

# Ending Chronic Homelessness

A Cities Reducing Poverty Webinar

**Marie Morrison, Michelle Corley, Jaime Rogers, and Lori Richer**

# Today's Speakers



**Marie Morrison**  
Built for Zero Canada



**Jaime Rogers**  
Medicine Hat  
Community Housing  
Society



**Michelle Corley**  
Kawartha Lakes Social  
Housing



**Lori Richer**  
Wellington County  
Social Services



# Ending Chronic Homelessness

# 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

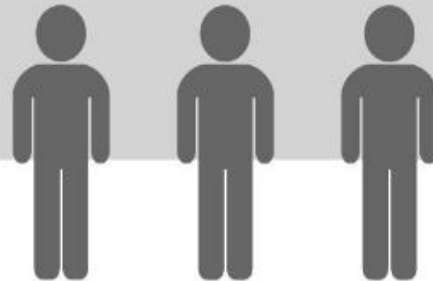
- [20,000 Homes Campaign beats goal to house 20,000 of Canada's most vulnerable homeless people](#)
- [20KHomes Results Infographic](#)
- [On March 6<sup>th</sup> Built for Zero Canada launches after communities house 21,254 of Canada's most vulnerable homeless population](#)



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.

# 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](#)



# Progress and Learning in US Built for Zero

**10** COMMUNITIES  
ENDED VETERAN  
HOMELESSNESS

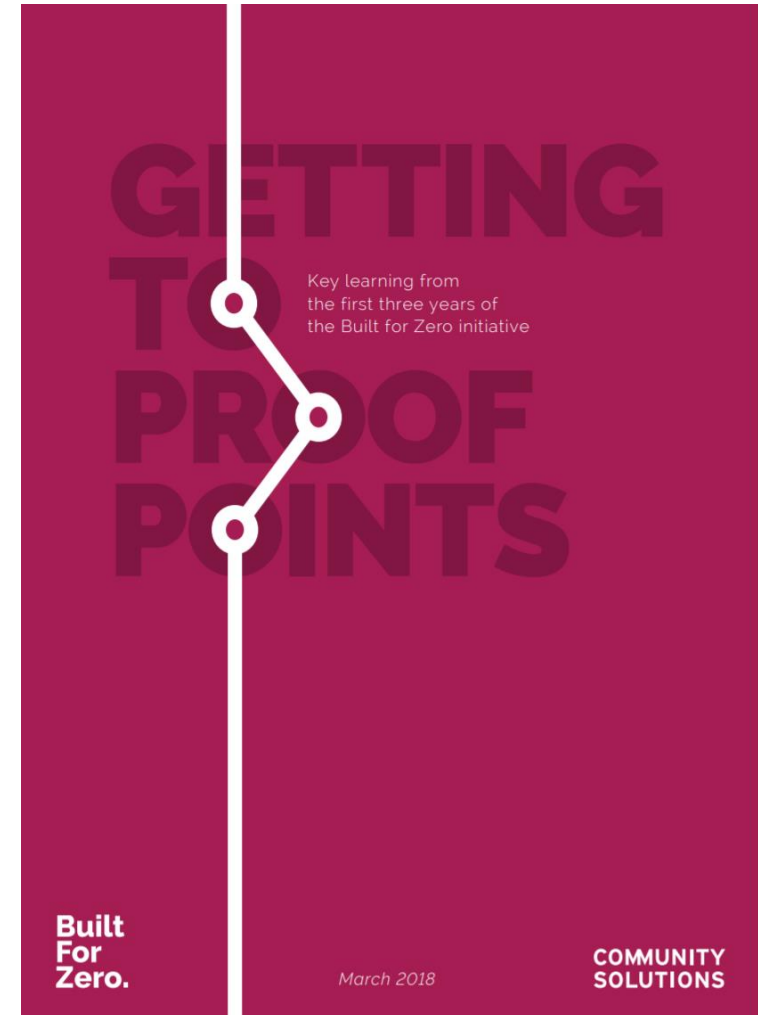
**3** COMMUNITIES  
ENDED CHRONIC  
HOMELESSNESS

**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



[Click here to view report](#)

[Community Map](#)[Community Progress](#)[Campaign Progress](#)

