation of Housing First teams through training events and ongoing technical assistance; provide opportunities for learning, sharing and problem solving with other communities who are also implementing HF; and, draw on the knowledge and

experiences acquired through the At Home/Chez Soi initiative, Canadian Housing First experience, and the expertise of Pathway's to Housing to continue to build a collective understanding and knowledge of HF implementation. Yellowknife will also have use of the interactive HF web-based toolkit including how to plan, implement, evaluate and sustain HF programs; monthly conference calls to track progress, identify challenges, achievements & emerging issues; ongoing data collection for evaluation purposes and assessing the value of activities; research and analysis.

- **Client Intake & Assessment**

none

- **Connecting to and Maintaining Permanent Housing**

none

- **Accessing Services**

none

- **Data, Tracking & Monitoring**

HIFIS Community Coordinator (HCC) contribution agreement with Government of Canada: The HCC initiative will provide training, technical support and assistance activities to emergency shelters and other service providers through the following activities:

- Promote and support the use of HIFIS software
- Provide ongoing training, re-training and support to HIFIS users and promote the use of E-Learning tools and self-learning modules
- Facilitate the signing of Data Provision Agreements
- Facilitate quarterly data exports from shelters to national office
- Raise awareness of the importance of data collection and data integrity and how HIFIS can assist with data collection and reporting requirements
- Participate in HCC conference calls and attend the annual national HCC training workshop
- Foster support by disseminating relevant information collected thru HIFIS to community stakeholders
- Develop a HIFIS working network We will prepare a call for volunteers to conduct the first ever Point in Time count in Yellowknife which will identify the size and make-up of the chronically and episodically homeless population.

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.

In Yellowknife, much of our effort has been ‘managing’ homelessness through investment in emergency services. A more strategic response will retain the emergency services (because people will still experience crises that lead them to lose their housing) but shifts the focus to prevention, and moving people out of homelessness. A prevention approach requires a coordinated and strategic system approach, and must include partnerships with NGOs, government and CAB. Moving to a Yellowknife-based Housing First model will assist service providers to move individuals out of homelessness. We have identified 15% of our HPS resources to Housing First Readiness, increasing that amount year over year (40% in 2015/16; 60% in 2016/17; 75% in 2017/18 and 85% in 2018/19). This reflects our commitment to first preparing for, and then implementing a Housing First approach. None of the HF funding in 2014/15 has been identified for capital purposes – it will be used for readiness such as Community Service Mapping to gather data on current services and service gaps with a goal of improving the design of our homeless service sector; and building community capacity through training. We will engage the GNWT to collaboratively identify a Housing First model as a best practice for Yellowknife in preventing, reducing and eliminating homelessness. In the long term we will conduct a five year evaluation on Housing First successes and recommended changes.

Target Group(s)

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

- Chronically homeless individuals
- Episodically homeless individuals

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.

In the first year, the Yellowknife Community Advisory Board also proposes to focus on supporting an activity being initiated in Yellowknife to re-open a day shelter for homeless. CAB proposes to provide support for renovations to a facility so it is ‘fit for purpose’ as a day shelter, and/or provide funding for a

foundational program for day shelter users. The outcome will be that homeless individuals will have access to daytime supports in the form of shelter, aligned with a Housing First approach.

Priority #2: Providing housing options for Youth: Rationale No young person should be living rough, couch surfing or on the streets. Unfortunately, for many youth, family difficulties contribute to an intolerable living situation whereby the streets are seen as a better option. For many youth, overcoming the challenges of education, employment and housing on their own is an impossible task. Currently, the Side Door Youth Ministries are the only services and programs available to assist homeless or at risk of homelessness youth in Yellowknife. Yellowknife is the newest recipient for the Mobilizing Local Capacity for youth homelessness program, working with a national youth homelessness group to reduce, prevent, and eliminate youth homelessness. The Yellowknife Community Advisory Board on Homelessness proposes to focus on establishing a youth-specific housing complex that combines housing with on-site supports to help young people piece together their own plan for success and independence through a housing first philosophy and program. Over the 5-year period, the CAB will work toward the following outcomes with respect to youth housing:

1. Identification of and acquiring a sustainable and viable option for procuring and maintaining a youth housing unit.
2. Creating and delivering programming that responds to the needs of youth which equips them to succeed in sustaining housing in the long term.

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

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

- Chronically and episodically homeless individuals
- Youth
- Aboriginal people

Coordination of Resources and Leveraging Priority

Rationale

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

Priority #3: Integrated Service Supports: Rationale Yellowknife is only entering into its transition to a Housing First approach to addressing homelessness. As it does so, it will begin to implement a Housing First model. That model is expected to identify some gaps in service delivery. This priority will work to identify those gaps, and provide assistance, consistent with a Housing First approach, to fill those gaps. In this way we will work to identify, integrate, and improve services for the homeless.

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.

Yellowknife will also complete a Point In Time (PiT) Count for the City of Yellowknife to gather baseline data, identify the size and make-up of the chronically and episodically homeless population as well as allow tracking and monitoring in future.