



Mayor's Housing Commission

**Tuesday, September 17, 2019
4:00 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

Public Agenda Mayor's Housing Commission Tuesday, September 17, 2019

Approval of Public Agenda

Adoption of Minutes

Mayor's Housing Commission - Public - Jun 11, 2019 4:00 PM

Communication and Administration Report

MHC19-5 Plan to End Homelessness in Regina

Recommendation

That this communication be received and filed.

MHC19-6 Plan to End Homelessness in Regina - Plan Release

Recommendation

That this report be received and filed.

Resolution for Private Session

AT REGINA, SASKATCHEWAN, TUESDAY, JUNE 11, 2019

AT A MEETING OF THE MAYOR'S HOUSING COMMISSION
HELD IN PUBLIC SESSION

AT 4:00 PM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Mayor Michael Fougere, in the Chair
Councillor Sharron Bryce
Councillor John Findura
Councillor Joel Murray
Robert Byers
Jason Carlston
Patrick Mah
Malcolm Neill

Regrets: Tim Gross

Also in Attendance: Council Officer, Tracy Brezinski
Executive Director, City Planning & Community Development, Diana Hawryluk
Director, Parks, Recreation & Cultural Services, Laurie Shalley
Manager, Community & Cultural Development, Emmaline Hill
Senior City Planner, Charlie Toman

APPROVAL OF PUBLIC AGENDA

Councillor Sharron Bryce moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.

ADOPTION OF MINUTES

Councillor Joel Murray moved, AND IT WAS RESOLVED, that the minutes for the meeting held on April 16, 2019 be adopted, as circulated.

ADMINISTRATION REPORTS

MHC19-4 Comprehensive Housing Strategy - 2018 Annual Update

Recommendation

That this report be forwarded to the June 24, 2019 meeting of City Council for information.

Charlie Toman, Senior City Planner, made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk.

Councillor Sharron Bryce moved, AND IT WAS RESOLVED, that an edited version of this report be forwarded to the June 24, 2019 meeting of City Council for information.

ADJOURNMENT

Malcolm Neill moved, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 4:25 p.m.

Chairperson

Secretary



Memo

September 17, 2019

To: Members,
Mayor's Housing Commission

Re: Plan to End Homelessness in Regina

RECOMMENDATION

That this communication be received and filed.

BACKGROUND

The YMCA will be present at the September 17, 2019 Mayor's Housing Committee meeting to provide an overview of the Plan to End Homelessness in Regina.

Respectfully submitted,

Laurie Shalley
Director, Parks, Recreation & Cultural Services

C: Diana Hawryluk, Executive Director, City Planning & Community Development

September 17, 2019

To: Members
Mayor's Housing Commission

Re: Plan to End Homelessness in Regina - Plan Release

RECOMMENDATION

That this report be received and filed.

CONCLUSION

On June 20, 2019 a five-year Plan to End Homelessness for Regina (Plan) was released. The Plan is provided as Appendix A of this report. The goal of the Plan is to end chronic and episodic homelessness in Regina, and to ensure any future episodes of homelessness are rare, brief and non-recurring. Community stakeholders collaborated in development of the plan and identified the following objectives for Regina in implementing the Plan:

- Everyone has access to service when they need it.
- People's experience of homelessness is rare, brief and non-recurring.
- Services are coordinated.

This report provides background on the Plan and its key content. The YMCA will also be present at the September 17 Mayor's Housing Committee (MHC) meeting to provide an overview of the Plan.

Administration has begun an analysis of the Plan and implications for the City. A report will be brought forward to MHC in the coming months.

BACKGROUND

Federal Funding for Homelessness in Regina

The Regina community receives federal funding as part of the Government of Canada's Homelessness Partnering Strategy (HPS). In 2012, the YMCA was contracted as the Community Entity for the HPS to oversee the assignment of federal funds and program delivery to address homelessness in Regina. The YMCA is also responsible for measuring the progress of funded projects and reporting the results to the federal government. The work of the YMCA is governed by the Regina Homelessness Community Advisory Board (RHCAB), which is made up of public, private and non-profit sector individuals.

The HPS has funded significant accomplishments for Regina since 2014. These include an enumeration of homeless individuals to understand the scale and context of homelessness in Regina using Point-In-Time (PIT) counts completed in 2015 and 2018, as well as the creation, implementation and evaluation of Regina's first Housing First Program.

In June 2018 the federal government announced the launch of a redesigned homelessness strategy called Reaching Home, to replace HPS. This announcement included a commitment to doubling the federal investment in addressing homelessness by 2021-22. Reaching Home aligns with the federal government's commitment under the National Housing Strategy. Reaching Home will launch on April 1, 2020.

Housing First

Housing First began in Regina in 2015 with a community consultation and research into best practices. The Housing First Program for Regina was launched in 2016 with initial results of the program collected in 2017 and 2018. Results for the first two years of the Housing First Program have shown promising outcomes, including a significant reduction in calls for service and interactions with law enforcement, as well as cost savings due to lower rates of hospitalization, emergency response and arrests. The following statistics represent the impacts of clients served by Housing First (Table 1). Due to a significant reduction in interactions with police, hospital and detox services, the Housing First Program is estimated to have saved approximately \$18,000 per person per year over the first two years of implementation.

Table 1 – Reduction in services among Housing First clients

Public System Interaction in Regina's Housing First program (n=49)	
Police Calls Reduction	81%
Arrests Reduction	89%
Days in Hospital Reduction	40%
ER Visits Reduction	75%
EMS Reduction	66%
Detox Visits Reduction	93%

On June 25, 2018, City Council considered Report CR18-67, providing an overview of the ways in which the City currently supports Regina's homeless population, including the Community Investments Grants Program and Housing Incentives Policy. City Council passed the motion:

“That the City of Regina continue providing in-kind and financial support towards confronting homelessness as discussed in this report”.

Currently, the City commits up to \$2.5 million in annual capital funding towards the development of rental and ownership affordable housing, as well as staff to administer the City's Housing Incentives Policy. Since 2013 the City of Regina has also approved tax exemptions for 408 new affordable rental units. The City's Community Investment Grants Program funds community organizations to deliver programs and projects that respond to community needs, including homelessness. A member of Administration also sits on the RHCAB.

Plan to End Homelessness

The Plan differs from previous initiatives as it is created by and for the community. It also identifies resources from all three levels of the government that would be needed to implement

the Plan. In recent years, several other prairie cities have developed similar plans to end homelessness for their community, including Saskatoon, Calgary, Edmonton and Medicine Hat.

Work began in 2017 with a Call for Proposals to select a consultant to lead in the creation of a Plan. The YMCA and the RHCAB advanced the creation of the Plan by committing \$60,000 in federal HPS funding to hire a consultant. On September 25, 2017, City Council adopted CM17-12 to commit the additional \$60,000 in funds needed to create the Plan.

Through a competitive request for proposals, the RHCAB selected the consultant team of Turner Strategies, The Canadian Observatory on Homelessness and A Way Home Canada (Consultant), to prepare the Plan.

On Friday, February 16, 2018, the YMCA, along with the RHCAB and their partners, hosted a press conference to kick off the creation process for the Plan. To guide the development of the Plan, a Community Leadership Committee was formed of leaders from government, non-profit and private-sector organizations. The Plan was completed in the spring of 2019 and publicly released on June 20, 2019.

DISCUSSION

The Plan is based on extensive research to assess the extent of homelessness in Regina using local data and program information, as well as the social and economic factors impacting homelessness in Regina. Background research was supplemented with extensive community engagement, including community events, workshops, surveys, focus groups and stakeholder interviews. The Plan was created with a person-centered approach to ensure that individuals with lived experience were consulted and had a meaningful role. Other core concepts in the creation of the Plan are the importance of community engagement and the recognition that the effort towards ending homelessness is an act of Reconciliation with the Indigenous community.

Community Engagement for the Plan

While developing the Plan, the Consultant had over 470 points of contact with local residents, researchers and those with lived experience of homelessness through the following events:

- A community summit on homelessness on March 21, 2018.
- In total, 20 design lab workshops with subject matter experts and community members to identify solutions and actions.
- Focus groups with individuals who had lived experience with homelessness.
- A public survey resulting in 72 online responses.
- Stakeholder interviews with service providers and members of the Community Leadership Committee.

Foundation: Housing First

The Plan builds on the success of Regina's Housing First Program. Housing First is based on the principle that the first and primary need of a homeless individual is to obtain stable, permanent housing. Once stable housing is obtained, other issues such as addictions or mental health can be appropriately addressed.

The Plan recommends an expansion of Housing First and Permanent Supportive Housing for Regina so that more of Regina's homeless individuals can be successfully housed through this approach. The current Housing First Program must prioritize clients with high needs or acuity as measured through an extensive intake evaluation. Due to financial constraints and limited space in the current system, individuals and families with less complex issues are not able to access Housing First, thus posing a risk that such households will spend more time in homelessness before receiving assistance. Research has shown that this risk increases the potential for long-term and chronic homelessness.

Similarly, the lack of permanent supportive housing in Regina has limited the ability of individuals in the Housing First Program to move into independent living in order to free up space for additional individuals to enter the Housing First Program. Permanent supportive housing is defined in the Plan as housing "with individualized and voluntary support services for people with high needs related to physical or mental health, developmental disabilities and substance abuse".

Functional Zero for Homelessness in Regina

The objective of the Plan is to end chronic and episodic homelessness in Regina using a definition of functional zero to achieve this goal. As defined in the Plan, functional zero refers to the state of a community in which anyone who experiences homelessness "does so only briefly, is rehoused successfully and therefore [is] unlikely to return to homelessness."

Plan Content and Measurable Outcomes

The Plan is broken down into the following four pillars. Each of the four pillars has key, measurable outcomes. A description of each pillar and key measurable outcomes is included in *Plan Pillars and Key Outcomes* beginning on page 38 of the Plan:

1. Leadership and Implementation:
 - Funding secured for Coordinator Position for Plan implementation.
 - Governance body for Plan established and Plan implementation positions hired.
2. Data-driven Systems Integration & Coordinated Access:
 - Community-wide systems mapping with service providers to understand existing services, program capacities and needs.
 - Integration of a single, real-time data platform for homeless-serving sector.
 - Comprehensive Coordinated Access model for individuals to access a continuum of services.
3. Housing and Supports:
 - Additional people housed through:
 - 80 new permanent supportive housing spaces.
 - 80 new affordable housing spaces.
 - 80 new rent supports.
 - 100 prevention interventions.
 - Additional people supported through:
 - 140 assertive community treatment spaces.
 - 130 intensive case management spaces.

- Align housing models across the sector with best practices for supporting people who experience interpersonal violence.
- 4. Capacity Building and Public Awareness:
 - Increased training for service providers in priority areas, such as cultural competency, trauma-informed care and recovery-oriented approaches.
 - Population-specific lens applied to program design, implementation and outcome evaluations.
 - Renew the ‘Regina Street Survival Guide’ and other resources to ensure those at risk of or experiencing homelessness know where to go to quickly find the right help.
 - Host an annual Community Forum on the Plan.

Plan Targets and Areas of Investment

The Plan calls for a significant expansion of the Housing First Program. In doing so, the Plan directs the community to better coordinate, align and increase financial and human resources to improve the effectiveness and efficiency of public spending. The Plan also recognizes the need for flexibility within programs to allow for a system that can respond to the unique and specific needs of individuals.

The measures established in the Plan aim to support approximately 2,200 people through existing, and new, programs and housing. This number is based on PIT counts completed for Regina, as well as estimates of individuals who are the hidden homeless, meaning those individuals and households that are living in transient or precarious situations, or those who may not wish to be identified as homeless or who are not accessing services to remain housed.

The Plan includes several cost scenarios alongside target benchmarks to address homelessness, such as length of time individuals spend in homelessness, the level of housing support once a person exits homelessness and the rates of homelessness relapse once individuals have been housed.

A summary of the areas of investment proposed by the Plan and estimated costs are included below in Table 2. The Plan recognizes that the financial estimates noted below include existing investments in social housing and ongoing work including the Housing First Program and do not represent entirely new funding needs but rather an increase in funding or expansion of existing programs and projects.

Table 2 - Areas of Investment

Assertive Community Treatment and Intensive Case Management

Assertive Community Treatment (ACT) is defined in the Plan as “a client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional outpatient programs.” Based on an assessment of existing services and immediate needs, there is an estimated demand for an additional 270 program spaces for high acuity, complex clients experiencing chronic and episodic homelessness. The Plan identifies that \$5.4 million committed per year would provide:

- 140 program spaces for Assertive Community Treatment at \$2.9 million per year at \$21,000 per space.
- 130 program spaces for Intensive Case Management at \$2.5 million per year at \$19,000 per space.

Permanent Supportive Housing

The Plan identifies \$15 million in capital funding required to create new supportive housing for complex and chronically homeless individuals. Supportive housing development has the potential to receive federal funding under the Co-Investment Fund of the National Housing Strategy in partnership with Saskatchewan Housing Corporation, municipal housing incentives, private or non-profit investments, as well as in-kind contributions such as land. An additional \$9.8 million is estimated as needed for operational support for supportive housing.

Support Programs

Support for clients being rehoused will be sought from federal and provincial sources, including federal funds under Reaching Home, Saskatchewan Ministry of Health, Saskatchewan Health Authority, Ministry of Justice, Saskatchewan Housing Corporation and Ministry of Social Services, as well as financial support from The National Housing Benefit.

Housing Affordability and Homelessness Prevention

Investment from the National Housing Strategy in partnership with Saskatchewan Housing Corporation and the Ministry of Social Services should help advance the creation of an estimated 80 new affordable housing spaces, 80 permanent supportive housing units, 80 rent supports and 100 prevention spaces. Through these new investments and existing supports, Regina would support an additional 670 individuals who are transitionally homeless or at risk of homelessness or those graduating from the Housing First Program in order to avoid the recurrence of homelessness. New housing and supports are estimated to cost \$10 million in capital and \$2.9 million in prevention and rental support.

