Ending Chronic Homelessness

Canadian Housing Renewal Association Webinar

October 10, 2019

BUILT FOR ZERO. CANADA

20KHomes Reached Goal and Re-Launched as BFZ-C

Between June 2015 and February 2019, 38 communities participating in the 20,000 Homes Campaign house 21,254 of the most vulnerable people experiencing homelessness.

On March 6, 2019 20KHomes relaunched as Built for Zero Canada.

- **20,000 Homes Campaign beats goal to house 20,000 of Canada's most vulnerable homeless people**

- **20KHomes Results Infographic**

- **On March 6th Built for Zero Canada launches after communities house 21,254 of Canada's most vulnerable homeless population**
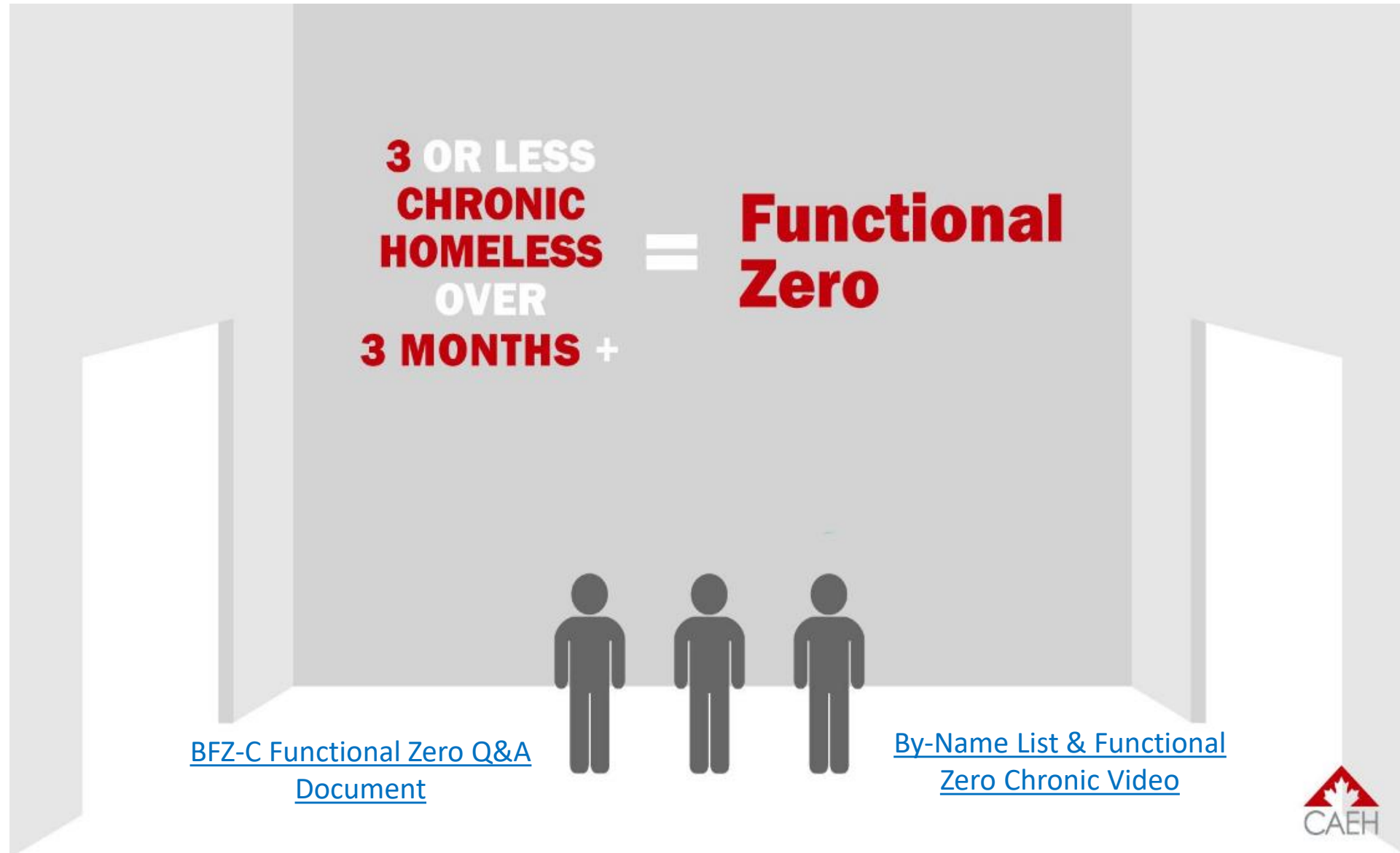
Built for Zero Canada is an ambitious national change effort helping a core group of leading communities **end chronic homelessness** – a first step on the path to eliminating all homelessness in Canada

See Built for Zero Canada Video

Functional Zero Chronic Homelessness

3 OR LESS CHRONIC HOMELESS OVER 3 MONTHS + = Functional Zero

BFZ-C Functional Zero Q&A Document

By-Name List & Functional Zero Chronic Video

4

Progress and Learning in US Built for Zero

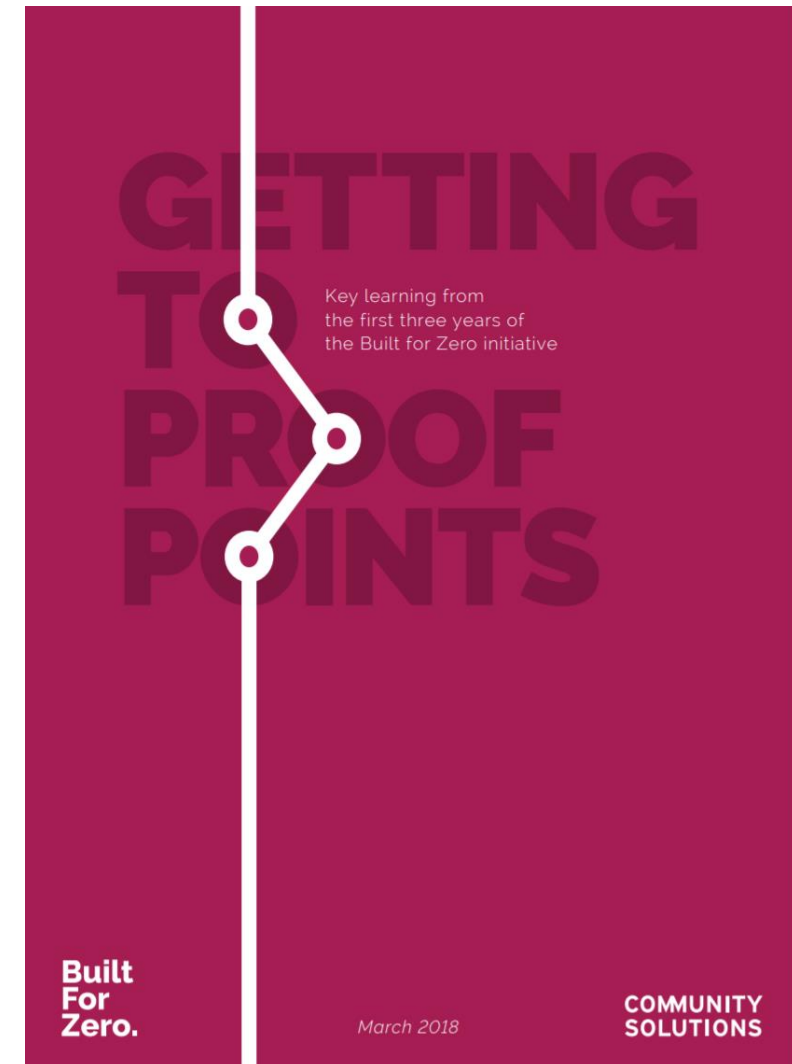**10** COMMUNITIES ENDED VETERAN HOMELESSNESS