# Where We Are Now

## 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

COMMUNITIES WITH QUALITY REAL-TIME  
DATA

3

COMMUNITIES REDUCED CHRONIC  
HOMELESSNESS

0

COMMUNITIES REACHED FUNCTIONAL ZERO  
CHRONIC

0

COMMUNITIES SUSTAINING FUNCTIONAL  
ZERO CHRONIC

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

# Peer Support & Partners/Resources

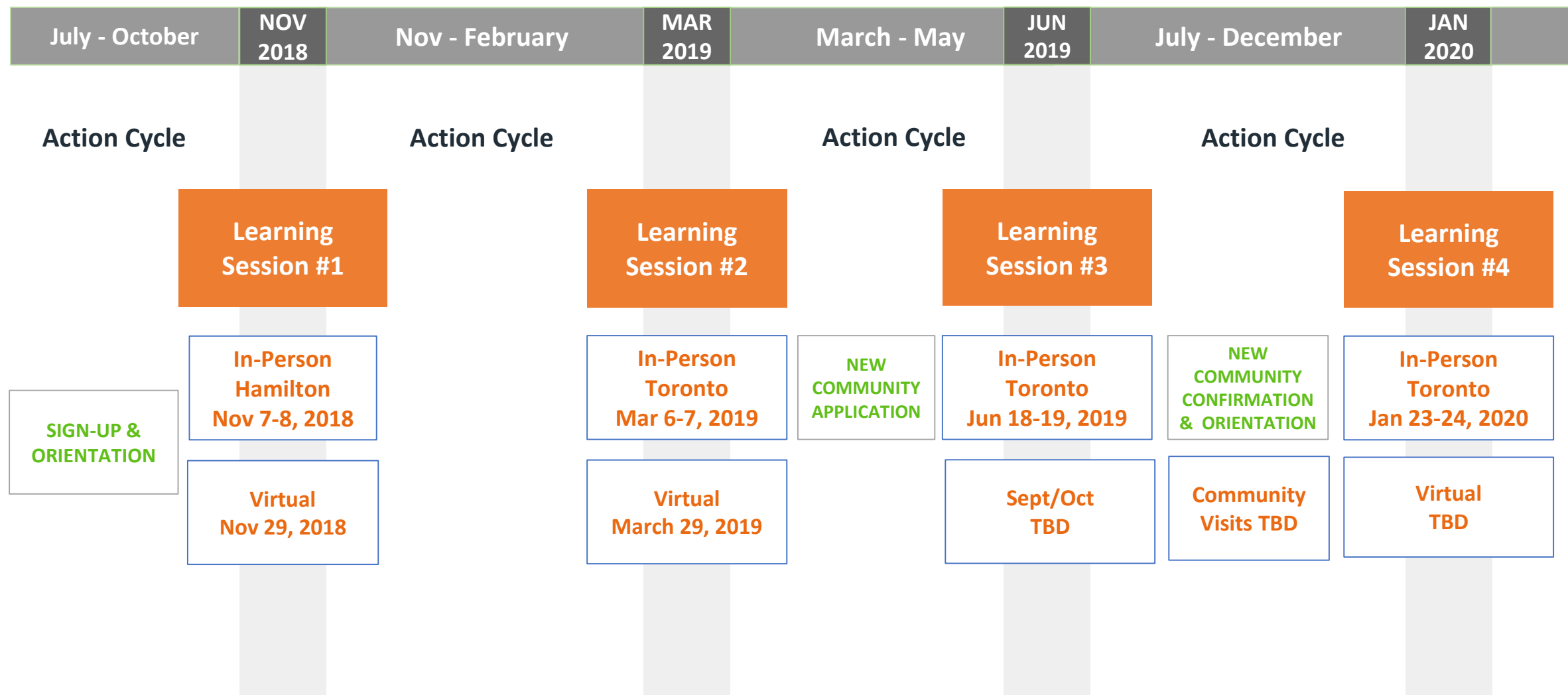


# CAEH Team



Back Row: Tim Richter (CEO CAEH), Marie Morrison (Director BFZ-C), Jessica Brunet (Data Advisor), Kerri Kightley (Improvement Advisor), Wally Czech (Director Training)  
Front Row: Stefania Seccia (Communications), Ashley Van Der Mark (Improvement Advisor), Debbie Harrison (BFZ-C Coordinator), Trish Muntain (Exec. Assist),  
Randalin Ellery (Data Impact Lead), Michelle Bilek (Training Coordinator)