Next Steps

Implementation of the Plan will require funding, staffing and a governance structure. Governance for the implementation of the Plan will be discussed and decided upon by the RHCAB with input from the Community Leadership Committee, once the local delivery structure for homelessness support has been adapted to respond to the federal government's Reaching Home strategy. Administration will return to MHC in the coming months with a report that outlines the implications to the City on the recommendations of the Plan.

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no financial implications associated with this report. Administration will identify any financial implications to endorsing the City with the recommendations in the Plan, through a subsequent report.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

Design Regina: The Official Community Plan Bylaw No. 2013-48 includes policies and direction related to the support of Regina's vulnerable and marginalized populations, including policy 13.14 to "work with others to ensure that all residents have secure access to basic needs, such as food, housing and other services" and policy 13.15 to "participate in the development of a comprehensive plan to address homelessness in partnership with other levels of government".

The Comprehensive Housing Strategy includes several strategies for supporting Regina's homeless population, including:

- Strategy 27 "continue to support housing and homelessness initiatives through the Community Investment Grants Program and identify ways to allocate funding for maximum community impact".
- Strategy 28 "continue to play a lead role in the federal government's Homelessness Partnering Strategy by preparing the Community Plan to Address Homelessness".
- Strategy 35 "play a lead facilitation role in establishing and coordinating a housing and homelessness coalition of community stakeholders as a way of coordinating collaboration, engaging stakeholders and obtaining advice".

Other Implications

Truth and Reconciliation

A core tenant of the Plan is recognizing that addressing homelessness is an act of reconciliation as Indigenous individuals make up a large percentage of those experiencing homelessness.

The Plan aims to remove barriers for participation by Indigenous peoples and to apply a cultural lens to support Indigenous individuals who are experiencing homelessness, including traditional ceremonies, staff training, housing design and work with Elders. The Plan also acknowledges the need for continued Indigenous leadership throughout implementation of the Plan.

Accessibility Implications

Implementation of the Plan will consider housing that is accessible to a broad range of individuals.

COMMUNICATIONS

The Plan has been distributed to key stakeholders and the community at large through the YMCA and is available online at **endhomelessnessregina.ca**.

DELEGATED AUTHORITY

There is no delegated authority associated with this report and it is for information purposes only.

Respectfully Submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

9/10/2019

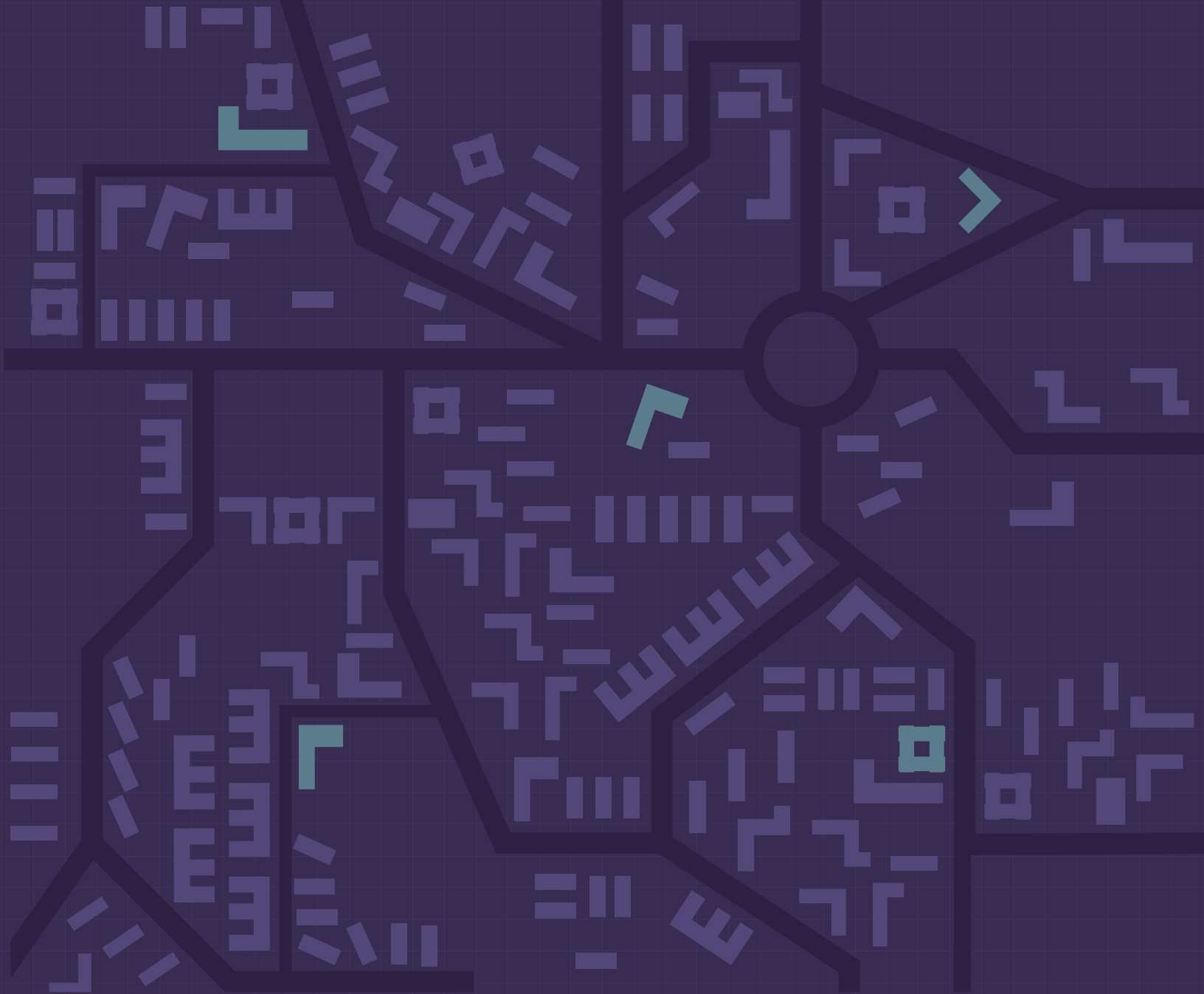
Respectfully Submitted,



Diana Hawryluk, Executive Director, City Planning & Community Dev.

9/10/2019

Report prepared by:
Emmaline Hill, Manager, Community & Cultural Development



EVERYONE IS HOME

A Five-Year Plan to End Chronic and Episodic
Homelessness in Regina

Technical Report

COMMUNITY LEADERSHIP COMMITTEE

Robert Byers, Chair

President & CEO Namerind Housing Corp

Jo-Anne Dusel, Co-Chair

Provincial Association of Transition Houses
and Services of Saskatchewan

Chief Evan Bray

Regina City Police

Dustin Browne

Executive Director Street Culture Project

Mo Bundon

COO Harvard Development

Jason Carlston

VP Dream Developments

Chief Cadmus Delorme

Cowessess First Nation

Dale Eisler

Senior Advisor on Government
Relations to University of Regina

Mayor Michael Fougere

City of Regina

Sharon Garrett

VP, Integrated Urban Health and
Chief Nursing Officer

John Hopkins

CEO of Regina Chamber of Commerce

Chief Nathan Pasap

White Bear First Nation

Andrew Stevens

City Council

Honourable Christine Tell

Ministry of Justice Office of the Minister
Responsible for Corrections and Policing

Vianne Timmons

President of University of Regina

Susannah Walker

Director of Programs North
Central Family Centre

Raynelle Wilson

President & CEO Saskatchewan
Housing Corp

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ACKNOWLEDGEMENTS

Letter from the Mayor

Dear Regina Residents:

On behalf of Regina City Council, I am pleased to receive the Regina Plan to End Homelessness. This plan marks an important milestone in our efforts to deal with a chronic issue that needs to be addressed in our community.

The findings and recommendations confirm what we already knew from our earlier point-in-time counts that the vast majority of Regina's homeless population is Indigenous. This report will help lead us to a place where we can deal comprehensively with complex societal issues that contribute to this overrepresentation through its recognition of and adherence to the Calls to Action put forth by the Truth and Reconciliation Commission.

Thank you to the Community Leadership Committee of the Homeless Partnering Strategy for their time and commitment to this process, as well as their valuable input. This document would not exist without the passionate and forceful support of this group, as well as the residents of our city who have a strong desire to create change for the most vulnerable among us. Thank you as well to the YMCA for its leadership and the other community-based organizations that have contributed to this report.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Michael Fougere', with a long, sweeping horizontal line extending to the right.

Michael Fougere

Mayor

ACKNOWLEDGEMENTS

Letter from the Chair of the Community Leadership Committee

End Homelessness Regina: Our Community Plan

The first step in the journey to end homelessness began in February of 2018. In April 2018, the YMCA, Regina's designated Community Entity, completed a Point-in-Time count to determine the extent and depth of homelessness in our city. The study provided both the context and the complexity of the issue.

The following month, work began in earnest on Regina's five-year plan to end chronic and episodic homelessness. A wide and representative group of the community, including the non-profit, private and public sectors, came together. They came with diverse perspectives, but one goal: to end homelessness in Regina.

The Plan builds on what is already in place to assist people experiencing homelessness. It recognizes the hard work that has been done and is being done every day by government, non-profit organizations, and the private sector to relieve the suffering of people who are homeless. Whether it's support for shelters, the food bank, or addiction services, there is a great deal of good work being done. But, it also recognizes more needs to be done and the hard work that lies ahead to meet our objective to end homelessness in our community. So, coupled with the acknowledgement of the effort and commitment already happening, the Plan sets out the steps necessary to address the gaps that will make a real difference in the lives of people who experience homelessness.

The Point-in-Time count revealed that Indigenous people were significantly overrepresented in all categories of homelessness in Regina. Beyond the human toll, the statistics underscore the importance of the Truth and Reconciliation Commission Calls to Action.

Reconciliation grows out of shared commitment and collaborative leadership by both Indigenous and non-Indigenous people. It is an ongoing process and the Plan to End Homelessness is itself an expression of our city's commitment to reconciliation.

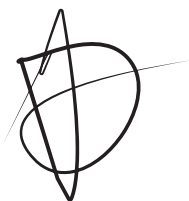
We are grateful to those people with lived and living experience of homelessness who were a part of our conversations. We learned from them the struggles they face, what works, what doesn't, and what needs to happen. We learned, they too, want to be full members of our community, but cannot without the kind of help that gives them hope.

To change the status-quo and the deeply rooted social and economic causes of homelessness, we knew we had to be innovative. We had to do things better, and we had to get it right. We believe the Plan sets out the path to success. But we also know it's not going to be easy. It's going to take dedication, and a coming together of the community in a way that fosters new relationships.

The Plan sets out what we believe is a comprehensive approach to eliminate the scourge of homelessness in our community. It's not an easy goal, but it's one that together, we can achieve.

On behalf of this committee, I want to thank all of you for your commitment to your community as set out in Regina's Plan to End Homelessness.

Respectfully,



Robert Byers



PLAN AT A GLANCE:

Everyone is Home.

A 5-Year Strategy to End Chronic/Episodic Homelessness in Regina

REGINA FACES AN UNCOMFORTABLE REALITY. ON A PER CAPITA BASIS, THE NUMBER OF HOMELESS IN THE CITY IS LARGER THAN THE AVERAGE FOR MOST CANADIAN CITIES.

Over the course of a year, the number of people experiencing homelessness is conservatively estimated at approximately 2,000. Of these, about 260 are stuck – effectively homeless year-round.



Given those facts, a critical dimension of The Plan must be to end homelessness among Indigenous people, which is central to the findings of the Truth and Reconciliation Commission.

The challenge is what to do about it.

To meet and overcome the homeless challenge in our community, a partnership was formed between the City of Regina and the Regina Homelessness Community Advisory Board. Its objective: put in place a comprehensive five-year plan to end homelessness. The Plan to End Chronic and Episodic Homelessness in Regina is the product of seven months of research and consultation to tackle the issue in a comprehensive, co-ordinated and focused manner.

ENGAGING REGINA ON HOMELESSNESS THROUGH MORE THAN 470+ CONTACT POINTS

COMMUNITY
SUMMIT
participants



20
DESIGN
LABS

had
150
participants

16

participants
with Lived Experience
participated in
our focus groups



Public survey
received 72
responses



Follow up stakeholder groups had
8 participants

THE PLAN IS:

Grounded in local
wisdom and responsive
to our needs



Research and
best practice
evidence-informed



Strategic, focused,
and achievable



* These numbers are a range because multiple data sources have been used.

VISION: A Regina where everyone is home.

CORE CONCEPTS

Truth & Reconciliation



Person-Centred Supports



Community Engagement

COMMUNITY STAKEHOLDERS FROM ACROSS REGINA IDENTIFIED THREE KEY SHARED OUTCOMES TO GUIDE OUR COLLECTIVE WORK:

- Everyone has access to service when they need it;
- People's experience of homelessness is rare, brief, and non-recurring;
- Services are increasingly coordinated.

IT IS AN AMBITIOUS TARGET. TO ACHIEVE IT, THE PLAN RECOGNIZES THE COMPLEXITY OF THE PROBLEM AND IS DESIGNED TO TACKLE IT IN A COMPREHENSIVE MANNER.

With that as context, the specific actions proposed in The Plan are based on four pillars that bring together the human, financial and physical infrastructure to effectively tackle the issue and reach the five-year objective.