3 COMMUNITIES ENDED CHRONIC HOMELESSNESS

39 COMMUNITIES HAVE ACHIEVED MEASUREABLE REDUCTIONS IN ACTIVE HOMELESS NUMBERS

74 COMMUNITIES WITH QUALITY BY-NAME LIST

105,000 TOTAL PEOPLE HOUSED

60-90% FUNCTIONAL ZERO COMMUNITIES SUSTAINING GOAL

GETTING TO PROOF POINTS

Key learning from the first three years of the Built for Zero initiative

Built For Zero.

March 2018

COMMUNITY SOLUTIONS

Click here to view report

BUILT FOR ZERO. CANADA

Community Progress

BUILT FOR ZERO. CANADA

FRANÇAIS   DONATE   CHANGE PACKAGE

Getting to Zero   Track Our Progress   Resources   Get Involved   About

For further information on overall Campaign progress, see the **Campaign Progress** page.

DASHBOARDS BY PROVINCE

Alberta

COMMUNITY	DATA DASHBOARD	CHRONIC MOVE-INS	QUALITY BY-NAME LIST	QUALITY COORDINATED ACCESS SYSTEM	BELOW CHRONIC BASELINE	REDUCED CHRONIC BY 50%	HOME STRETCH	REACHED FUNCTIONAL ZERO CHRONIC	SUSTAINING FUNCTIONAL ZERO CHRONIC
Edmonton	Link	3,999	Yes	In Progress	Yes				
Fort McMurray	Link	91	In Progress	In Progress					
Medicine Hat	Link	102	Yes	In Progress			Yes		
Red Deer	n/a	257	In Progress	In Progress					

British Columbia

Manitoba

New Brunswick

Campaign Progress

Built for Zero Canada (BFZ-C) uses a structured, supportive and data-driven approach that focuses on optimizing local homeless systems, accelerating the adoption of proven practices and driving continuous improvement.

BFZ-C has a set community milestones beginning with achieving a **quality By-Name List** to ensure reliable, real-time and consistent data from which to measure progress. Once communities have a quality By-Name List, they have the data to begin **measuring reductions** and **improvements**. From there, communities work to reach and sustain **functional zero on chronic homelessness**.

Built for Zero Canada communities results are also a measure of success. We roll-up data collected from BFZ-C communities to provide regular reports that track progress towards our goals and celebrate key milestones.

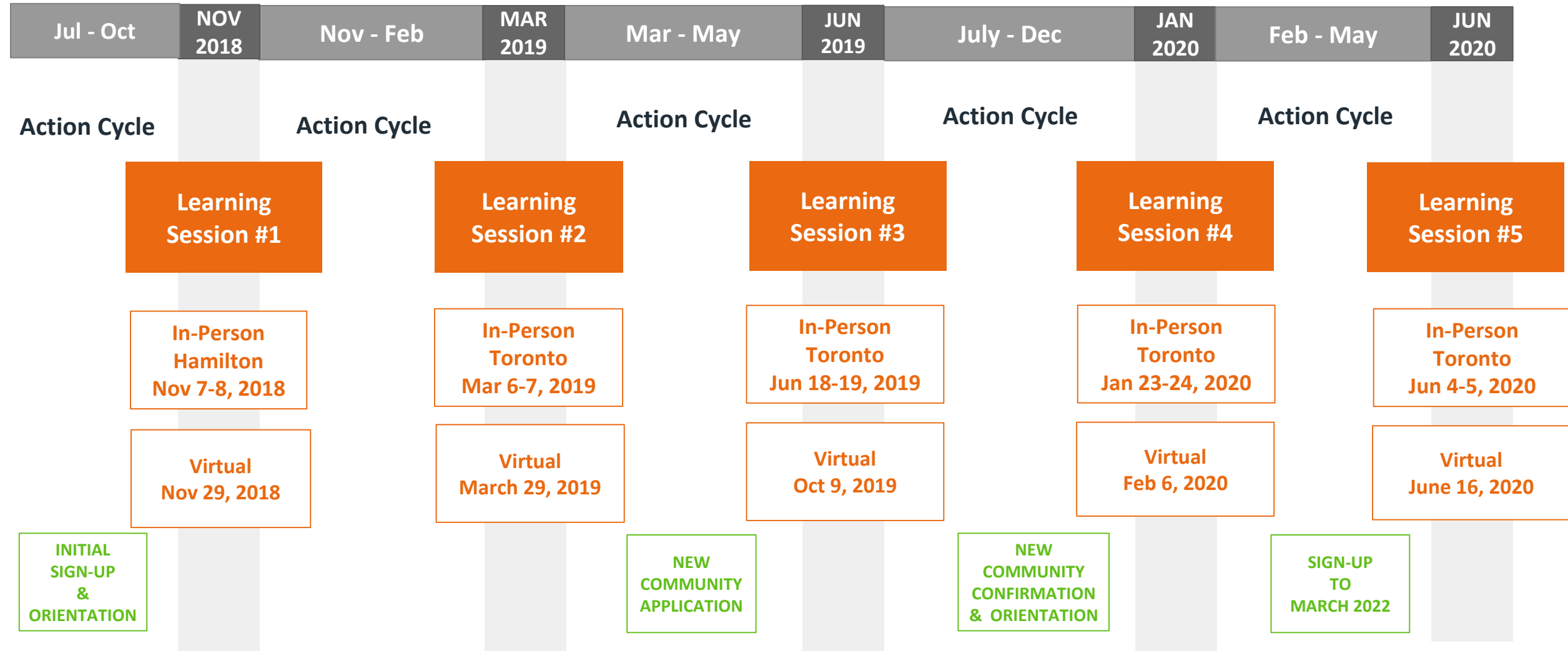| **11**	**3**	**0**	**0**
COMMUNITIES WITH QUALITY REAL-TIME DATA	COMMUNITIES REDUCED CHRONIC HOMELESSNESS	COMMUNITIES REACHED FUNCTIONAL ZERO CHRONIC	COMMUNITIES SUSTAINING FUNCTIONAL ZERO CHRONIC

See **Community Progress** for further information at the community level.