# Collaborative Timeline 2018 & 2019



# 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

# 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

*Use data for improvement*



## HUMAN-CENTERED DESIGN

*Engage people experiencing the problem to surface ideas*



## QUALITY IMPROVEMENT

*Test and evaluate each idea with objective data*



## FACILITATION & MEETING DESIGN

*Create the conditions for groups to innovate collaboratively*

# Model for Improvement



# Change Package

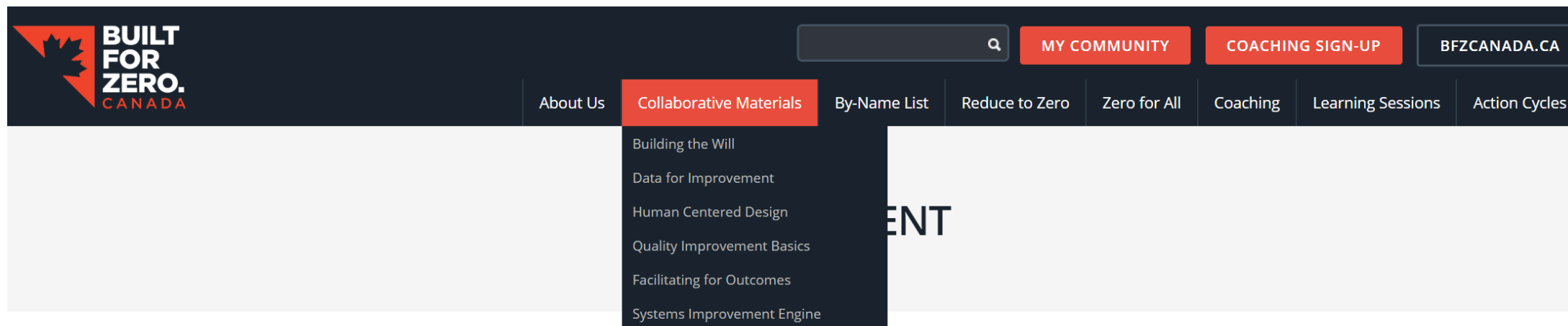
Highlight Video  
Library?

## MY COMMUNITY

SELECT YOUR COMMUNITY IN THE LIST BELOW TO ACCESS YOUR DASHBOARD

Brantford	Chatham-Kent	Dufferin	Edmonton
Fort McMurray	Guelph-Wellington	Halifax	Hamilton
Kawartha-Haliburton	Medicine Hat	Moncton	Ottawa
Peel Region	Peterborough	Red Deer	Saint John

# Change Package



**PERFORMANCE  
MANAGEMENT TRACKER (PMT)**

**SCORECARDS  
& TOOLS**

**IMPROVEMENT  
PORTFOLIO (IP)**

**COMMUNITY  
SUPPORT PLAN**

## Archived Materials

- **March 2019 – IP**
- **November 2018 – IP**
- **June 2018 – IP**
- **20KHomes PMT**

## Online Forms

- **Monthly Data Form**

## Other

- **Storyboard (June 2019)**
- **20KHomes Infographic**

# Communities Closing in on Functional Zero Chronic



## **Guelph-Wellington**

Lori Richer  
Housing Stability Manager  
Wellington County  
Social Services



## **Kawartha-Haliburton**

Michelle Corley  
Program Supervisor  
Housing Help  
City of Kawartha



## **Medicine Hat**

Jaime Rogers  
Manager  
Homelessness and Housing  
Development  
Medicine Hat Community  
Housing Society

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.