ACTION PILLARS

1

LEADERSHIP &
IMPLEMENTATION
OUTCOMES

2

DATA-DRIVEN SYSTEMS
INTEGRATION &
COORDINATED ACCESS

3

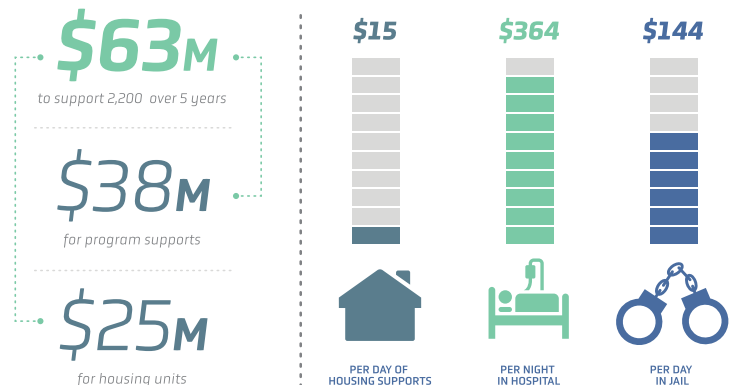
HOUSING &
SUPPORTS

4

CAPACITY
BUILDING &
AWARENESS

The projected cost of The Plan over five years is \$63 million, made up of \$38 million in program and \$25 million in capital costs. But the real cost, when the human, health and social benefits are considered, is far less.

These proposed measures total just \$15 a day per person helped. Compare this to the costs per night in hospital at \$363, or jail at \$144.



PRIORITY INVESTMENTS



Additional Housing First program spaces for complex clients experiencing chronic and episodic homelessness

\$5.5M/year



Units of Supportive Housing

\$15M/capital

THE BOTTOM LINE IS IT IS LESS COSTLY TO HOUSE AND SUPPORT INDIVIDUALS AND FAMILIES WHO ARE HOMELESS, THAN NOT INVEST IN ADDRESSING A KEY ISSUE THAT FACES OUR COMMUNITY.

THE TIME TO ACT IS NOW.

**“I was a broken shell of what you see...
They walked with me. They didn’t drag me.”**

- **Kenton Weisgerber**, Regina Housing First Client¹

**“Now that I’m here it’s like
I totally changed my ways.”**

- **Lindsay Bigsky**,
Regina Housing First Client²

“It’s rough out there...”

- **Community Member at Regina’s
Summit**, March 2018

INTRODUCTION

The voices of people with lived experience of homelessness in Regina remind us of the urgency to find and implement solutions to homelessness and not accept the status quo. To that end, we find hope when effective programs like Housing First are made available. A community summit on homelessness held in March of 2018, marked the public start of a community-wide process led by service providers, stakeholders, and local leaders to develop a plan to end chronic and episodic homelessness in Regina. Over 200 people gathered to discuss how community members of Regina could collectively work towards ensuring that homelessness is a rare, brief, and non-recurring experience.

The City of Regina is located in the heart of Treaty 4 territory, which is the traditional territory of the Cree, Ojibwe, Saulteaux, Dakota, Nakota, Lakota, and on the homeland of the Métis. There are 35 First Nations within Treaty 4 territory, which includes some parts of Western Manitoba and Southern Alberta³. In Regina’s 2018 Point In Time Count of Homelessness, almost 80% of people experiencing homelessness identified as Indigenous, the majority of whom did not originally come from the city.

¹ <https://www.cbc.ca/news/canada/saskatchewan/housing-first-regina-homelessness-one-year-1.4210744>

² <https://www.cbc.ca/news/canada/saskatchewan/housing-first-regina-homelessness-one-year-1.4210744>

³ Filice, M. (2016). Treaty 4. The Canadian Encyclopedia. Retrieved from <http://www.thecanadianencyclopedia.ca/en/article/treaty-4/>

It has been clear from the beginning of this community planning process that *ending chronic and episodic homelessness in Regina means ending Indigenous homelessness*. The Truth and Reconciliation Commission and its Calls to Action inform the design and implementation of Regina's Plan (see Appendix C). Indeed, ending chronic and episodic homelessness is itself a process of reconciliation because it requires the whole community to work at building and strengthening relationships between Indigenous peoples and non-Indigenous peoples⁴.

A TRUTH AND RECONCILIATION LENS

The extreme over-representation of Indigenous people among the homeless population and co-occurring issues, such as high rates of health and addictions challenges, and experiences of violence and poverty, are rooted in past and ongoing impacts of intergenerational trauma and marginalization. *The Plan to End Chronic and Episodic Homelessness in Regina* requires a wholistic approach to addressing homelessness that includes promoting a deeper awareness and competency across sectors and services about the root causes of Indigenous homelessness, and the ways in which connection to community and culture, and interdependence are essential to healing and ending homelessness for Indigenous peoples. Honouring the resilience and wisdom of Indigenous communities is also paramount in addressing homelessness in Regina (see Appendix C for more).

Any action taken to address homelessness must be grounded in the principles of the Truth and Reconciliation Commission (TRC), and the United Nations Declaration on the Rights of Indigenous Peoples, which includes the following articles that address the need for Indigenous self-determination⁵:

Article 21 Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retaining, housing, sanitation, health and social security.

Article 23 Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, Indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.

The Truth and Reconciliation Commission of Canada⁶ promotes a “dialogue that revitalizes the relationships between Indigenous peoples and all Canadians in order to build vibrant, resilient

⁴ Truth and Reconciliation Commission (n.d.). Reconciliation...Towards a New Relationship. Retrieved from <http://www.trc.ca/websites/reconciliation/index.php?p=312>

⁵ UN General Assembly, United Nations Declaration on the Rights of Indigenous peoples: resolution / adopted by the General Assembly, 2 October 2007, A/RES/61/295, available at: <http://www.refworld.org/docid/471355a82.html> [accessed 3 May 2017] http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf

⁶ Truth and Reconciliation Commission of Canada. (2015). Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada. Retrieved from http://www.trc.ca/websites/trcinstitution/File/2015/Honouring_the_Truth_Reconciling_for_the_Future_July_23_2015.pdf

and sustainable communities.”⁷ This shared journey toward ending chronic and episodic homelessness in Regina requires equal partnerships, ongoing conversations, and a commitment to reconciliation between Indigenous and non-Indigenous communities, organizations, and leaders. Committing to support Indigenous leadership and self-determination in the Plan’s governance and implementation aligns with the TRC Calls to Action. Indigenous peoples have the wisdom and knowledge to self-determine their future path and address the challenges they face, including homelessness. Systemic changes are needed across multiple systems, programs, and services to support healing among Indigenous peoples. The Plan calls for Indigenous leadership and partnerships, highlighting the value and strength in Indigenous health and healing practices, promoting Indigenous leadership, Elders, and healers.

This Plan is one part of Regina’s reconciliation journey, and is an important step toward meeting the needs of some of our most marginalized community members, with the TRC Calls to Action providing standards by which to measure the success of the Plans’ implementation and impact. The Plan outlines a variety of actions that can be taken to create a community culture in which acts that build trust and relationships between Indigenous and non-Indigenous peoples are embedded within the process of ending chronic and episodic homelessness in Regina.

THE RIGHT MOMENT FOR CHANGE

Developing more safe, affordable housing options will be critical to ending chronic and episodic homelessness. Until recently, municipalities across Canada have lacked support from provincial/territorial and federal governments to meet their communities’ housing needs. A trend of austerity began in the 1970s, when the federal government began to withdraw from housing policy and the creation of social housing. Over 40 years later, the direct impacts of these and other policy decisions are reflected in the state of homelessness and housing affordability in Canada. In a given year, it is estimated that at least 235,000 people across the country experience homelessness.⁸

Rental and housing market prices have far outpaced inflation, making city centres, such as Regina, increasingly unaffordable. There is a ripple effect in which the increased demand for affordable housing in suburbs and smaller cities or towns surrounding major centres has caused the prices to rise.

In 2016, the federal government announced its intention to renew its role in the housing market by creating a National Housing Strategy. The negative externalities of minimal government intervention in the housing market were recognized as more economically and socially costly to society than prudent government policy and investment to promote the creation of affordable housing.

There is also growing recognition within the housing and homelessness sectors that ending homelessness involves addressing its structural and systemic factors that contribute to and perpetuate homelessness, in addition to responding to individual factors, such as mental health and

⁷ Reconciliation Canada. (2016). Our Story. Retrieved from <http://reconciliationcanada.ca/about/history-and-background/our-story/>

⁸ Stephen Gaetz, Erin DeJ, Tim Richter, & Melanie Redman (2016). The State of Homelessness in Canada 2016. Toronto: Canadian Observatory on Homelessness Press.

addictions. Communities, such as Regina, are taking action through comprehensive, community-based systems planning processes to address policy and practice that either contribute to homelessness and housing insecurity or get in the way of meaningful solutions.



WHAT DOES IT MEAN TO END HOMELESSNESS IN REGINA?

Community stakeholders from across Regina identified the following three key shared outcome measures to help indicate whether or not Regina is progressing toward ending chronic and episodic homelessness:

- **Everyone has access to service when they need it.⁹**
- **People's experience of homelessness is rare, brief, and non-recurring.¹⁰**
- **Services are increasingly coordinated.¹¹**

Ongoing performance measurement is a critical piece of ensuring that the Plan is meeting its targets, and using data to make adjustments as necessary. Through consultation, a larger basket of Key Performance Indicators has been developed to assess both the homeless serving sector's capacity to meet people's needs and the increasing integration with the public systems that intersect with the homelessness-serving system.

⁹ Key Performance Indicator: Number of turnaways from service decreasing towards zero.

¹⁰ Key Performance Indicator: Length of time experiencing homelessness decreasing year over year.

¹¹ Key Performance Indicator: Number of agencies signing on and developing Coordinated Access protocols increasing year over year towards 100%

REGINA'S FIVE-YEAR PLAN TO END CHRONIC AND EPISODIC HOMELESSNESS RECOMMENDATIONS

This Plan builds on the success of Regina's Housing First program and has been developed through months of consultation with both local and provincial leadership and numerous stakeholders with lived experience of homelessness or working in the field. The focus of this five-year implementation Plan is to see a measurable shift in the response to and outcomes for people that are experiencing chronic and episodic homelessness in Regina.

Over five years, a total of 2,227 intakes of people* are projected to be impacted by the actions outlined in the Plan. These intakes include people that are chronically and episodically homeless, as well as some transitionally homeless and individuals/families at risk. While not within the direct scope of the Plan, positive spillover effects from increased availability of program and housing spaces are expected to affect some transitionally homeless and precariously housed individuals and families. The Plan's success is dependent on there being continued efforts to deepen collaboration and trust within and across Regina, surrounding communities and other levels of government.

With these goals in mind, the Plan contains the following four pillars and recommended actions:

1

Leadership & Implementation

- Secure funds to cover Plan implementation positions over a five-year period through matching commitment from municipal, provincial, and federal governments.
- Recruit and confirm community leaders for Plan governance and implementation that incorporates Indigenous leadership, a procedure/structure for lived experience input, and formal outlets for ongoing community oversight and engagement.
- Confirm and hire Plan implementation positions, tasked with operationalizing the Plan under a systems-wide Housing First philosophy.
- Set up a funders table for Plan implementation, dedicated to wrapping funds around the Plan so it is fully financed for the five years of implementation.

* This number accounts for turnover in the five-year period.

2

Data-Driven Systems Integration & Coordinated Access

- Complete a community-wide systems mapping exercise with service providers to ensure comprehensive understanding of existing services and program capacities, gaps, and leveraging strengths.
- Build out HIFIS 4 across Regina in order to have access to consistent, real-time data within the homeless-serving sector, leveraging federal support for homelessness data collection within the federal strategy, Reaching Home.
- Work with public systems to facilitate data-sharing and integration in order to identify the inflows and outflows of homelessness for more targeted policy change and funding needs.
- Utilize data to support a shift toward prevention and diversion to meet the needs of those at highest imminent risk for homelessness.
- With support from the federal government under the Reaching Home homelessness strategy, scale the existing Coordinated Housing Intake Process (CHIP) into systems-wide Coordinated Access model that matches people within the full continuum of services.
- Develop performance management framework including the development of systems-wide change to Key Performance Indicators (KPI).

3

Housing & Supports

- Strengthen formal links between the Plan and the Design Regina Comprehensive Housing Strategy and encourage the City to continue to evaluate mechanisms that could enhance housing affordability.
- Support provincial and federal investment for the addition of 80 units of long-term supportive housing in purpose-built buildings targeted to chronic & episodic homeless people with higher needs.
- Work with organizations dedicated to addressing interpersonal violence to ensure program and housing models appropriately serve those impacted by violence.

3

Housing & Supports (cont'd)

- Work with provincial and federal partners to fill program gaps that support people experiencing chronic and episodic homelessness in the rental market through Housing First supports including:
 - o Intensive Case Management - 130 new spaces
 - o Assertive Community Treatment - 140 new spaces
- Support efforts to increase housing, programs, and treatment beds especially for young people in Regina, with a minimum 20% of treatment beds dedicated for youth ages 13-24 years
- Advocate for a person-centered approach to programs and housing for people experiencing addictions and mental health challenges that meets them where they are at on the recovery and sobriety continuum.
- Align housing models across the sector with best practices for supporting people who experience interpersonal violence.

4

Capacity Building & Awareness

- Develop sector-wide capacity-building training agenda to increase staff effectiveness in supporting people with multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and shelter diversion approaches.
- Participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing & ending homelessness.
- Integrate population-specific lens into program design and outcomes evaluations.
- Develop easy to access resource guides to ensure those at risk of or experiencing homelessness know where to go for the right help, fast. This includes building on existing resources such as the Regina Street Survival Guide and Map and creating new resources to offer support to the families or friends of those in need of help.
- Launch campaign with emphasis on meaningfully engaging the roles of specific groups, such as faith based groups, landlords, builders, and other private sector stakeholders.
- Host annual forum with Plan updates and sustain community energy around the Plan.

A ROLE FOR EVERYONE

Ending chronic and episodic homelessness in Regina will require the energy, resources, and commitment of a whole community, and providing meaningful engagement opportunities will help sustain the Plan's priority status for each order of government and stakeholder involved. The following are areas where various stakeholders are needed:

Community Service Providers:

- Support the development and implementation of Coordinated Access as an integrated system-response.
- Continue to build relationships between Indigenous and non-Indigenous organizations in order to better support Indigenous peoples accessing services.
- Integrate applicable Truth and Reconciliation Calls to Action into practice at board, management and direct service levels.
- Build capacity across the homelessness sector through ongoing information sharing, training and knowledge mobilization exchanges.