BUILT FOR ZERO. CANADA

Peer Support & Partners/Resources

BFZ-C Timeline 2018 - 2020

Jul - Oct	NOV 2018	Nov - Feb	MAR 2019	Mar - May	JUN 2019	July - Dec	JAN 2020	Feb - May	JUN 2020

Action Cycle   **Action Cycle**   **Action Cycle**   **Action Cycle**   **Action Cycle**

Learning Session #1	Learning Session #2	Learning Session #3	Learning Session #4	Learning Session #5
In-Person Hamilton Nov 7-8, 2018	In-Person Toronto Mar 6-7, 2019	In-Person Toronto Jun 18-19, 2019	In-Person Toronto Jan 23-24, 2020	In-Person Toronto Jun 4-5, 2020
Virtual Nov 29, 2018	Virtual March 29, 2019	Virtual Oct 9, 2019	Virtual Feb 6, 2020	Virtual June 16, 2020
INITIAL SIGN-UP & ORIENTATION		NEW COMMUNITY APPLICATION	NEW COMMUNITY CONFIRMATION & ORIENTATION	SIGN-UP TO MARCH 2022

BUILT FOR ZERO. CANADA

BFZ-C Milestones

By-Name List

Achieve a comprehensive, real-time, quality By-Name List that produces reliable data

> 11/11
> BNL SCORECARD
>
> **+**
>
> RELIABLE BNL DATA
>
> **+**
>
> BASELINE

Reduce to Zero

Drive monthly reductions in your active chronic homeless number

> COORDINATED ACCESS & SYSTEM IMPROVEMENTS
>
> **|**
>
> MONTHLY REDUCTIONS
>
> **|**
>
> HOME STRETCH

Zero for All

Sustain your gains while expanding to new populations

> CONFIRM ZERO
>
> **+**
>
> SUSTAIN ZERO
>
> **+**
>
> EXPAND TO NEW POPULATIONS

LEADERSHIP, LOCAL TEAM, BUILDING THE WILL

BUILT FOR ZERO. CANADA

Website Resources

Behaviours for Solving Complex Problems

Complex problems can't be solved by a static set of interventions.

Communities need a **problem-solving system** that can flex as the problem evolves.

DATA ANALYTICS	HUMAN-CENTERED DESIGN	QUALITY IMPROVEMENT	FACILITATION & MEETING DESIGN
Use data for improvement	*Engage people experiencing the problem to surface ideas*	*Test and evaluate each idea with objective data*	*Create the conditions for groups to innovate collaboratively*

Video – Complex Problems: More Like Birds Than Baseballs

BUILT FOR ZERO. CANADA

Model for Improvement

Aim: What are we trying to accomplish?

How will we know a change is an improvement?

What change can we make that will result in improvement?

Plan | Do

Act | Study

Used with permission from the Institute for Healthcare Improvement

BUILT FOR ZERO. CANADA

Key Mindsets

Bias for Action	You favour progress over perfection and focus on what you <u>can</u> do rather than on what you <u>can't</u> do. You start where you are, use what you have, and do what you can. You test ideas quickly in the field, focusing on executing, learning and improving. You recognize this quality improvement approach helps groups get unstuck and inspires new thinking.
Fail Forward	You move forward despite the possibility of failure. You celebrate failures as points of learning and use that learning as stepping stones towards success.
Growth Mindset	You see problems as challenges we just haven't figured out "<u>YET</u>". You believe that with continued effort and learning, anything is possible. You welcome feedback and new ideas.
Abundance Not Scarcity	You believe there is the potential for more of everything in life and enough to go around. You see hope and opportunity in every situation and gifts and potential in every person. You share what you have and celebrate the success of others.
Mission Focussed	You are focussed on your goal and will do whatever it takes to get there. You are not overly focused on models, plans, or strategy or worried about blame or who gets credit. You are focused on the end-state and you are willing to innovate, disrupt, and change in order to achieve your mission. You know your "why" and you have grit.

BUILT FOR ZERO. CANADA

Communities Closing in on Functional Zero Chronic

Guelph-Wellington

Lori Richer
Housing Stability Manager
Wellington County
Social Services
lorir@wellington.ca

Kawartha-Haliburton

Michelle Corley
Program Supervisor
Housing Help
City of Kawartha
mcorley@kawarthalakes.ca

Edmonton

Emily Dietrich
Chief Program Officer
Homeward Trust
edietrich@homewardtrust.ca

BUILT
FOR
ZERO.
CANADA

GUELPH-WELLINGTON

Guelph-Wellington – Community Background Information

Guelph-Wellington – Community Background Information

The County of Wellington is the Consolidated Municipal Service Manager (CMSM) for the County of Wellington and the City of Guelph and is responsible for the delivery, system planning and administration of provincially mandated social and affordable housing programmes, as well as provincial and federal initiatives to prevent and address homelessness.

HOUSING CONTINUUM
Guelph-Wellington

Emergency Shelter | Transitional Housing | Supportive Housing | Rent-Geared-to-Income (RGI) | Affordable Rental | Market Rental | Homeownership | Homeownership

Guelph-Wellington – Community Background Information

Emergency Shelters

The County of Wellington funds emergency shelters located in the City of Guelph that serve the Guelph-Wellington area.

Emergency shelters in Guelph serve youth, adult men and women (single and mixed), and families.

Individuals experiencing homelessness in Guelph-Wellington are prioritized for service through Coordinated Entry System (CES).

Emergency Shelter Beds

Youth (16-24)
- Wyndham House (14 beds)

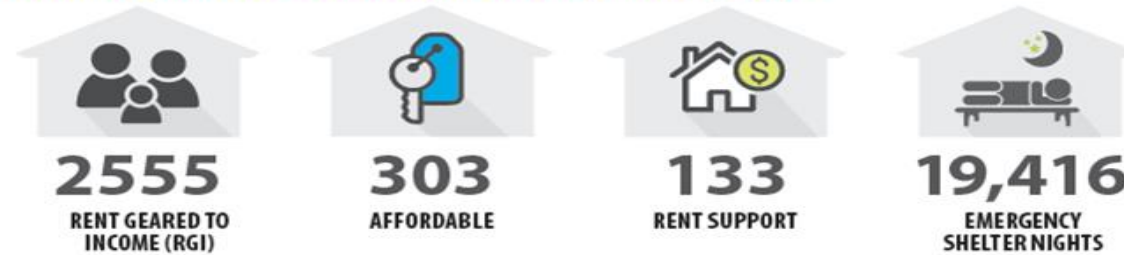Single Men
- Stepping Stones (22 beds)