# 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)

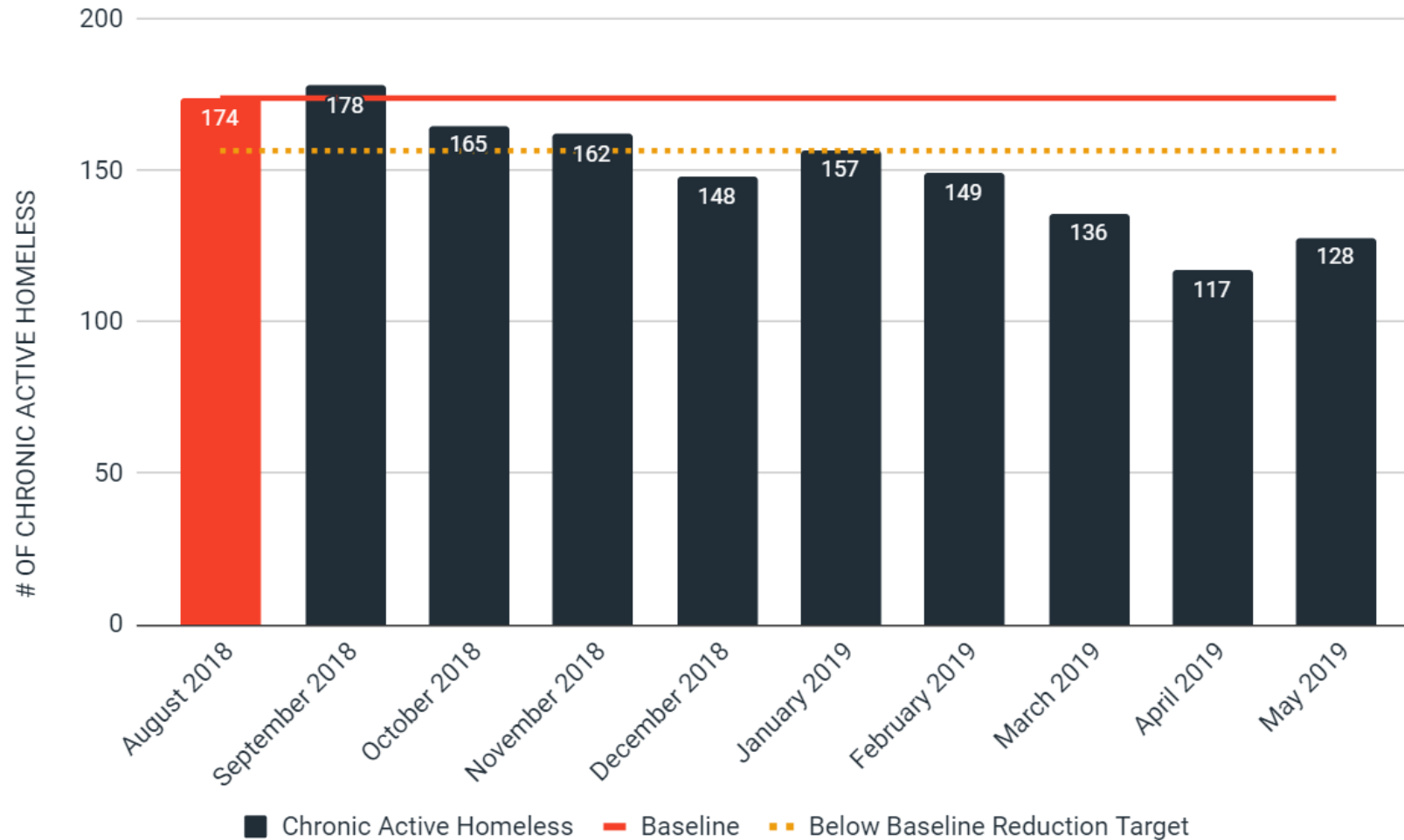
### Mothers and children/single women

- Dwelling Place (16 beds )