City of Regina:

- Contribute resources to the Plan Coordination positions over Plan duration.
- Ensure alignment of City policy and procedures with Plan targets, both in program delivery and to support the increase of affordable housing options.
- Ensure the 2019 update of the Housing Incentives Policy aligns with the targets and needs of the Plan.

Provincial Government:

- Contribute resources to the Plan Coordination positions over Plan duration.
- Allocate resources towards new housing supports including:
 - \$14M - 140 Assertive Community Treatment Spaces
 - \$14M - 130 Intensive Case Management Spaces

- \$12.5M in capital funds towards developing new Permanent Supportive Housing and Affordable Housing units, to be paired with National Housing Strategy funding
- Support Homelessness Data collection efforts, namely the provincial implementation of the Homeless Individual and Family Information System (HIFIS 4)

Federal Government:

- Contribute resources to the Plan Coordination positions over Plan duration.
- In partnership with other levels of government, the private or non-profit sector, contribute capital towards \$25M of funding via National Housing Strategy for:
 - o 80 new Permanent Supportive Housing spaces
 - o 80 new Affordable Housing spaces
 - o Funding for 100 new Prevention/Diversion interventions
 - o Renew and expand Reaching Home funding to meet the needs of Plan
 - o Support local efforts to implement the Homeless Individual and Family Information System (HIFIS 4)

Private Sector:

- Leverage National Housing Strategy funding opportunities for new housing options listed above.
- Align funding for services with Plan targets.
- Develop a funders table aimed at supporting Plan targets.

Community Members:

- Contact one of Regina's many front-line service organizations to find out what they need to support the important work they do for our city.
- Contribute to goals of the Plan through initiatives such as Housing First Welcome Boxes, with a target of 50 boxes/year
- Make your support for the goals and objectives of this Plan public. Tell your friends and neighbours why support for this Plan will make Regina a better City.

Everyone Involved:

- Imagine Regina without chronic and episodic homelessness. With the proper investment, foresight, and collaboration, it is possible for our community to end the experience of chronic and episodic homelessness in our City.

It was clear from the planning process that community members in Regina are engaged and passionate about seeing an end to homelessness in their community. These individuals and groups can also be brought into various efforts that align with the Plan, such as positions on working groups or within the governance structure. It is important to note that opportunities offered to people with lived experience should adequately compensate them for their time and expertise.

Additionally, hosting an annual Community Forum to inform community members and stakeholders of the progress to date and next steps for Regina can be an opportunity to reaffirm the commitment to ending chronic and episodic homelessness and restate the roles of each individual involved.

This Plan is not meant to mark the end of the discussion on what is needed to end homelessness in Regina, but a prompt for further conversation and action. Limitations of this plan are largely centered on the lack of real-time data to accurately reflect the full magnitude of homelessness in Regina. Improving Regina's data collection methods and capacity is one of the first concrete steps outlined in this Plan that will help refine and reassess the level of need across the community over time.

This document unpacks the call for and development of Regina's Plan to End Chronic and Episodic Homelessness, including the community input and local data that have informed the Plan's priorities and activities. A breakdown of the investment required is also provided.

At the heart of this technical report are the dedicated and passionate community members of Regina who want to see action and solutions to homelessness. The Plan to End Chronic and Episodic Homelessness in Regina, including the engagement and consultation that have taken place along the way, has started the community on a path toward positive change for the most marginalized people in Regina. Continued leadership, hunger for change, and deeper community collaboration and integration will drive and sustain the work of ending homelessness in Regina.

CONTEXTUALIZING THE CALL FOR 'EVERYONE IS HOME'

HOUSING FIRST AND THE CALL FOR REGINA'S PLAN

The Federal Government has invested in supporting people experiencing homelessness through the Homelessness Partnering Strategy (HPS), an initiative that funds 61 designated communities across Canada. As a designated community, Regina has a Community Advisory Board (RHCAB), made of up key stakeholders who determine the allocation of funding locally.¹² In 2012, after a competitive application process, the YMCA was chosen as Regina's Community Entity (CE), which is the organization that flows funding to community organizations based on the RHCAB's decision. The purpose of the RHCAB and CE are to ensure that there is comprehensive planning for funding allocations, taking into consideration the broader local priorities and contextual factors around homelessness and service provision.

The RHCAB and YMCA Regina demonstrated community leadership by pursuing the implementation of a Housing First pilot program in Regina.¹³ In 2016, the Phoenix Residential Society was chosen by the RHCAB as the lead service delivery organization for the pilot.¹⁴

Housing First is rooted in the philosophy that housing for a person experiencing homelessness is not dependent on readiness or 'compliance' (for example, sobriety). It is a rights-based intervention rooted in the philosophy that all people deserve housing, and that adequate housing is a precondition for recovery.

Using a Centralized Housing Intake Process (CHIP) Phoenix's Housing First program, called HOMES, matched people who were previously chronically homeless not only to long-term housing arrangements, but to supports that have helped them flourish when provided with the foundations of a safe, stable home. The first year of the HOMES program led to a reduction in expensive emergency responses for the 26 people enrolled in the program, with the second year sustaining similar positive impacts. The results of the pilot are clear - Housing First is both a compassionate and cost effective approach to supporting people with complex needs who experience chronic homelessness.

¹² See Appendix A for a complete list of the Regina Homelessness Community Advisory Board (RHCAB).

¹³ See Glossary under Housing First for description

¹⁴ See Appendix B for a list of Community Programs.

The results in Regina are backed up by a growing body of research showing that traditional emergency response approaches to addressing homelessness are expensive and largely ineffective,¹⁵ while Housing First reduces the demand on costly systems such as health and criminal justice.¹⁶ A 2008 study in British Columbia¹⁷ found that people who are homeless can cost taxpayers nearly 50% more than a person in supportive housing. On average, one person experiencing homelessness with serious addictions and mental health issues uses approximately \$55,000 per year in health care and corrections services alone. This is compared to the \$37,000 per year it would cost to place that same person in supportive housing that not only addresses their need for a place to stay, but offers wrap-around supports. Studies completed by Vancouver Coastal Health also concluded that supportive housing for individuals with a serious mental illness reduces their use of hospitals with psychiatric admissions by 54% and medical admissions by 58%.¹⁸

The strongest evidence we have for Housing First cost savings is the Mental Health Commission of Canada's At Home/Chez Soi (AHCS) study. Launched in 2008 with a \$110 million budget, AHCS aimed to test the efficacy and cost effectiveness of Housing First programs that provided housing with wrap-around supports in five cities. It compared the average shelter, health, and justice costs of those in Housing First to those in a control group for treatment as usual. Overall, the treatment as usual cost \$23,849 per person for one year, while Housing First cost \$14,599 per person per year.

When looking at the data for those that were the highest emergency service users, cost savings increased significantly. The annual costs for these individuals under treatment as usual was \$56,431 versus \$30,216 in Housing First. With costs of delivering Housing First included, the study found that for every dollar spent on Housing First, \$0.54 is avoided through reduction on service demand for this population.¹⁹

Under the Phoenix HOMES program to date, the individuals served would largely be classified as those highest emergency service users that are most costly to public systems and have the most complex needs that require long-term supports. Over the past two years, the HOMES program has shown significant reduction in public systems interaction for the 49 clients served. The yearly cost of serving this cohort pre-intervention is estimated to be \$31,000 per year, and \$13,000 post-Housing First intervention. This amounts to a 58% cost avoidance among the following public systems:

¹⁵ Gaetz, S. (2012). *The Real Cost of Homelessness: Can We Save Money by Doing the Right Thing?* Toronto: Canadian Homelessness Research Network Press.

¹⁶ Gaetz, S., Scott, F. & Gulliver, T. (Eds.) (2013). *Housing First in Canada: Supporting Communities to End Homelessness*. Toronto: Canadian Homelessness Research Network Press.

¹⁷ Patterson, M., Somers, J.M., McKintosh, K., Sheill, A. & Charles James Frankish. (2008). *Housing and Support for Adults with Severe Addictions and/or Mental Illness in British Columbia*. Centre for Applied Research in Mental Health and Addiction (CARMHA), Faculty of Health Sciences, Simon Fraser University.

¹⁸ Vancouver Coastal Health. (2008). *Outcome Evaluation Update— Hospital Utilization, Mental Health Supported Housing*. Retrieved from <http://www.streetohome.org/wp-content/uploads/2017/08/Streetohome-10-Year-Plan.pdf>

¹⁹ Goering, P., Velhuizen, S., Watson, A., Adair, C., Kopp, B., Latimer, E. & Ly, A. (2012). *At Home/Chez Soi Interim Report*. Calgary: Mental Health Commission of Canada.

Figure 1

Public System Interaction in Regina's Housing First program (n=49)	
Police Calls Reduction	81%
Arrests Reduction	89%
Days in Hospital Reduction	40%
ER Visits Reduction	75%
EMS Reduction	66%
Detox Visits Reduction	93%

The success of Regina's HOMES program has brought the community to an important decision point. Service providers and stakeholders recognize that the program has only been able to meet the needs of those with the highest acuity that need long-term supports and are unlikely to be able to live completely independently. The lack of Permanent Supportive Housing²⁰ in Regina has caused these high acuity individuals to remain in housing units that could see more turnover with lower acuity clients that would be able to eventually move into independent living with some supports.

In response to the growing backlog of clients waiting for Housing First intervention, the City of Regina and the RHCAB came together in the Spring of 2017 to pursue the development of a costed, community action plan to end chronic and episodic homelessness in Regina using a Housing First approach. The City of Regina matched a HPS contribution of \$60,000 to hire consultants to develop the Plan with the community. The YMCA hired Terin Kennedy as the Director of The Plan to End Homelessness Regina and brought on James O'Watch, Senator with the Federation of Sovereign Indigenous Nations, as an Elder and Special Advisor. After an extensive Call for Proposals, the Systems Planning Collective was hired, led by Dr. Alina Turner with Turner Strategies, supported by the national youth homelessness coalition: A Way Home Canada, and the national research institute the Canadian Observatory on Homelessness.

INTEGRATING A HOUSING FIRST PHILOSOPHY INTO REGINA'S SYSTEM

Budget constraints and limited program spaces often require the homeless serving system and individual organizations to prioritize people for services. Typically, the approach to prioritization has been to serve the chronically homeless, largely because this population is the most costly to provide service for. However, denying individuals or families support due to lack of chronicity or acuity increases their exposure to violence, exploitation, and entrenchment in homelessness. This is particularly true for young people. A system that fails to intervene when individuals present with lower complexity/acuity increases the risk that they will go on to become the next generation

²⁰ See Glossary under Permanent Supportive Housing

of the chronically homeless. Individuals and families should not be required to become more complex or languish further in homelessness in order to receive assistance.

In order to take a rights-based approach and appropriately match services to individuals and families, and ultimately prevent and end chronic and episodic homelessness, there are a number of systems and sectors beyond housing and homelessness that need to be engaged and involved in service and program coordination.

Regina's Plan sets out to integrate the Housing First philosophy within and across systems. Beyond the practical Housing First *program*, taking up a Housing First *philosophy* across a community involves realizing and putting into practice the five principles of Housing First:

1. Immediate access to permanent housing with no readiness requirements.
2. Consumer choice and self-determination.
3. Recovery orientation.
4. Individualized and client-driven supports.
5. Social and community integration.²¹

Adopting a Housing First philosophy takes time as it requires whole systems, organizations, and community leaders to keep fidelity to these principles in order to ensure that there is a consistent approach to meeting the needs of people experiencing homelessness. Service providers should all strive to fulfill the Housing First principles, using them as standards to hold themselves accountable to.

FUNCTIONAL ZERO: MEASURING AN END TO CHRONIC HOMELESSNESS IN REGINA

Community leaders and stakeholders in Regina have called for measurable targets to track progress toward reaching Functional Zero homelessness. Functional Zero refers to the state of a community in which anyone who experiences homelessness “does so only briefly, is rehoused successfully, and therefore unlikely to return to homelessness”.²² In order to achieve Functional Zero, a community has the resources to rapidly meet the needs of people experiencing homelessness. There is currently no firm consensus of how to measure whether a community has achieved Functional Zero.

Medicine Hat, Alberta, is an example of a community that has reached Functional Zero by having adequate program and housing spaces to meet the needs of anyone who becomes or is homeless. They have a robust and agile system of care that can respond quickly to local trends in homelessness and can shift resources as new needs arise.

²¹ Canadian Observatory on Homelessness. (2018). Housing First. Retrieved from <http://homelesshub.ca/solutions/housing-accommodation-and-supports/housing-first>

²² Turner, A. (2017). Canadian Definition of Ending Homelessness: Measuring Functional and Absolute Zero. Canada: University of Calgary School of Public Policy (SPP), Canadian Observatory on Homelessness (COH), Canadian Alliance to End Homelessness (CAEH).

Having achieved Functional Zero does not mean there is no homelessness or that no one ever becomes homeless again in Medicine Hat. Rather, there is a comprehensive systems approach in place with effective community programs and housing models. Key indicators used in Medicine Hat, such as numbers of people in shelters, length of time homeless, and rates of discharge from justice and health systems into homelessness, are monitored in real time to ensure the community stays on track using shared information systems and innovative technological platforms to connect people to services.

Part of the planning work in Regina has involved engaging community members on how to achieve Functional Zero. At the start of the process, the RHCAB and key community stakeholders stated that the Plan should lead homelessness in Regina to become “rare, brief, and non-recurring.” Building out from there, community members identified three overarching goals for Regina, which are reflected in the Plan’s KPI’s.²³ The high-level KPIs within the Plan should continue to be refined into ambitious, achievable and measurable community targets as Regina strengthens its data collection and integration.

Everyone has access to service when they need it.²⁴

Service providers highlighted the challenge of a high number of turnaways from service that occur in Regina, due to limited capacity and ability to match individual and families’ needs to appropriate programs, housing, and services. Additionally, an integrated data system with all service providers contributing real-time data is needed to determine how many of those that were turned away from service in one location were able to access service from another provider.