Mothers and children/single women
- Dwelling Place (16 beds)
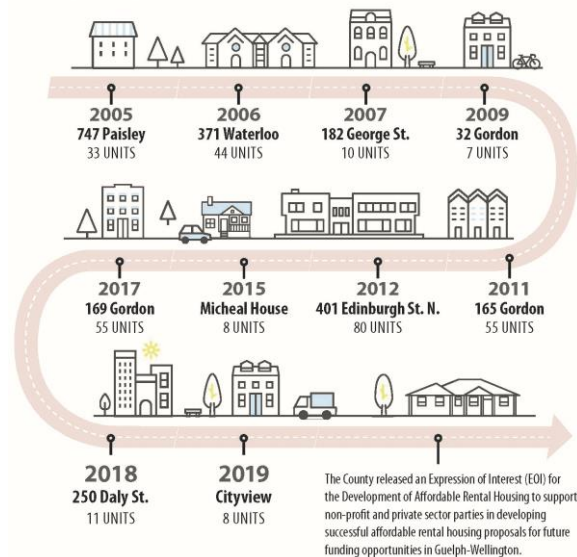
Motels are used for overflow

Guelph-Wellington – Connections to Housing

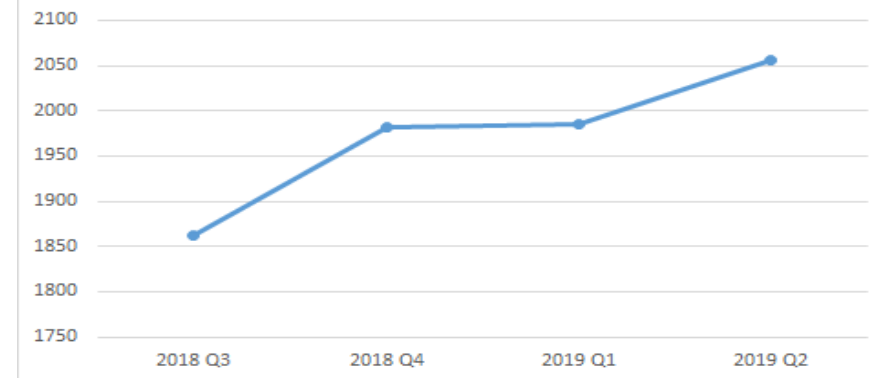## Total Households Assisted in 2018 (by housing type)

2555 RENT GEARED TO INCOME (RGI)

303 AFFORDABLE

133 RENT SUPPORT

19,416 EMERGENCY SHELTER NIGHTS

Affordable Housing Development

The County of Wellington has supported the development of 311 units of housing since 2005.

Year	Location	Units
2005	747 Paisley	33 UNITS
2006	371 Waterloo	44 UNITS
2007	182 George St.	10 UNITS
2009	32 Gordon	7 UNITS
2017	169 Gordon	55 UNITS
2015	Micheal House	8 UNITS
2012	401 Edinburgh St. N.	80 UNITS
2011	165 Gordon	55 UNITS
2018	250 Daly St.	11 UNITS
2019	Cityview	8 UNITS

The County released an Expression of Interest (EOI) for the Development of Affordable Rental Housing to support non-profit and private sector parties in developing successful affordable rental housing proposals for future funding opportunities in Guelph-Wellington.

CWL Composition

(Line chart showing values: 2018 Q3 ≈ 1860, 2018 Q4 ≈ 1980, 2019 Q1 ≈ 1985, 2019 Q2 ≈ 2055)

Centralized Wait List (CWL) Composition
Total applications have increased 10% since 2018 Q3.

BUILT FOR ZERO. CANADA

Guelph-Wellington – Data

Baseline Month	Baseline #	Scope of Reduction	Baseline Target
August 2018	174	10%	157

22
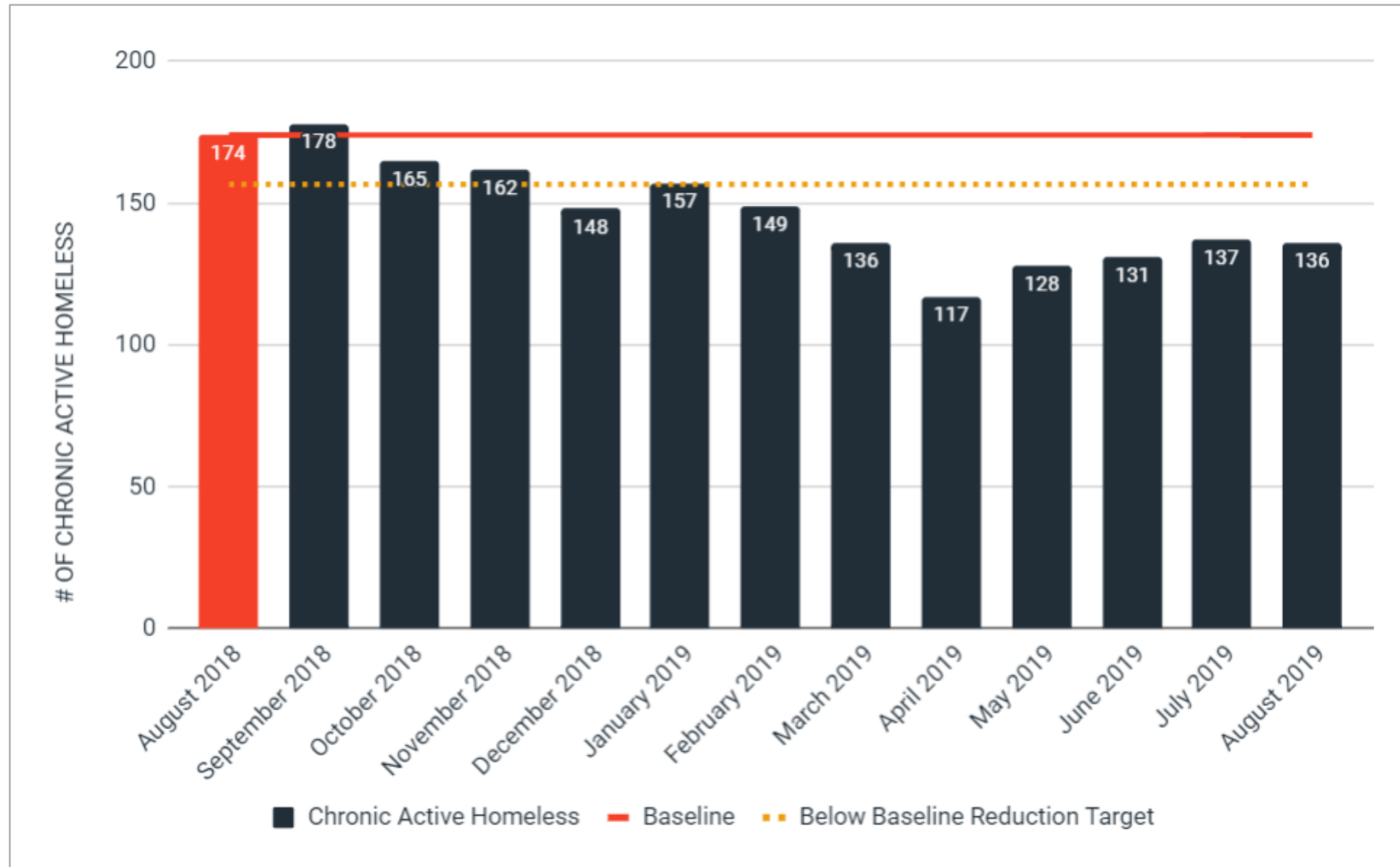
Guelph-Wellington – What Got Us Here

Ending homelessness will take a community response that requires continued collaboration and integration of services to achieve this goal.