Motels are used for overflow

# Guelph-Wellington – Data

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



# 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

# 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)

# Guelph-Wellington – Leaning Into Challenges

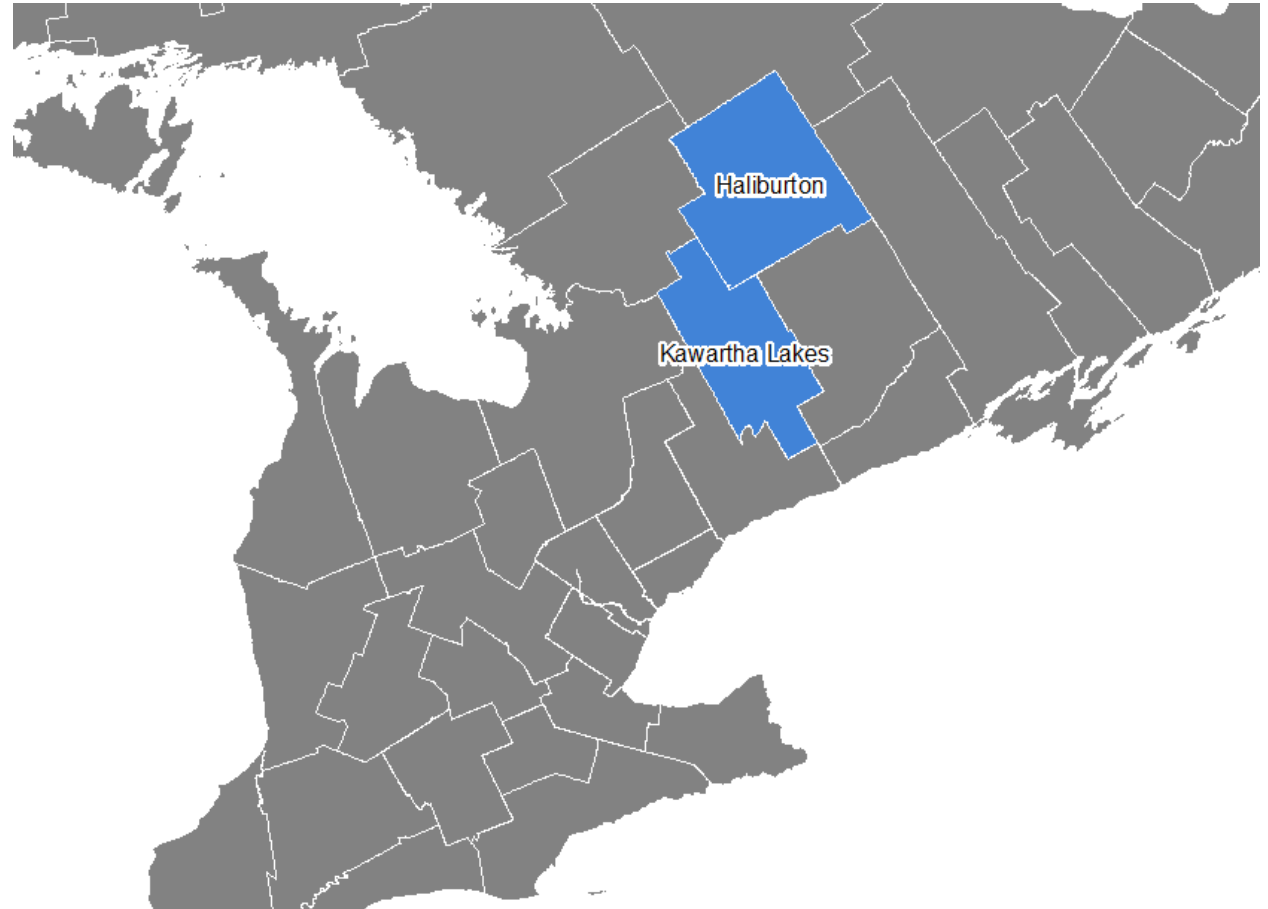
**We are seeing measurable reductions in the number of homeless and will continue to drive towards ending chronic homelessness**

- Housing supply (supportive and affordable housing)
- Waitlist coordination among housing providers
- Discharge into homelessness from institutions (health, treatment, corrections)