Consultation participants indicated that a goal would be to drive down the number of people turned away from service due to a lack of capacity or resources. An important component to driving down the number of turnaways is increasing homeless-serving and public systems’ ability to prevent or divert people from becoming homeless and rapidly re-housing people. This will take some of the pressure off of emergency services and shelters, allowing them to be more responsive and attentive to people in crisis and/or with complex needs.

People’s experience of homelessness is rare, brief, and non-recurring.²⁵

Service providers want to reduce the amount of time that people experience homelessness. For example, in Regina there are limits to the amount of time that a person receiving Social Assistance can stay in a shelter. As a result, a person’s shelter stay is not necessarily an indication of how long they have experienced homelessness. Therefore, community members have chosen to focus on the total time that a person experiences homelessness over the course of a year, whether in shelter or sleeping rough. A clearer target for the maximum length of time that a person experiences homelessness must still be set when Regina has established a more comprehensive data collection and integration approach. In the meantime, aligning Plan

²³ See Appendix D for a complete list of Functional Zero Key Performance Indicators.

²⁴ Key Performance Indicator: Number of turnaways from service decreasing towards zero.

²⁵ Key Performance Indicator: Length of time experiencing homelessness decreasing year over year.

implementation with the goal for homelessness to be “rare, brief, and non-recurring” helps to strengthen the focus for systems.

Services are increasingly coordinated.²⁶

Community members have called for better coordination of services as a central component to this Plan, with clear metrics to assess the progress of service coordination. Therefore, an action area within the Plan is to increase the number of services that are connected to and participate in a Coordinated Access model for homeless-serving programs and services. Regina’s Central Homeless Intake Process (CHIP) for the HOMES Housing First program is an excellent starting point to build upon to reach this community goal.

THE NATIONAL HOUSING STRATEGY AND REACHING HOME

The call for a Plan to End Chronic and episodic Homelessness in Regina is ideally timed, coinciding with a number of new federal opportunities in housing and homelessness. The Government of Canada has taken significant steps to re-establish a federal role in the creation and renewal of affordable housing, and to further their impact on homelessness across the country through the National Housing Strategy.

More than housing alone will be necessary to bring about an end homelessness. In addition to a number of stackable affordable housing funding initiatives and programs, the federal government has announced its plan to renew its commitment to ending homelessness through its new strategy [Reaching Home](#). Reaching Home is intended to be more flexible than the current Homelessness Partnering Strategy in order to meet the varying needs of communities, while focusing on community-wide outcomes-driven performance management, as opposed to transactional program requirements. Reaching Home aims to implement coordinated access and support communities to address homelessness strategically through the integration of and communication across multiple systems and sectors that touch on homelessness. Indeed, Regina’s Community Plan to End Homelessness is a head start on a new federal requirement for designated communities to have community systems plans.

²⁶ Key Performance Indicator: Number of agencies signing on and developing Coordinated Access protocols increasing year over year towards 100%

UNDERSTANDING HOMELESSNESS: CAUSES & IMPACTS

UNDERSTANDING HOMELESSNESS: CAUSES & IMPACTS

Defining Homelessness

The Canadian Observatory on Homelessness (COH) describes homelessness as “the situation of an individual or family without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, stressful and distressing.”²⁷ Critical to this understanding of homelessness is that it does not represent only those staying in homeless shelters. It can take a variety of forms, and many people without a safe place to stay choose not to stay in shelters for a number of reasons. The following definitions capture some of the different ways in which people experience homelessness and housing precarity:

CHRONIC HOMELESSNESS:

An individual experiences homelessness for six months or more in the past year (i.e. has spent more than 180 cumulative nights in a shelter or place not fit for human habitation) and/or has experienced homelessness three or more times in the past year. This also includes individuals leaving institutions (e.g. mental health facilities, hospitals, correctional institutions and children leaving care) who have a history of chronic homelessness and cannot identify a fixed address upon their release.

EPISODIC HOMELESSNESS:

An individual’s experience of homelessness is under one year and has fewer than four episodes of homelessness in the past three years. Typically, those classified as episodically homeless have recurring episodes of homelessness as a result of complex issues such as addictions or family violence.

TRANSITIONAL HOMELESSNESS:

Homeless for the first time (usually for less than three months) or has had less than two episodes in the past three years. The transitionally homeless tend to enter into homelessness as a result of economic or housing challenges and require minimal and one-time assistance.

EXTREME CORE HOUSING NEED:

Refers to those at risk of homelessness as a result of having an income under \$20,000 per year and paying 50% or more of their income toward shelter costs. Unexpected expenses, job loss, or other unforeseeable circumstances can be enough to push those in extreme core housing need into homelessness.

²⁷ Gaetz, S.; Barr, C.; Friesen, A.; Harris, B.; Hill, C.; Kovacs-Burns, K.; Pauly, B.; Pearce, B.; Turner, A.; Marsolais, A. (2012) Canadian Definition of Homelessness. Toronto: Canadian Observatory on Homelessness Press.

While taking all of these experiences into account, Regina's Plan focuses predominantly on ending chronic and episodic homelessness.

Further, the work of Jesse Thistle, Métis scholar at York University, and the Indigenous Definition of Homelessness highlight the multidimensional ways in which homelessness is experienced by Indigenous peoples that goes beyond the lack of a physical permanent place to stay. Loss of connection to land, family and/or community, history and culture are aspects of Indigenous experiences of homelessness that must be rectified in Regina's proposed solutions.

PATHWAYS INTO HOMELESSNESS: RISK AND RESILIENCE

A variety of factors increase the likelihood that someone will experience homelessness, particularly when those factors are experienced in combination and in absence of protective factors. The risk factors or causes of homelessness can be broken down into three categories:

1. **Structural Causes** refer to economic and social issues that affect opportunities and the broader social context of the individual. Economic factors can include economic downturns and recessions, rising costs of living, or low employment opportunities that make housing and food unaffordable. A growing number of households are paying more than 50% of their income on housing, well beyond the recommended 30% threshold for housing to be considered affordable. Not being able to access affordable housing strains household budgets, which can lead to both poverty and homelessness. Households living in extreme core housing need are often one significant expense, job loss, or financial emergency away from experiencing homelessness.

Societal factors refer to structurally ingrained and socially perpetuated discrimination, such as racism, sexism, homophobia, and transphobia that impede some groups from gaining access to their basic needs. These groups are at greater risk of losing their housing, having their rights violated, and experiencing victimization both on and off the streets.

2. **Systems Failures** refer to the ways in which mainstream systems of care fail to prevent or even contribute to experiences of homelessness. Child welfare, justice and health care systems can contribute to local flows into homelessness when people are not provided with the appropriate transition planning needed to obtain safe, permanent housing upon their exit from a system.
3. **Individual Causes** refer to the personal circumstances that result in a person becoming homeless. These can be related to a traumatic event such as a job loss, or medical emergency, relational factors such as a divorce, experience of abuse, trauma or family violence, and mental health and substance use.²⁸

²⁸ Stephen Gaetz, Jesse Donaldson, Tim Richter, & Tanya Gulliver, (2013). The State of Homelessness in Canada 2013. Toronto: Canadian Homelessness Research Network Press.

While it may be an individual cause that can be the tipping point for a person's experience of homelessness, the lack of affordable housing, adequate income opportunities, and the gaps in transitions between systems can prevent an individual from permanently exiting homelessness. However, in light of the many risk factors that cause homelessness, understanding resilience helps determine the ways in which protective factors against homelessness can be nurtured in individuals, families, and communities.

There are a number of assets that mitigate risk of homelessness for individuals and communities. Resilience is having the ability to recover from and cope with adversity. Genes, family dynamics, intelligence and other environmental factors all impact resilience.²⁹ Importantly, evidence shows that people can develop resilience and increase their ability to deal with adversity.³⁰ The following protective factors³¹ help mitigate the risk of homelessness:

- 1. Healthy social relationships;**
- 2. Cultural supports;**
- 3. Education;**
- 4. Access to affordable housing, and;**
- 5. Adequate income.**

The more protective factors an individual or family has, the greater their resilience will be and the more likely it is that they will be able to find housing in a reasonable amount of time with little difficulty and requiring fewer community supports. More protective factors also increase the likelihood that an individual or family will be able to maintain housing stability over time. Increasing the protective factors for individuals and families in Regina was brought up within community consultations as central to the aims of the Plan.

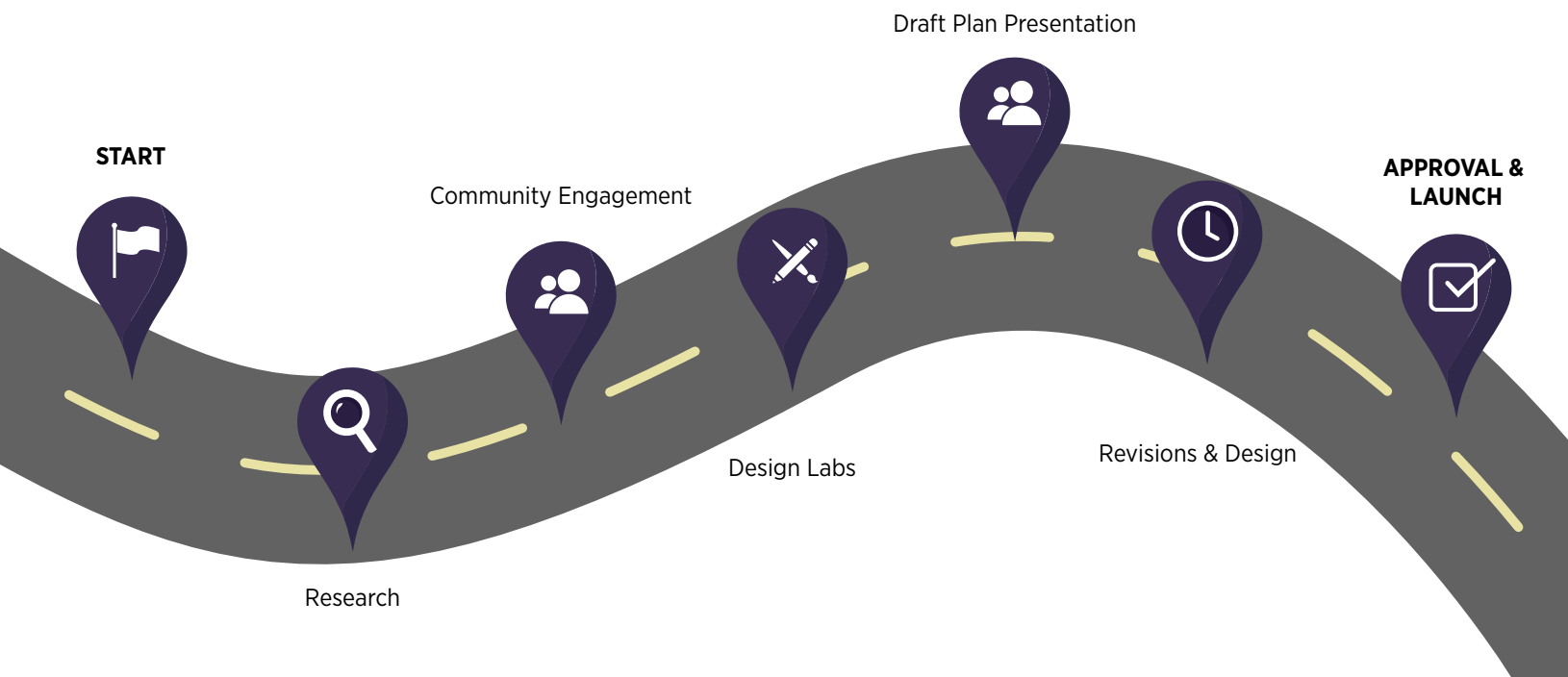
²⁹ Rutter M 2007 Resilience competence and coping Child Abuse Neglect 31 205

³⁰ Brian M. Hughes, Eimear M. Lee, Lorraine K. McDonagh, Éanna D. O'Leary & Niamh M. Higgins 2012. Handbook of adult resilience. The Journal of Positive Psychology Vol. 7 , Iss. 2, 2012

³¹ Gaetz, S. et al. 2016. The State of Homelessness in Canada 2016. Toronto: Canadian Observatory on Homelessness Press. Retrieved from: http://homelesshub.ca/sites/default/files/SOHC16_final_20Oct2016.pdf

BUILDING 'EVERYONE IS HOME' - A COMMUNITY PROCESS

PROJECT ROAD MAP 2018 - 2019



Regina's Plan was developed through months of background research, consultation, and engagement beginning in December 2017, engaging a wide range of community members, service providers, and individuals with lived experience. Consultation activities included the following:

Background Research Phase

- A thorough literature review was completed to assess current local data and the context of homelessness in Regina, as well as the economic and social factors impacting the state of Regina's housing and homelessness.

Community Engagement Summit

- A day-long community planning summit, featuring over 20 "Table Talks", consulting with over 200 community members about the priority areas for the Plan.

Design Labs

- Based on the Community Summit themes, over 20 Design Labs were held. These two-hour workshop sessions allowed local experts and community members to come together to identify possible solutions and actions to tackle the varying needs of individuals and families that experience homelessness in Regina.³²

³² See Appendix E for a complete description of the Design Lab topics.

Online Surveys

- In partnership with community partners, 72 online surveys were completed. The survey asked participants what they think is needed to see a reduction in homelessness in Regina.

Lived Experience Focus Groups

- Focus groups were held to engage people with lived experience of homelessness in Regina and hear about what has been successful and where the gaps are in the local homelessness serving system.

Stakeholder Interviews

- Individual follow up interviews were conducted with members on the Community Leadership Committee, as well as service providers to better understand community priorities for the Plan.

CORE CONCEPTS

The following core concepts for *Everyone is Home* are intended to be grounding philosophies for how systems changes are made and monitored.