Collaboration and integration of systems/services allows us to ensure:

- We share a common vision that is HOUSING FOCUSED
- Everyone who is homeless in our community is on our BNL
- Everyone has access to resources for housing stabilization
- We have a common voice to advocate for supportive housing
- Supports and resources to act in response to shifting needs

Guelph-Wellington – What Got Us Here

Shelter providers have shifted to a common vision that is housing focused and aligned supports and resources to act in response to community needs.

- Actively participate in BFZ Action Cycles
- Invited Iain De Jong from OrgCode to evaluate current service model and implementing recommendations
- Creative solutions to identify housing stock

BUILT FOR ZERO. CANADA

Guelph-Wellington – What Got Us Here

Real Time Data is Driving Decision Making and Ongoing System Change

Use of Real Time Data has led to the following interventions:

- Homelessness Prevention
  - Addition of 2 Diversion and Rapid Rehousing staff
  - Exceptions to last month rent and rental arrears funding

- Improved support for Active Homeless
  - Increased Housing First staff from 1 to 4
  - Shifting existing resources to meet current community needs

- Greater understanding of system outflow and community needs
  - Creation of new supportive housing partnerships
  - Need for increased housing supply (Supportive and Affordable)

BUILT FOR ZERO. CANADA

Guelph-Wellington – Leaning Into Challenges

**We are seeing measurable reductions in the number of homeless and will continue to drive towards ending chronic homelessness**

- Housing supply (supportive and affordable housing)

- Waitlist coordination among housing providers

- Discharge into homelessness from institutions (health, treatment, corrections)

BUILT
FOR
ZERO.
CANADA

Kawartha-Haliburton – Community Background Information

- City of Kawartha Lakes and County of Haliburton covers 7,160 square km

- Home to 93,485 residents

- Lindsay is the largest urban centre with a population of 20,000, and is a little less than two hours from Toronto
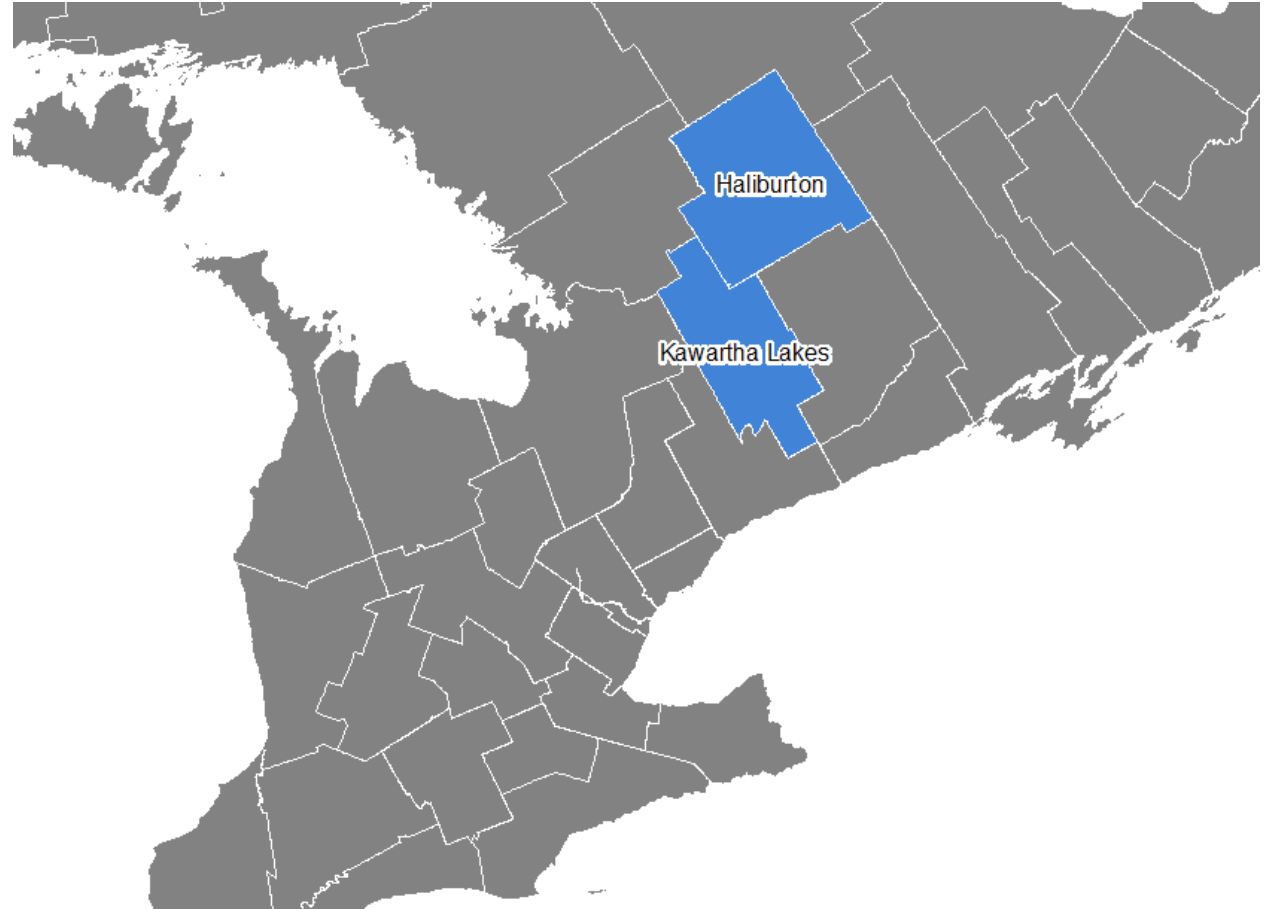
Kawartha-Haliburton – Community Background Information

- The City of Kawartha Lakes is the Service Manager for both CKL and CoH

- Homelessness program administration is governed through the City's Human Services department

- Our local Homelessness Response Steering Committee is the governing body that approves any changes to our Coordinated Entry System framework