Kawartha-Haliburton

# 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

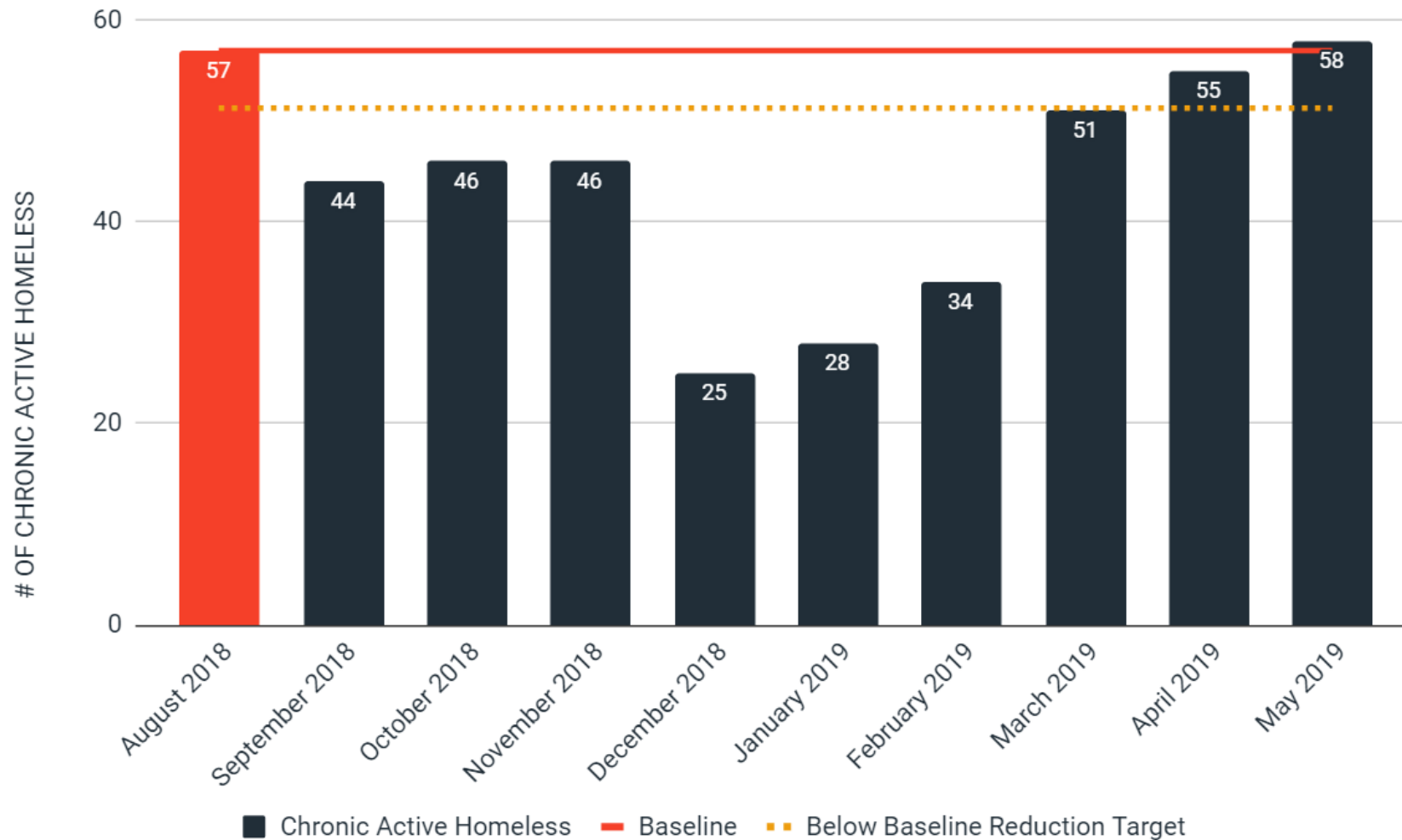
- The City of Kawartha Lakes is the Service Manager for both CKL and CoH
- Homelessness program administration is governed through the City's Human Services department
- Our local Homelessness Response Steering Committee is the governing body that approves any changes to our Coordinated Entry System framework
- We are not a Reaching Home designated community

# 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 – Data

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



# Kawartha-Haliburton – What Got Us Here



- 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

# 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



# Kawartha-Haliburton – What Got Us Here

- Partnerships for Housing

- KLH Housing Corporation (the Local Housing Corporation) is closely 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
  - Additionally, 24 new units began occupancy to those on our By-Name List last week
  - Funding for the capital costs to construct these units came from four different funding sources – creativity is key!



# 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

Medicine Hat

# Medicine Hat – Community Background Information

- Population- 63,230 with 68 (<1%) enumerated as homeless based on 2018 Pit Count
- Governance Structure: Medicine Hat Community Housing Society (MHCHS) is a NFP, charitable organization. MHCHS serves as the Community Based Organization (CBO) and Community Entity (CE).