PERSON-CENTERED SUPPORT

1. Ensure that people with lived experience are consulted and have meaningful roles of leadership throughout the process of the Plan implementation.
2. Secure funding to support the role of people with lived experience in Plan implementation to demonstrate that this is a priority.
3. Apply a population focus to process and programs including Indigenous peoples, women, youth, seniors, LGBTQ2S+, and newcomers to ensure a person-centered approach.
4. Prioritize flexibility within programs to ensure that systems responses address the unique needs of individuals.

The voices of people with lived experience of homelessness must be at the centre of Regina's systems design and service delivery efforts to end homelessness in meaningful and practical ways in order to account for the differing needs and circumstances of people on the street. In 2014, a Lived Experience Advisory Council identified a number of principles for engaging people with lived experience under the phrase: "Nothing for us without us".³³ Throughout the Plan development process, efforts have been made to create space for people with lived experience to contribute. Critical to the Plan's success will be continuing to find ways to engage and involve people with lived experience.

Providing person-centered support involves meeting people where they are at, and taking a strengths-based approach that recognizes the resilience of their clients. A key component of this strengths-based approach is ensuring that the individual is provided with the information and support needed to have self-determination in decisions affecting their lives.

As much as possible, flexibility should be designed into processes for accessing resources. Being person-centered also requires a "can-do" attitude to working with people experiencing homelessness, focusing on meeting the client's needs and overcoming technical and administrative challenges or barriers to access. Frontline workers in service provision should be empowered to advocate for the needs of the people they work with.

³³ Lived Experience Advisory Council (2014). Nothing About Us Without Us. Retrieved from <http://www.homelesshub.ca/NothingAboutUsWithoutUs>

Part of person-centered support also means creating a context in which workers and service providers are supported to be able to give their clients the best care possible. Human services sector jobs often have high turnover rates, low wages, and significant burn-out from working within a crisis-driven context. Many frontline workers at the community summit and design labs expressed appreciation for having the opportunity to look up from the chaos and crisis they are close to everyday, and focus on solutions rooted in the bigger picture and common goal of ending homelessness with other people working to create positive change.

COMMUNITY ENGAGEMENT

1. Ensure that the governance structure of the Plan leadership body has a strong community role embedded in the Terms of Reference.
2. Develop reporting and feedback mechanisms that ensure regular opportunities for community engagement into implementation process.
3. Harness community creativity and momentum through various outlets including working groups, public forums, throughout the implementation of the Plan.

There is interest extending beyond the homelessness sector in moving the Plan forward and participating in solutions to homelessness. In addition to service providers, funders, and government players, developers, builders, architects, and members of faith groups came together to be a part of the conversation around ending homelessness in Regina. The different lens, perspective, ideas, and resources that those outside the sector bring only strengthens the work and increases the shared sense of ownership of the Plan.

As the work of the Plan implementation moves forward, it will be critical for the leadership to harness the community momentum and energy through formalized opportunities for ongoing engagement. Early on, the Plan leadership should identify clear roles community members can play in the Plan's governance and/or implementation.

The lead agencies implementing the Plan can build on the engagement process to date. Plan leaders should consider ways to keep the community abreast of new developments, progress, and opportunities to contribute using engagement tools such as emailed newsletter updates and annual community forums. The more that community members are engaged in the solutions outlined in the Plan and in community work, the more momentum there will be for reducing and ending homelessness in Regina.

RECONCILIATION

1. Recognize that ending homelessness is an act of reconciliation, and that the process of Regina's implementation must be accountable to the TRC Calls to Action.
2. Ensure Indigenous leadership is embedded in the Plan governance model.
3. Embed cultural lens with supports for Indigenous peoples experiencing homelessness by working with Elders, through ceremony, staff training, and housing design.
4. Remove barriers for participation & employment for Indigenous peoples.

Indigenous and non-Indigenous community members have expressed that reconciliation is at the heart of ending homelessness in Regina. Reconciliation is first and foremost based on relationships. Integrating reconciliation into the Plan implementation process means creating context and space to build and strengthen relationships and trust between Indigenous peoples and non-Indigenous peoples. Changes and structural shifts take time, and if these are not first rooted in relationships of trust, it is difficult to move forward.

Relationships must be intentional by finding concrete mechanisms to foster trust and compassion, such as:

- Ensure that Indigenous voices and leadership are required in the governance body;
- Ask Elders and knowledge keepers to open meetings;
- Ongoing engagement with Indigenous people with lived experience as advisors on the Plan;
- Collaborate with Indigenous leadership and agencies by facilitating more accessible opportunities for engagement (meeting onsite, etc.);
- Ensure that Plan leadership participate in cultural competency training;
- Ask all funded partners to reflect on their hiring cultures and promote the hiring of more Indigenous staff in the housing sector by removing barriers for employment, and;
- Ensure all positions associated with the Plan To End Homelessness have access to cultural training, trauma informed care training, along with access to information about residential schools and the Truth and Reconciliation Commission of Canada's 94 Calls To Action.

PLAN PILLARS AND KEY OUTCOMES

PILLAR ONE: LEADERSHIP & IMPLEMENTATION

Key Outcomes:

1. Funding secured for Director Position for Plan implementation
2. Governance body for Plan established & Plan implementation positions hired

Key Outcome #1

Funding secured for Director Position for Plan implementation

- Secure funds to cover Plan implementation positions over a five-year period through matching commitment from municipal, provincial, and federal governments.

The implementation positions for the Plan are critical to ensuring that the work is coordinated and completed. The organizational structure is described below. It is recommended that each order of government go in on a joint contribution of \$20,000/year, totaling \$100,000 over five-years to signal partnership and commitment to the Plan. This also ensures that the Director can be fully focused on implementing the Plan rather than fundraising to cover their position.

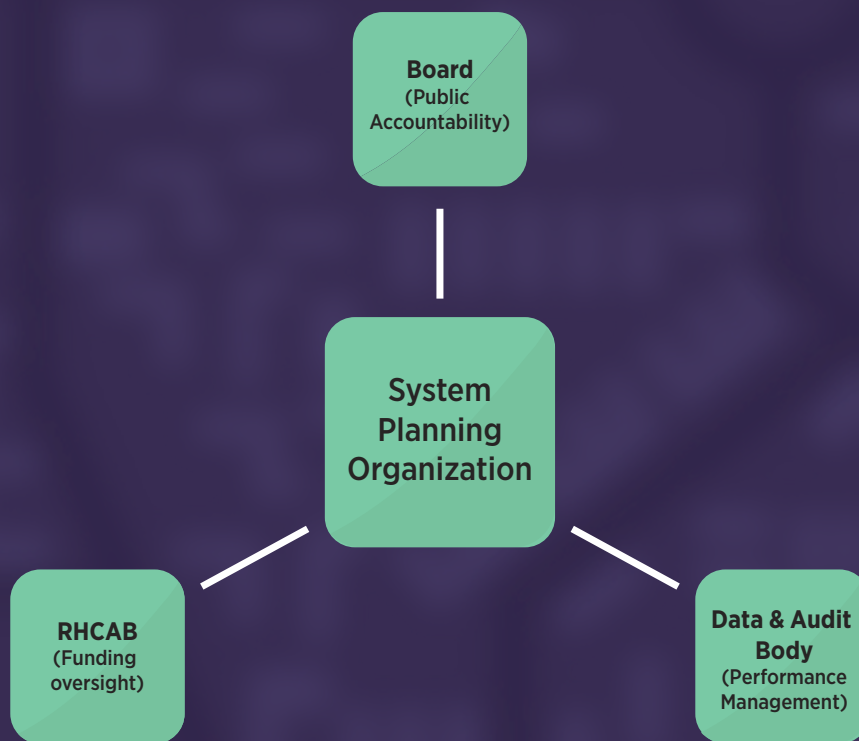
Key Outcome #2

Governance body for Plan established & Plan implementation positions hired

- Recruit and confirm community leaders for Plan governance and implementation that incorporates Indigenous leadership, a procedure/structure for lived experience input, and formal outlets for ongoing community oversight and engagement.
- Confirm and hire Plan implementation positions, tasked with operationalizing the Plan under a systems-wide Housing First philosophy.
- Set up a funders table for Plan implementation, dedicated to wrapping funds around the Plan so it is fully financed for the five-years of implementation.

Governance and implementation models for community plans to end homelessness vary across the country, and include everything from the development of new non-profits mandated to implement homelessness plans, to Ontario's unique model in which the Province has mandated municipal Service Managers³⁴ to lead efforts in each community. Ultimately, leadership and implementation of the plan requires significant systems planning expertise, the capacity to oversee public funding, and an accountability body to ensure the Plan reaches its intended goals.

Regina is off to a strong start in ensuring that this Plan is implemented with key stakeholders already at the table as part of the Community Leadership Committee to oversee the development of the Plan. This Committee has representatives from all three orders of government, Chiefs from surrounding First Nations communities, and private sector and non-profit leaders. It is a subcommittee of the Regina Homelessness Community Advisory Board.



Moving forward, the current CLC will dissolve and a new Board, possibly with many of the same stakeholders, will take on the task of overseeing the Plan's implementation. The RHCAB will have a seat on this Board of Directors to ensure flow of communication between groups. The System Planning Organization (SPO) will initially be housed within a larger, existing organization to ensure resources are used most effectively for implementation. The SPO is effectively a separate initiative or coalition named End Homelessness Regina that is supported by the already-established bureaucracy of a larger agency.

³⁴ Ontario is divided into 47 Consolidated Municipal Service Managers and District Social Service Administration Boards, which are closely connected to, but at arms-length from municipalities and are tasked with implementing provincial social policy programs and meeting provincial mandates on issue areas, such as housing and Ontario's social assistance programs.

Finally, in order to monitor the progress of the Plan and whether the targets are being met, an auditing body will be established as a third arm of Regina's governance structure. In order to ensure objectivity, the Data and Auditing body will be at arm's-length from the SPO. Stakeholders in this group will include community-based agencies, as well as people with lived experience. The auditing process must be fair, transparent and accessible to the community. This group will also serve as governance for HIFIS 4.

Key Roles:

Community Champions / Board

- Public oversight and accountability of Plan.

Regina Homelessness Community Advisory Board

- Determines which agencies deliver funded programming through a competitive process in alignment with Plan targets.

System Planning Organization

- Plan coordination and implementation by convening stakeholders to achieve Plan targets.

Data and Audit Working Group

- Performance monitoring of Plan. Group members to include people with lived experience and community agency representatives.

The entire governance structure will be overseen by the full-time Director of the Plan to End Homelessness. This position would ideally have funding secured for the full duration of the Plan, with costs covered by federal, provincial, and municipal levels of government to demonstrate a joint commitment to this work. This position is critical to the success of the Plan and will be 'housed' within the larger agency chosen to be the Systems Planning Organization.

PILLAR TWO: DATA-DRIVEN SYSTEMS INTEGRATION & COORDINATED ACCESS

1. Community-wide systems mapping exercise with service providers
2. Integration of a single real-time data platform for the homeless serving sector
3. Comprehensive Coordinated Access model

Key Outcome #1

Community-wide systems mapping exercise with service providers

- Complete a community-wide systems mapping exercise with service providers to ensure comprehensive understanding of existing services and program capacities, gaps, and leveraging strengths.

Community Systems Mapping is an opportunity to begin to see the impact and effectiveness of the system as a whole, rather than on an agency-by-agency basis. The language of “system mapping” can often be interpreted to mean developing an exhaustive list of all of the resources within the current system. A comprehensive systems map can also look at variables such as the number and types of different programs that each agency runs and the funding streams accessed by each, the mandates for the individual programs, the optimum capacity of each program, and the numbers showing whether the actual program use is at, over, or under capacity. This kind of information provides the Systems Planning Organization with an understanding of where needs are the greatest, and what resources could be re-allocated or shifted around. Tools like HelpSeeker or 211 can be used by communities to map their systems and update them in real time.

Community Systems Mapping will produce the following outcomes:

- An up-to-date resource directory for all services available to people at risk of or experiencing homelessness in a community;
- Mapping of the locations of the various community resources to discern location patterns;
- Categorization of all programs by target population, eligibility criteria, geographical scope, service model and focus;

- Real-time occupancy report to show what spaces are available in services;
- Clear eligibility, referral and access for people seeking support;
- A feedback loop from clients/users of services to each of the resources, and;
- Performance indicators to track community demand and feedback on services.

It is important that this process takes place as soon as the Plan launches. Plan Coordinators will take this on as part of the early work on the Plan. This information will help to inform decisions about refining performance metrics, and demonstrate where capacity exists within the system.

Key Outcome #2

Integration of a single real-time data platform for the homeless serving sector

- Build out HIFIS 4 across Regina in order to have access to consistent, real-time data within the homeless-serving sector, leveraging federal support for homelessness data collection within the federal strategy, Reaching Home.

When HIFIS 4 is used to its fullest capacity, service providers are able to exchange relevant pieces of information to assist clients moving to different providers within the system, rather than requiring the client to retell key details about their service and support needs. Oftentimes, the presence of multiple service providers in a person's life, as they move from service to service, can lead to both duplication as well as missing key pieces of information. The lack of consistent follow-up can make it incredibly challenging to support people effectively. It is also often common, as stated throughout the consultations, for several staff at different agencies to either seek the same follow-up piece, or to not connect with the client's previous service provider for information at all. Therefore, leveraging HIFIS 4 will help ensure that service providers have access to real-time data, can share information more effectively between services, and ultimately better serve their clients.

Key Outcome #3

Comprehensive Coordinated Access Model

- Work with public systems to facilitate data-sharing and integration in order to identify the inflows and outflows of homelessness for more targeted policy change and funding needs.
- Utilize data to support a shift toward prevention and diversion to meet the needs of those at highest imminent risk for homelessness.

- With support from the federal government under the Reaching Home homelessness strategy, scale the existing Coordinated Housing Intake Process (CHIP) into a systems-wide Coordinated Access model that matches people within the full continuum of services.
- Develop performance management framework including the development of systems-wide KPI's.