- We are not a Reaching Home designated community

BUILT FOR ZERO. CANADA

Kawartha-Haliburton – Community Background Information

- System of Care
  - We have one emergency shelter with a 19-bed capacity
  - We have one agency contracted to offer intensive case management services within our Housing First program that can support up to 45 individuals
  - Two other agencies also offer case management supports within units designated as Housing First, which can support up to 40 individuals
  - Homelessness prevention supports are offered through our municipally-operated Housing Help
  - The City funds two Transitional Housing programs

Kawartha-Haliburton – Connections to Housing

- Community Housing is our primary source of housing for our housing first program units
  - 74 market rent, affordable housing and municipal rent supplement units receive individuals and families from the By-Name List
  - Support arrangements for these units is in place through a referral agreement

- Rents – subsidized by a municipally-funded portable housing benefit, municipal rent supplement or a Ministry of Health rent supplement

- Supports – funded by Provincial homelessness prevention funding or Ministry of Health

Kawartha-Haliburton – Connections to Housing

- Recent project – 68 Lindsay Street North, Lindsay:

  - 24 one-bedroom self-contained units

  - On-site support staff – up to 7 days a week

  - Each unit has been filled by those with the highest level of need from the BNL

  - Captial costs were off-set with a variety of Federal-Provincial funding initiatives

  - Ongoing support funding was secured from a Provincial program

  - Rent model allows for naturally low rents

Kawartha-Haliburton – Data

Baseline Month	Baseline #	Scope of Reduction	Baseline Target
August 2018	57	10%	51

33

Kawartha-Haliburton – What Got Us Here

City of Kawartha Lakes and County of Haliburton

20,000 Homes Registry Week Final Report

20,000 HOMES #20kHomesCKLH
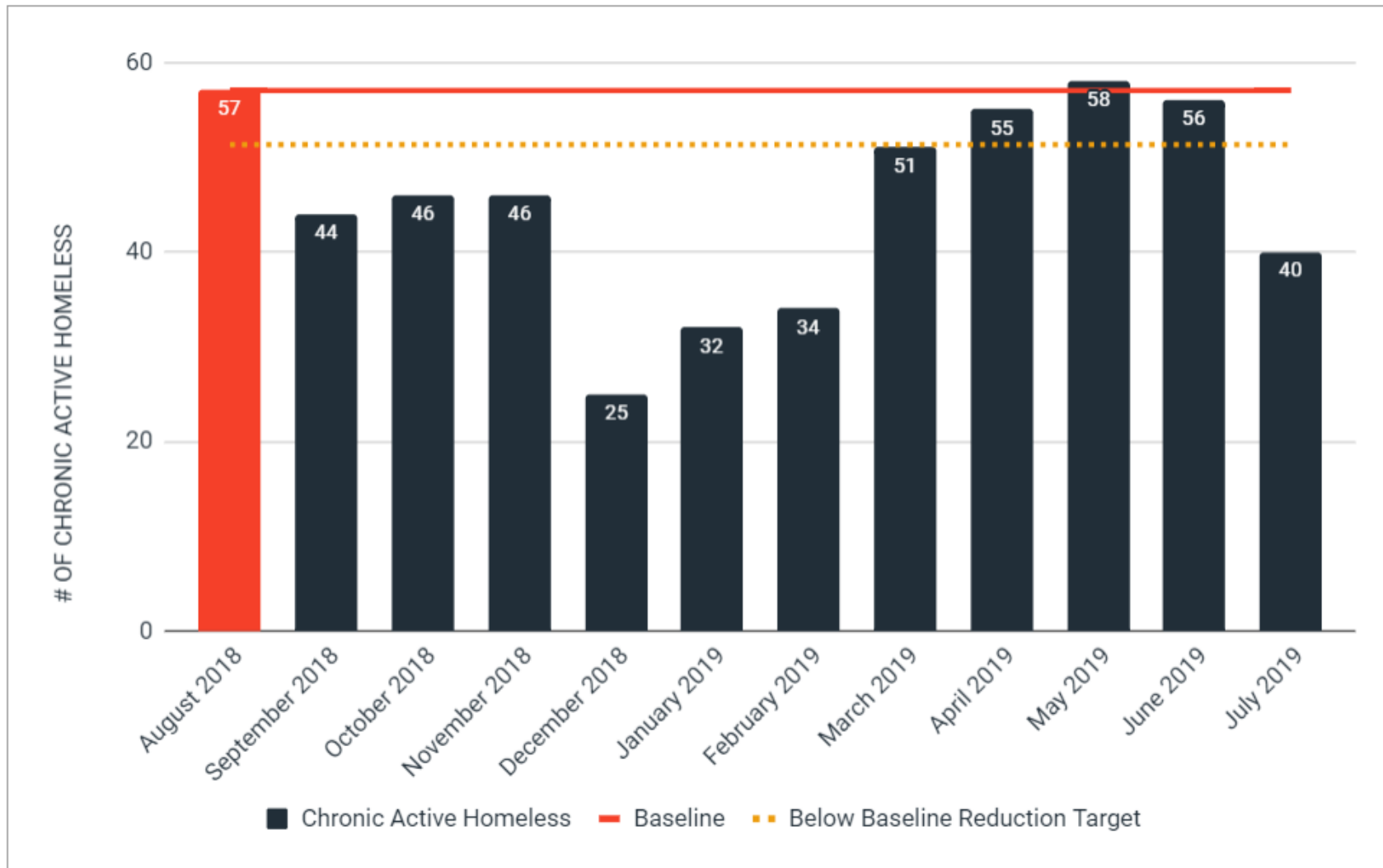
Because a couch is not a home...

- 2016 Registry Week – jumped started our work around Coordinated Entry

- Had to take action on the person-specific data we obtained through this exercise

- Much collaboration began at this point in order to piece together what services we had currently available to support a response to homelessness

BUILT FOR ZERO. CANADA

Kawartha-Haliburton – What Got Us Here

- Homelessness Coordinated Response Team (HCRT)
  - Bi-weekly case conferencing mechanism for high acuity individuals (8+ on VISPDAT)
  - Group of agency representatives working together to share information, resources and case planning
  - Focus on identifying and addressing systems and community level barriers to permanent housing
  - Agencies are the experts in the community in providing homelessness response

BUILT FOR ZERO. CANADA

Kawartha-Haliburton – What Got Us Here

- Partnerships for Housing
  - KLH Housing Corporation (the Local Housing Corporation) operated by municipal staff
  - This close relationship and vision of the leadership has allowed for a significant allocation of Housing First units within the region
  - KLH Housing Corp has been actively developing new projects through regeneration of existing housing or through new funding – allocating some of these new units towards the BNL

BUILT FOR ZERO. CANADA

Kawartha-Haliburton – Leaning Into Challenges

- Continued engagement of partners
  - Signing of MOUs
  - Regular updates to partner ED's on participation data by their staff
  - Tough conversations sometimes have to happen
  - Celebrate participation successes

- Rural area outreach
  - Formalize police outreach efforts
  - Train as many community groups (food banks, thrift stores etc.) as we can on Coordinated Entry

- Obtaining updates on those on the BNL – as we don't use HIFIS
  - Continue to explore easily accessible avenues for community partners to provide updates

BUILT FOR ZERO. CANADA

EDMONTON

Edmonton, Alberta

- Most northern city in North America with a metropolitan population of over 1 million

- About 20,000 Edmontonian households live in extreme core housing need

- Nearly 3,200 individuals experiencing chronic homelessness were enrolled the By Name List for housing support within 2017.