# Medicine Hat – Community Background Information

## Service System

### 3 Emergency Shelters

- Youth (1 community bed) \$200K
- Adult (30 beds)
- Family Violence (30 beds)

Green = Federal Reaching Home \$  
Blue = Provincial OSSI \$

Coordinated Access (Central Intake) \$275K + \$343K

HF Program \$520K

RRH Program \$280K

PSH Program \$1.1M

Graduate Rental Assistance Program \$220K

Youth Hub Outreach Program \$328K

Counselling & Addictions Program \$36K + \$126K

Financial Administrator Program \$85K

Community-Based Addictions Crisis Worker \$195K

Drop-In Program \$70K

Systems Navigators (prevention focused) \$160K

Community Capacity Building \$100K

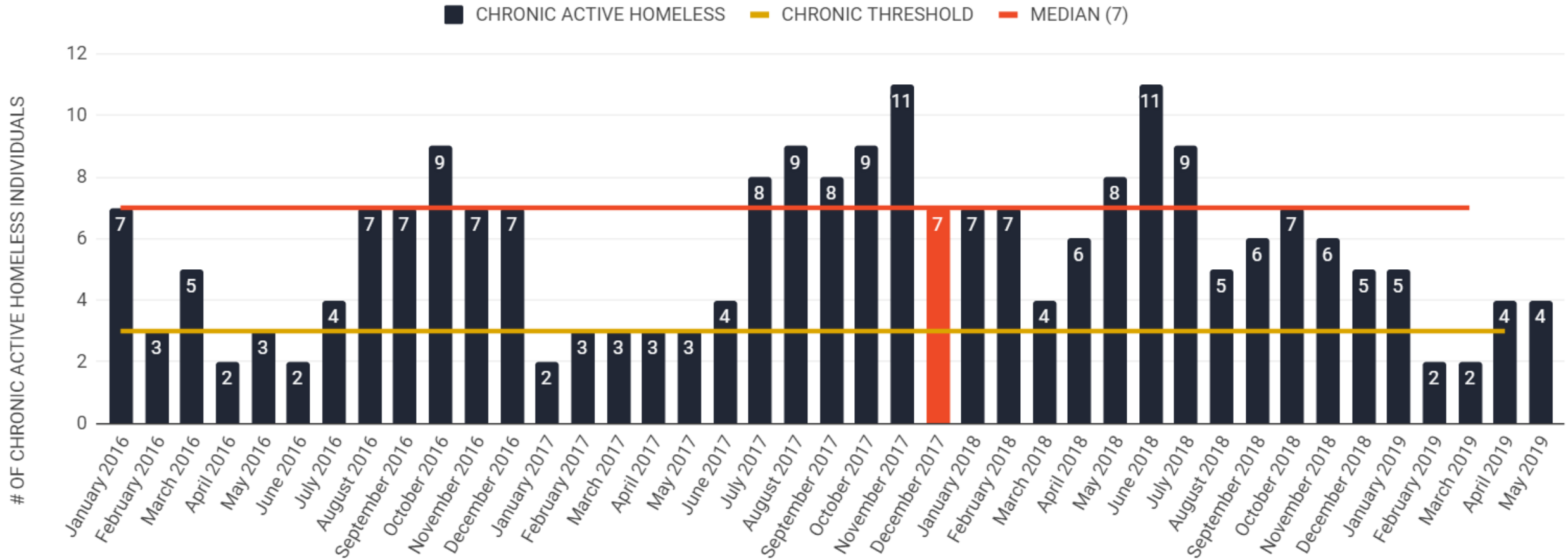
Maintenance Support \$24K

Recovery / Stabilization Program \$250K

Landlord Relations \$125K

Lived Experience Group \$57K

# Medicine Hat – Data



# Medicine Hat – What Got Us Here

- Early adoption/implementation of housing first (2007-2009) and coordinated access (2010)
- Focus on system planning and utilizing data to inform decisions
- Introduction versus formalization of services, including policy and procedures
- Integration and interfacing with systems and services
- Disruptive conversations- have them and learn from them
- People. Programs. Policy. Politics.

# Medicine Hat – Leaning Into Challenges

- System fatigue
- Service resistant participants
- Facilitating choice versus making one – when perspectives collide
- Definitions, terminology and changing goal posts = reality check
- Rethinking sustainability, programs, and systems

# Thank You

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**bfzcanada.ca    #bfzcanada**



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Canadian Alliance to End Homelessness



# Questions?

# Upcoming Learning Opportunities

## **Yes We Can! Federal Policies that Reduce Poverty**

**July 15<sup>th</sup>, 12:30 – 1:00 pm ET**

**Speaker: Hon. Jean-Yves Duclos**

Hear from Hon. Jean-Yves Duclos (ESDC) about the reduction of the number of Canadians experiencing poverty, the implications for cities working to reduce poverty, and next steps to achieve Canada's more ambitious target to reduce poverty by 50% by 2030.