Building on an expanded Coordinated Access system and improved data collection, Regina can strengthen the existing partnerships with public systems engaged directly or indirectly in housing and homelessness. These partnerships are already established in Regina with the presence of the provincial Ministries of Justice, Social Services, the Saskatchewan Housing Corporation, and Saskatchewan Health Authority already being a part of the Community Leadership Committee for the Plan to End Homelessness in Regina. As the data begins to show patterns of pathways into, out of, and returning to homelessness, service providers can get ahead of these challenges by developing local solutions with policymakers and practitioners in these public systems.

Similarly, data can also be used to support the shift towards prevention and diversion both from other systems of care, and for general inflow of program participants. Other communities have found that the use of data can be a powerful motivator, because service providers can see real-time updates of trends and patterns, and can recognize when an intervention in the system makes a difference. Service providers can also be adaptable and nimble in responding to new challenges or needs for changes in approach. This responsive, dynamic systems approach will ensure that clients will be more appropriately matched to interventions, and are able to receive the supports they require faster.

As the data collection improves, the System Planning Organization will need to bring together stakeholders to develop systems-wide targets to align with the Plan. Regina has chosen a number of KPI's based on three broad dimensions of the working Functional Zero definition developed by Dr. Turner³⁵. These dimensions include Lived Experience, Homeless Serving System, and Public Systems. Convening stakeholders to create shared targets, measures, and outcomes for service delivery and funding will facilitate better systems integration.

³⁵[1] Turner, A. (2017). Canadian Definition of Ending Homelessness: Measuring Functional and Absolute Zero. Canada: University of Calgary School of Public Policy (SPP), Canadian Observatory on Homelessness (COH), Canadian Alliance to End Homelessness (CAEH).

PILLAR THREE: HOUSING & SUPPORTS

Key Outcomes:

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Intakes of people through :

- 80 new Permanent Supportive Housing spaces
- 80 new affordable housing spaces
- 80 new rent supports
- 100 prevention interventions
- 140 new Assertive Community Treatment spaces
- 130 new Intensive Case Management spaces

* This number accounts for turnover in the five-year period

Align housing models across the sector with best practices for supporting people who experience interpersonal violence

Key Outcome #1

People housed through:

- 80 new Permanent Supportive Housing spaces
- 80 new affordable housing space
- 80 new rent supports
- 100 prevention interventions

Housing and Supports are achieved by:

- Strengthen formal links between the Plan and the Design Regina Comprehensive Housing Strategy and encourage the City to continue to evaluate municipal levers and options that could enhance housing affordability.
- Support provincial and federal investment for the addition of 80 units of long-term supportive housing in purpose-built buildings targeted to chronic & episodic homeless people with higher needs.
- Work with organizations dedicated to addressing interpersonal violence to ensure program and housing models appropriately serve those impacted by violence.

While Regina's vacancy rate is high, the cost of housing is inaccessible for a number of community members, particularly those looking to get off of the streets. Increasing the availability and accessibility of affordable housing units generally, and permanent supportive housing in particular is necessary to relieve backlog of individuals trying to access Housing First interventions.

The City of Regina has done extensive work to find ways to increase housing stock through the Housing Incentives Policy (HIP), which leverages tax incentives and capital grants to stimulate the development of more affordable housing. The HIP was amended in both 2015 and 2017 to shift funds towards the development of affordable rental units instead of affordable ownership units, which directly impacts people on low incomes who are at risk of homelessness. Innovative solutions have also been tested, such as exploring the option of Laneway Housing. The 2013 Design Regina Comprehensive Housing Strategy, which was developed through significant community consultation, captures many of these solutions.

The National Housing Strategy will come out with funding streams that require partnership with other levels of government. Given this, Regina has an opportunity to further leverage the existing mechanisms to increase the number of affordable rental options for people experiencing homelessness and risk of homelessness. To this end, such efforts would greatly support the long-term vision of ending homelessness by creating more options to keep people out of emergency shelters in the first place.

The Plan leadership should support efforts that take full advantage of the National Housing Strategy initiatives, and should support City Council and the Mayor's Housing Commission to support the Plan by renewing the Housing Incentives Policy.

In addition to the creation of new units, it will be critical to effectively prioritize and match affordable, appropriate housing options to those experiencing homelessness. Program measures called for in the Plan, particularly Assertive Community Treatment (ACT) and Intensive Case Management (ICM), would leverage existing non-profit and private units, increasing access to units for higher needs individuals who receive supports to maintain housing. The approach would allow the Saskatchewan Housing Corporation to put money toward retrofits of social housing in need of repair, as opposed to more costly new builds.

Other mechanisms to increase access to affordable housing include increasing rent supplements and rent supports. Rent supplements are an effective way to house people with limited incomes in existing units in the private rental market by supplementing their rental costs. People on social assistance and even on a full-time minimum wage receive well below what is required to pay for the average market rental unit. A rental supplement would top up what they currently receive to bring the cost of rent into an acceptable range of affordability. The Ministry of Social Services has made a decision to suspend the intake of new clients for the current Saskatchewan Rental Housing Supplement, though there is \$40 million budgeted in 2018-19 for SRHS. This is not a substantial amount when spread across the province, and it is unclear what the impacts of the change will be. There is hope that the National Housing Benefit will come online in 2020, mitigating negative effects of the provincial policy change, but the real impacts must be monitored.

Rent supports refer to additional money that an individual can choose how to spend in order to maintain their housing. This largely includes mandatory costs of living, such as buying groceries or paying heat and power bills, that if not paid for may threaten a person's ability to remain housed. Rent supports are often used as a prevention tool focused onto keeping people housed and not allowing them to fall into homelessness by offering a safety net when finances are tight.

Housing units are not one-size fits all. Working with various population experts will be critical to ensuring that both the development of new units, and leveraging of existing units meet the needs of key populations that experience increased levels of risk of homeless, such as women escaping violence, young people, Indigenous peoples, veterans, families, seniors, and LGBTQ2S+ individuals.

In particular, supporting young people through a Housing First for Youth approach will require housing that is age and developmentally appropriate, with a focus on the development of life skills for living independently provided where applicable. For many young people who experience homelessness, few opportunities have been offered to learn essential life skills for independence such as budgeting, negotiating with landlords, cooperating with neighbours, and taking care of a home. For young people, ending homelessness is not only a matter of providing a home, but supporting a young person's transition to adulthood and connections with lasting community and relational supports. Investing in young people who experience homelessness is preventing a new generation of people from becoming chronically homeless.

KEY OUTCOME #2

People supported through:

- 140 new Assertive Community Treatment spaces
- 130 new Intensive Case Management spaces
- **Work with provincial and federal partners to fill program gaps that support people experiencing chronic and episodic homelessness in the rental market through Housing First supports including:**
 - » Assertive Community Treatment
 - › 140 new spaces needed
 - » Intensive Case Management
 - › 130 new spaces needed
- **Support efforts to increase housing, programs, and treatment beds especially for young people in Regina, with a minimum 20% of treatment beds dedicated for youth ages 13-24 years.**
- **Advocate for a person-centered approach to programs and housing for people experiencing addictions and mental health challenges that meets them where they are at on the recovery and sobriety continuum.**

Advocates point to the need for a more comprehensive approach to ending chronic and episodic homelessness than merely offering housing. Strengths-based, person-centered supports that meet people where they are at are critical to supporting people to maintain their housing. In particular, we highlight the need for more Intensive Case Management and Assertive Community Treatment Spaces. Intensive Case Management is a form of support in which a case manager or worker is able to support a person one-on-one and connect them to resources in the community. Given the high rates of youth homelessness and ensuing long-term implications of this, ensuring that there are treatment beds dedicated to this group is critical to preventing future chronic homelessness.

For individuals with more complex needs, a wrap-around support approach called an Assertive Community Treatment team is used. Under this model, a multidisciplinary team including a psychiatrist, social worker, and often a nurse are able to provide support for an individual so that they can live independently. By providing increased supports to people, existing units of housing can be better utilized by individuals whom may not need to live in a fully staffed, permanent supportive building, but with ongoing support can maintain housing in a market rental unit.

It is important to ensure that people struggling with substance use and homelessness are provided support founded on evidence-based recovery orientation practices. Recovery-oriented approaches are in alignment with the Housing First principles of offering support and housing regardless of a person's substance use.³⁶

KEY OUTCOME #3

Align housing models across the sector with best practices for supporting people who experience interpersonal violence

In Regina, it is critical that housing models are aligned with best practice for supporting people who are escaping or dealing with the experience of interpersonal violence. This requires a trauma-informed approach from service providers, which is part of the general capacity-building work as part of the Plan. Part of this will mean taking into consideration issues such as safety and confidentiality in accessing housing and supports.

Stakeholders will need to work together to ensure that there is consistency across the sector, for all service providers supporting people experiencing violence.

³⁶ Pauly, Reist, Belle-Isle, & Schactman, 2013. Housing and harm reduction: what is the role of harm reduction in addressing homelessness? International Journal Drug Policy, 24(4). Retrieved from <https://www.ncbi.nlm.nih.gov/pubmed/23623720>

PILLAR FOUR: CAPACITY BUILDING & PUBLIC AWARENESS

Key Outcomes:

1. Increased training for service providers in priority areas, such as cultural competency, trauma-informed care, and recovery-oriented approaches
2. Population-specific lens applied to program design, implementation and outcomes evaluations
3. Regina Street Survival Guide and Map to ensure those at risk of or experiencing homelessness know where to go to quickly access the right help
4. Annual Community Forum on the Plan to End Chronic and episodic Homelessness

KEY OUTCOME #1

Increased training for service providers in priority areas, such as cultural competency, trauma-informed care, and recovery-oriented approaches.

- Develop sector-wide capacity-building training agenda to increase staff effectiveness in supporting people with multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and shelter diversion approaches.
- Participate in regional, provincial and national learning communities and opportunities to share and learn about best practices, and champion preventing & ending homelessness.

Building upon and strengthening the capacity of the social service sector is critical to offering consistent services and standards across the system. Significant emphasis on the need for trauma-informed care came out in consultations, particularly given the high rates of women fleeing violence that experience homelessness, many of whom are Indigenous. Beyond experiences prior to homelessness, when living on the streets or precariously housed, individuals are significantly more likely to experience further trauma. The intersection of trauma with severe mental health

issues and/or substance use challenges also requires expertise to respond in the most effective, compassionate manner. As a baseline, it is recommended that training resources for trauma-informed care, cultural competency, recovery-oriented approaches, and shelter prevention/diversion strategies, be tied to all allocations of program funding related to the Plan. All of these topic areas have established best and/or promising practices and are person-centered.

An important step in expanding the capacity of frontline workers is to develop a training agenda and set of training requirements across the sector, rather than on an agency by agency basis. Setting training targets can be captured in the performance management of the Plan, and is reflected in the Plan's KPIs. Assessing participants' interactions with staff can show the impact of training. Developing a training agenda can also be a way to get creative with existing resources and knowledge. Some possible strategies could include agencies with different areas of expertise "trade" training opportunities, or agencies that have more significant resources save spots for additional members from lesser-resourced agencies, perhaps in exchange for in-kind resources (space, partnership opportunities, etc.).

KEY OUTCOME #2

Population-specific lens applied to program design and outcomes evaluations

- Integrate population-specific lens into program design and outcomes evaluations.

Population-specific analyses of processes and protocols within the system are necessary for reducing barriers to service and address the complex histories and identities of people who experience homelessness. The Design Labs brought a number of recommendations from the community to have an intersectional, gender-based analysis of existing policies that takes into account the ways in which policies impact women and LGBTQ2S+ individuals who experience homelessness. As knowledge and capacity are increased and community members offer recommendations, Regina can integrate more population-specific approaches to serving people most effectively.

KEY OUTCOME #3

Regina Street Survival Guide and Map to ensure those at risk of or experiencing homelessness know where to go for the right help, fast

- Develop easy to access resource guides to ensure those at risk of or experiencing homelessness know where to go for the right help, fast. This includes building on existing resources such as the Regina Street Survival Guide and Map and creating new resources to offer support to the families or friends of those in need of help.

Refining a robust resource guide that is easy to access, both online and in print, will be a task over the next few years of Regina's Plan implementation. Much of the information from the systems mapping exercise in the first year of the Plan can be used to inform resource guides. As the sector scales up Coordinated Access, these processes for accessing multiple systems' resources can be clearly outlined in this resource guide, providing consistent information for people in need of support. This will benefit not only individuals directly impacted by homelessness and risk of homelessness, but would also be useful for families and friends of individuals who are experiencing housing and related crises.

KEY OUTCOME #4

Annual Community Forum on Plan to End Chronic and Episodic Homelessness

- Launch campaign with emphasis on meaningfully engaging the roles of specific groups, such as faith based groups, landlords, builders, and other private sector stakeholders.
- Host annual forum with Plan updates and sustain community energy around the Plan.

Harnessing the momentum and creativity of community members will further bolster the Plan, and maintain its priority status for various levels of government and stakeholders. Developing a public awareness campaign and providing ongoing opportunities for engagement for members of the community are both required to sustain the Plan's momentum.