- Edmonton's By Name List (BNL) is currently at 1601

BUILT FOR ZERO. CANADA

About Homeward Trust

- System Planning and the 'Community Based Organization' (CBO) for Edmonton

- Roles & Responsibilities
  - Aggregator of federal, provincial, and municipal public funds
  - Sub-contracts 15+ program types with 16+ partners
  - Manages HMIS and Coordinated Access
  - Includes Housing Development, Programs, Data & Analytics, Planning & Engagement, Finance & Administration, Communications, Indigenous Relations, and FIND Furniture Bank (social enterprise)

BUILT FOR ZERO. CANADA

Integrated System Approach

System Planner

- Coordinated Access
- Diversion
- Supported Referrals
- Outreach
- Emergency Shelter
- Short-Term Supportive Housing
- Interim Housing
- Rapid Re-Housing
- Permanent Supporive Housing
- Intensive Case Management

Community-Based Housing

Includes private market, social housing, rent subsidies through Capital Region Housing.

Community-Based Services & Supports

Includes preventions and poverty reduction supports through United Way, FCSS, Gov. of Alberta, End Poverty Edmonton, etc.

Public Systems Services & Supports

Includes income assistance, justice, child intervention, health, immigration/settlement, domestic violence.

COORDINATED SYSTEM

BUILT FOR ZERO. CANADA

The Community Advisory Board

Indigenous Advisory Committee

Advisors to Administration regarding impacts of funding and programs on Indigenous community members. Recommends decisions on Indigenous funding streams.

Project Review Committee

Advisors to Administration regarding organizational financial feasibility and contracting

Community Plan Committee

Engagement of System(s). Informs priority setting to guide funding decisions. Sets tone of accountability.

BUILT FOR ZERO. CANADA

Housing Development

Housing Development

- New units

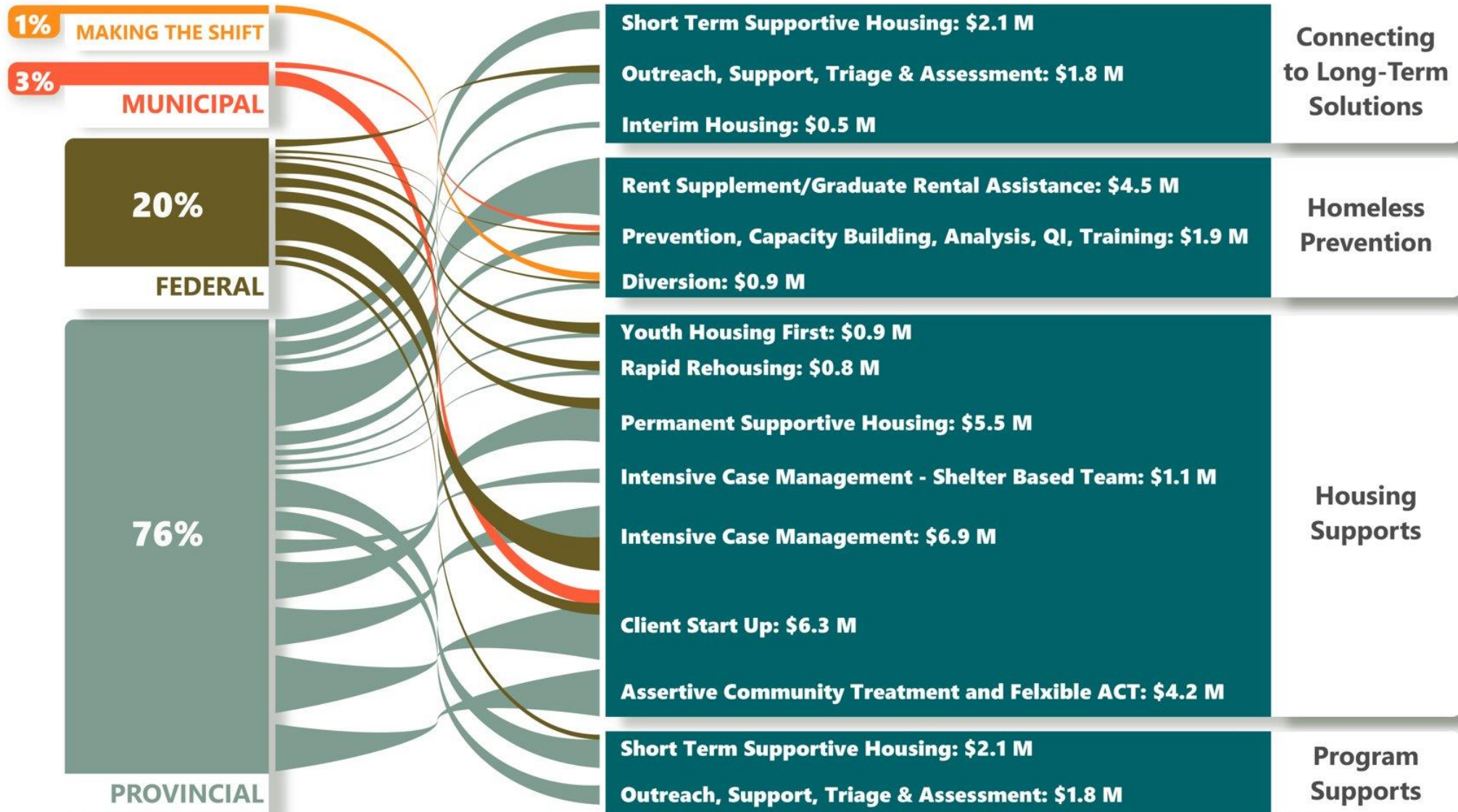- Property Management

Long-Term Strategies

- Land acquisitions

- Partnerships

Between 2001 & 2016

- Disbursed $225 million

  - 98 capital projects
  - 250+ support projects

- Attracted $146 million in funds

  - 1,800+ new housing units

Community Investments

Making the Shift: 1%
Municipal: 3%
Federal: 20%
Provincial: 76%

Connecting to Long-Term Solutions
- Short Term Supportive Housing: $2.1 M
- Outreach, Support, Triage & Assessment: $1.8 M
- Interim Housing: $0.5 M