Register:

<http://events.tamarackcommunity.ca/yes-we-can-federal-policies-that-reduce-poverty>



# Upcoming Community of Practice

## Basic Income CoP 3-Part Series

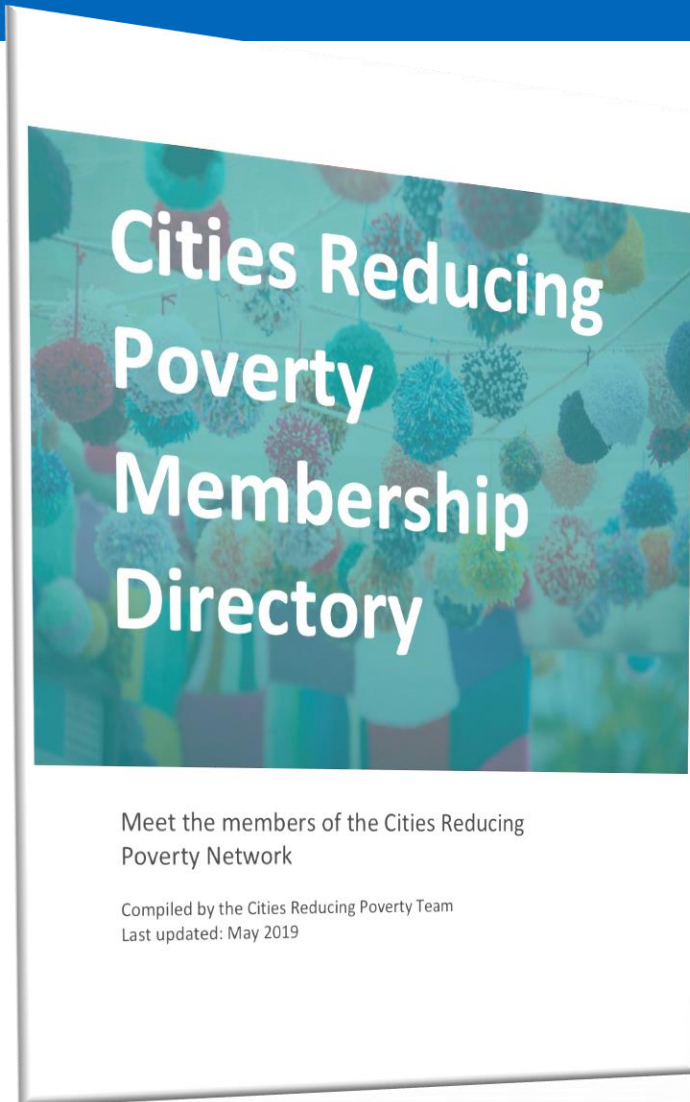
**Dates:** July 8, July 22, and August 12

**Speakers:** Tom Cooper, Dr. Evelyn Forget, Sheila Regehr, Laura Cattari, and many more!

In preparation for the Basic Income pilots in Hamilton, the Hamilton Roundtable for Poverty Reduction did extensive research consultations – locally and abroad – on basic income. Now, you can share in the knowledge and experience with organizers, researchers, advocates, and participants. We will discuss Basic Income and how communities envision furthering the movement.

**Register:** <http://events.tamarackcommunity.ca/basic-income-the-experience-so-far>

# NEW RESOURCE: MEMBERSHIP DIRECTORY



## MEMBER DIRECTORY | Now Online

This membership directory provides a sense of each local poverty reduction collaborative and their domains of work. Included in each profile are links to members' websites and social media pages, details about their stage of development, population size and geography, convening organizations, domains, and links to resources such as their poverty reduction strategies, progress reports and more.

<https://www.tamarackcommunity.ca/library/crp-membership-directory>



# Thank you!

Please send questions, comments,  
and feedback about this webinar  
to:

[alison@tamarackcommunity.ca](mailto:alison@tamarackcommunity.ca)