Homeless Prevention
- Rent Supplement/Graduate Rental Assistance: $4.5 M
- Prevention, Capacity Building, Analysis, QI, Training: $1.9 M
- Diversion: $0.9 M

Housing Supports
- Youth Housing First: $0.9 M
- Rapid Rehousing: $0.8 M
- Permanent Supportive Housing: $5.5 M
- Intensive Case Management - Shelter Based Team: $1.1 M
- Intensive Case Management: $6.9 M
- Client Start Up: $6.3 M
- Assertive Community Treatment and Felxible ACT: $4.2 M

Program Supports
- Short Term Supportive Housing: $2.1 M
- Outreach, Support, Triage & Assessment: $1.8 M

44

Coordinated Access to Housing Programs

Prevention & Diversion

- Strategy to reduce the number of people entering homelessness
- Prevention helps households preserve their current situation
- Diversion identifies immediate housing arrangements & connects to services
- Supported Referral partners add resources

Outreach, CA and Housing First

- Philosophy & approach
- Provide housing as quickly as possible
- No preconditions
- Provides additional supports as needed
- Proven intervention
- Specialize teams for Indigenous, Youth and Families

Clinical & High Intensity

- For people with complex needs
- Clinical (ACT) and Permanent Supportive Housing for long term sustainable supports
- Support services individualized for each person based on their needs
- Partnerships with AHS and others

BUILT FOR ZERO. CANADA

Edmonton – Data

CHRONIC ACTIVE HOMELESS DASHBOARD

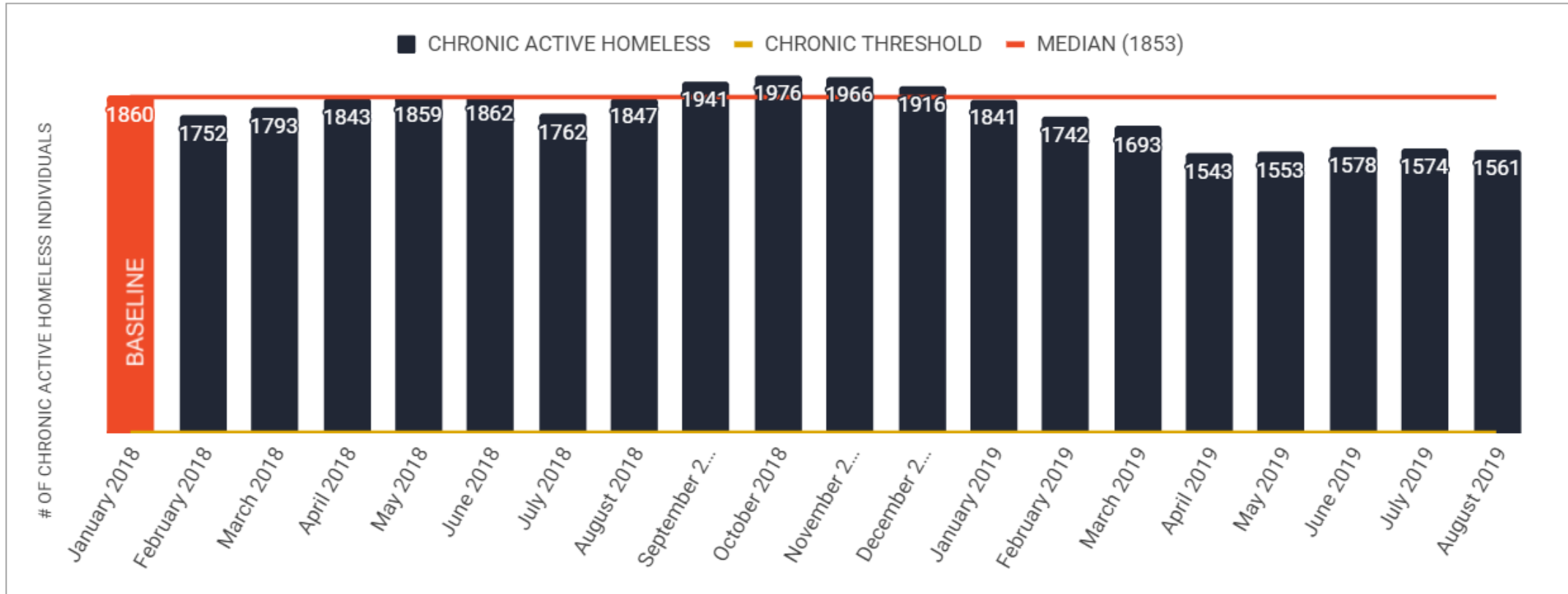| NUMBER OF CHRONIC **ACTIVE HOMELESS** IN MOST RECENT REPORTED MONTH	CHRONIC ACTIVE HOMELESS **BASELINE**	CHRONIC ACTIVE HOMELESS THRESHOLD FOR **FUNCTIONAL ZERO**
1561	1860	3

Legend: ■ CHRONIC ACTIVE HOMELESS — CHRONIC THRESHOLD — MEDIAN (1853)

Y-axis: # OF CHRONIC ACTIVE HOMELESS INDIVIDUALS

Month	Value
January 2018 (BASELINE)	1860
February 2018	1752
March 2018	1793
April 2018	1843
May 2018	1859
June 2018	1862
July 2018	1762
August 2018	1847
September 2...	1941
October 2018	1976
November 2...	1966
December 2...	1916
January 2019	1841
February 2019	1742
March 2019	1693
April 2019	1543
May 2019	1553
June 2019	1578
July 2019	1574
August 2019	1561

46

BUILT FOR ZERO. CANADA

Edmonton – What Got Us Here

Transparency and accountability

- Sharing By-Name List with housing teams led to a more effective intake process

- Data driven decision making – increased access to and use of real time data improves coordinated access and program delivery

- Program review and the continuing optimization of housing programs for maximum impact

Innovation and Collaboration

- Creative <u>but</u> disciplined approaches to program development and delivery

- Prototyping with a Plan-Do-Study-Act approach; evaluating new and innovative practices

- Participating in knowledge transfer opportunities with national and international partners

- System Partnerships to improve outcomes (Edmonton Police Service Project, Housing First Advisory Council)

BUILT FOR ZERO. CANADA

Edmonton – Leaning Into Challenges

- Addressing the need for individuals sleeping rough
  - 354 individuals outdoors are currently enrolled on the BNL
  - Encampment Resolution - the Encampment Response Team

- Increasing "upstream" interventions to prevent chronic homelessness - the Diversion PDSA

Thank You

Marie Morrison, Director

📞 (226) 749-0531

✉ marie@caeh.ca

bfzcanada.ca   **#bfzcanada**

BUILT FOR ZERO. CANADA

f @endinghomelessness

🐦 @CAEHomelessness

📷 @CAEHomelessness

▶ Canadian Alliance to End Homelessness

BUILT FOR ZERO. CANADA