PLAN COSTS & EXPECTED IMPACTS

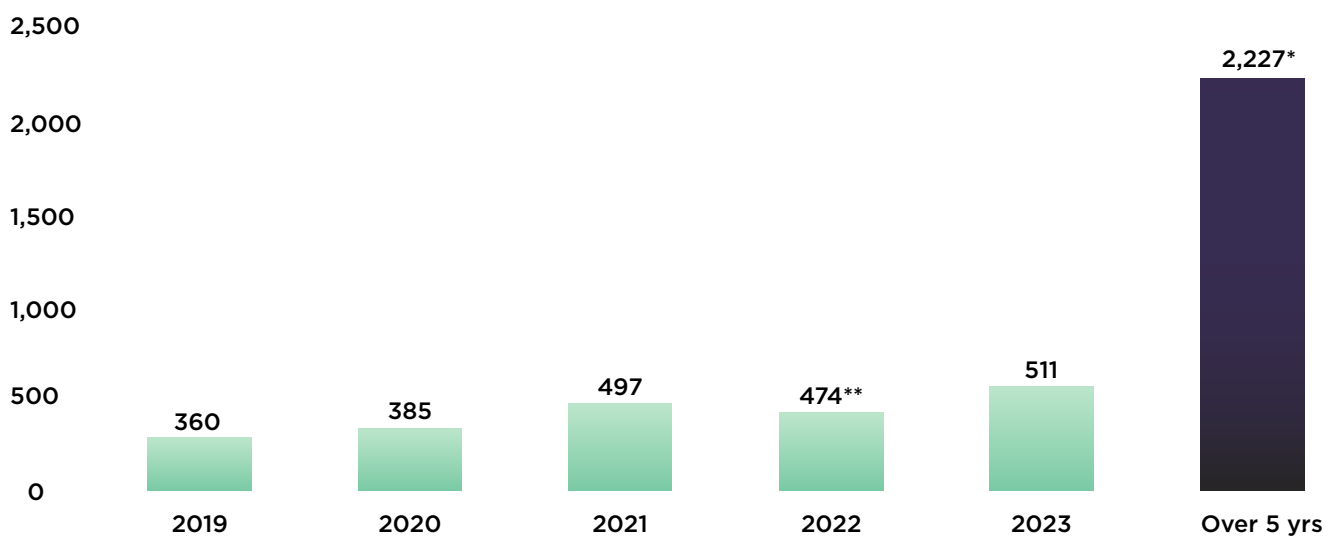
Housing First has proven to be a more effective and efficient response to homelessness than relying on emergency shelters, jails, and hospitals for temporary accommodation. Taking a Housing First approach results in significant cost avoidance for public systems. Regina's Housing First program found that housing chronically homeless individuals resulted in a 58% cost avoidance for costly public services (detox facilities, hospitals, jails, etc.).

Every dollar invested in housing and supporting people through Regina's Plan is anticipated to result in 50 cents that can be recuperated by public systems. (These estimates are based on Regina-specific data and population needs. The costs-saving are slightly more significant in the previously mentioned Housing First studies, because they focused on the highest acuity individuals). In other words, if the status quo in Regina remains, it would cost public systems \$75M over the next five-years to serve the people that would have been supported by this Plan. However, if this Plan is fully implemented, providing housing and supports those same individuals will avoid about \$37M in costs to major public systems in the same timeframe.

Ultimately, it is cheaper to house and support individuals and families than it is to allow them to remain homeless.

The measures proposed within this Plan will **support over 2,227 intakes of people* over the next five-years, including the entirety of the chronic and episodic homeless population in Regina**, through existing and new programs and housing aligned to Housing First principles. Regina's Plan includes \$38 million in program costs and \$25 million in capital costs for a total of **\$63 million over five-years in order to end chronic and episodic homelessness**, and lay the groundwork for prevention and early intervention.

Projected # of New Intakes Yearly



* This number accounts for turnover in the five-year period.

** As Regina invests more in prevention efforts, the number of individuals served yearly will decrease

While new resources (financial, personnel, capital, etc.) will be required to make a notable dint in chronic and episodic homelessness in Regina, mapping, aligning, and coordinating existing resources are integral components of Regina's Plan implementation. Government, philanthropic, and private sector funders will be engaged to meet the needs that exceed Regina's current housing and program capacity.

The following is an overview of the Plan's proposed areas of investment:

Assertive Community Treatment and Intensive Case Management

Based on an initial assessment of immediate **needs, there is an estimated need for 270 additional program spaces** for high acuity, complex clients experiencing chronic and episodic homelessness. (Note that are 30 existing program spaces).

We estimate \$10.8M needed for ICM over 5 years and \$11.6M needed for ACT for 5 years to operate all 270 spaces, of which 30 exist currently (*See chart on page 108*).

Supportive Housing

\$15 million is required to create new supportive housing for complex, chronically homeless individuals. This capital investment is well-positioned to access federal funding under the National Housing Co-Investment Fund if the development(s) are proposed as a partnership with any of the following groups: private or not-for-profit developers, Indigenous-led groups, provincial ministries or corporations (such as the Saskatchewan Housing Corporation or the Ministry of Social Services) or the municipal government. Co-investment can include both financial contributions or in-kind contributions, such as land.

Support Programs

To rehouse and support clients of varying levels of need, we will work with the federal Reaching Home Strategy, the Saskatchewan Ministry of Health, Saskatchewan Health Authority, Ministry of Justice, Saskatchewan Housing Corporation and Ministry of Social Services. The National Housing Benefit will go a long way as rent support complemented with prevention supports offered by Regina's many social service providers and income/rent assistance via the Ministry of Social Services.

Housing Affordability & Homelessness Prevention

In light of anticipated investment through the National Housing Strategy and in partnership with the Saskatchewan Housing Corporation and Ministry of Social Services, it is estimated that if 80 new affordable housing spaces, 80 permanent support housing units, 80 rent supports and 100 prevention spaces come online, Regina would support an additional 670 intakes of people who would be transitionally homeless or at risk of homelessness*. This would also support people who were previously chronically or episodically homeless and graduated from Housing First programs to avoid future homelessness.

Parts of the \$38 million in program spending over the next five-years may already exist within the system. Better coordination between services, improved client-service matching, and alignment with the Plan's goals will ensure that the existing resources within the system have the best impact. Information on existing investments from various sectors and systems will be refined in one of the first steps of the Plan implementation through the community Systems Mapping process.

*see Appendix I for more explanation

REGINA'S SOCIAL AND ECONOMIC CONTEXT

As in many communities across Canada, Regina is faced with the challenge of moving from managing a homelessness crisis toward preventing homelessness and sustaining long-term exits from homelessness. Both social and economic factors contribute to and/or exacerbate the issue of homelessness and housing precarity, and these factors do not all stem from the homelessness sector. Regina's Plan to End Chronic and Episodic Homelessness is a multipronged approach that works across systems, sectors, and organizations in order to remove economic and social barriers that push people into or keep them mired in homelessness. The following dynamics that impact homelessness in Regina are of note: ³⁷

- First Nations Territory & Governance

- » The City of Regina is on Treaty 4 Territory which includes 35 First Nations. A number of First Nations and Tribal Councils have come together to provide services for Treaty 4 peoples. However, jurisdictional boundaries, particularly as people migrate between reserves and the city, can impact access to services, and exacerbate people's experience of homelessness.

- Visible Minorities, Immigration, & Interprovincial Migration

- » The prairies have seen an increase in the share of immigrants over the last decade, which in Saskatchewan is attributed in part to the Saskatchewan Immigrant Nominee Program, which is attracting highly-skilled workers. Regina's healthy economy and the decline of the oil sector in Alberta also caused significant interprovincial migration to Regina from other provinces. Increased immigration and migration will have an impact on both housing prices and employment in the City.

- Higher Rates of Lone Parent Households

- » In Regina, a little over 18% of census families are lone parent households, which is a higher percentage than the province as a whole. As we will outline further below, lone parent households are at greater risk of housing precarity and homelessness.

- Social Assistance Rates

- » A lack of sufficient income is a key driver of homelessness and housing precarity. In Regina, there are 25,950 households on a low-income, and as we will outline further in the cost analysis, a number of these are at-risk of losing their housing.

³⁷ See Appendix G for a detailed breakdown of Regina's Social and Economic Context.

THE STATE OF HOUSING AFFORDABILITY & HOMELESSNESS IN REGINA

REGINA'S HOUSING MARKET

In order to ensure that there is affordable housing to meet the needs of individuals and families that are homeless or at risk of homelessness, communities must ensure a sufficient supply of adequate, suitable and affordable housing is created to keep up with the demand. In the last decade, Regina has seen almost 20,000 housing completions, 4002 of which were purpose-built rentals (see Figure 2). Since 2010, Regina has dramatically increased the number of rental housing starts compared to previous years, with 2012 through 2014 seeing the most significant number of total starts.

Figure 2 - Regina CMA Housing Starts and Completions 2007-2017 ³⁸

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Total
Starts (Total)	1398	1375	930	1347	1694	3093	3122	2223	1597	1563	1923	20265
Starts (Rental)	48	39	70	226	218	552	764	909	716	466	752	4760
Completions (Total)	926	1073	1224	1157	1214	2064	2486	3284	2343	1796	1580	19147
Completions (Rental)	15	34	4	61	219	377	615	899	769	547	462	4002

The creation of rental units in Regina has outpaced the demand, which has caused the vacancy rate to climb to 7% in 2017 (see fig. 4). Also contributing to low demand for rental units is the lag in full-time job creation for the renter age range of 15-24 years, which fell 1.3% from the previous year.³⁹ Interprovincial migration has been negatively affected by higher unemployment, however there continues to be a steady stream of immigration to the area.

Average rent in Regina has generally climbed at a steady pace over the last number of years (see Figure 3 and Figure 4). The most significant increase in housing costs appear in the home sales in 2007 and 2008 when the average sales price went up by 25.73% and 38.16% respectively (see Figure 5). That works out to be an increase of average sales price of \$97,147 (73.7%) from the end of

³⁸ CMHC. (2018). Housing Market Information Portal [Regina]. Canadian Mortgage and Housing Corporation. Retrieved from <https://www03.cmhc-schl.gc.ca/hmiportal/en/#TableMapChart/1490/3/Regina>

³⁹ CMHC. (2017). Rental market report: Regina CMA. Canadian Mortgage and Housing Corporation. Retrieved from https://www.cmhc-schl.gc.ca/odpub/esub/64431/64431_2017_A01.pdf?fr=1520525252618&sid=3udpn7yDAZBtMddvXFs9WvybjzUqZoqaQygipTY2clHqQl4o26ofYwmXgYr3qf89

2006 to the end of 2008. In response to rising home prices and little rental creation in the mid-2000's, the Province of Saskatchewan struck a Task Force on Housing Affordability, which made a range of recommendations on how to improve the supply of rentals and increase affordability.⁴⁰

Figure 3 - Regina CMA Primary Rental Market Summary Statistics⁴¹

Summary Statistics - Primary Rental Market						
	Vacancy Rate (%)	Availability Rate (%)	Average Rent (\$)	Median Rent (\$)	%ch	Units
October 2012	0.9	1.6	918	900	4.7	11,792
October 2013	1.8	2.6	959	950	4.1	11,983
October 2014	3	4.5	1010	990	3.5	12,483
October 2015	5.3	6.1	1028	995	0.6	13,021
October 2016	5.4	7.1	1042	1000	-0.2	13,405
October 2017	6.9	10	1045	1014	0.5	13,689

Figure 4 - Average Rents in Regina by Number of Bedrooms⁴²

Private Apartment Average Rents (\$)				
	Apr - 2015	Oct - 2015	Oct - 2016	Oct - 2017
Bachelor	\$699	\$706	\$713	\$710
1 BR	\$915	\$918	\$926	\$935
2 BR	\$1,095	\$1,097	\$1,109	\$1,116
3 BR+	\$1,269	\$1,251	\$1,327	\$1,292
Total (Average)	\$1,003	\$1,007	\$1,023	\$1,026
October 2017	6.9	10	1045	1014

⁴⁰ Task Force on Affordable Housing. (2008). Affordable housing: An investment. Government of Saskatchewan. Retrieved from <https://suma.org/img/uploads/documents/Affordable%20Housing%20Report%20-%20June%202008.pdf>

⁴¹ CMHC. (2018). Housing Market Information Portal [Regina]. Canadian Mortgage and Housing Corporation. Retrieved from <https://www03.cmhc-schl.gc.ca/hmiportal/en/#TableMapChart/1490/3/Regina>

⁴² CMHC. (2018). Housing Market Information Portal [Regina]. Canadian Mortgage and Housing Corporation. Retrieved from <https://www03.cmhc-schl.gc.ca/hmiportal/en/#TableMapChart/1490/3/Regina>

Figure 5 - Regina CMA Housing Market 2006-2017 ⁴³

	Total Listings	Total Sales	Avg Sale Price	% Change
2006	4165	2943	\$131,812	6.55%
2007	4661	3935	\$165,725	25.73%
2008	6518	3355	\$228,959	38.16%
2009	6218	3691	\$244,328	6.71%
2010	6145	3565	\$258,069	5.62%
2011	6301	3876	\$277,709	7.61%
2012	6355	3922	\$301,332	8.51%
2013	7272	3718	\$311,047	3.22%
2014	8364	3709	\$313,903	0.92%
2015	7750	3392	\$311,235	-0.85%
2016	7394	3481	\$311,909	0.22%
2017	7,541	3271	\$316,156	1.36%

In 2016, 67.9% of households owned their homes, while 32.1% rented. Renter households typically spend a greater portion of their income on shelter than owners (see Figure 6). Even with the supply of rental units exceeding demand, rent remains unaffordable for many. Indeed, a full 46.1% of renters spent more than 30% of their income on shelter in 2016, the cut-off percentage that is used to determine whether housing is affordable.

Figure 6 - Private Dwellings in Regina, 2016 ⁴⁴

	#	%
Total Private Households	87,415	100.0
Owner	59,340	67.9
Condominium	12,565	14.4

⁴³ Canadian Real Estate Association. (2017). Regina real estate statistics. Real Estate of Regina. Retrieved from <http://www.realestateofregina.com/regina-real-estate-statistics/>

⁴⁴ Statistics Canada. (2017). Regina [City], Saskatchewan and Saskatchewan [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page>

	#	%
Renter	28,075	32.1
Suitable	82,780	94.7
Not suitable	4,640	5.3
Major repairs needed	6,360	7.3
Spending 30% or more of income on shelter costs (owner and tenant)	20,065	23.0
Owners spending 30%+	7,121	12.0%
Tenants spending 30%+	12,943	46.1%
Tenant in subsidized housing	5,556	19.8%

SOCIAL HOUSING STOCK IN REGINA

Saskatchewan Housing Corporation-Owned Rental Units

Family – 1,405

Senior/Single – 1,727

Third-Party Owned Rental Units:

Family Low Income – 244

Senior/Single Low Income – 314

Family Affordable – 257

Senior/Single Affordable – 476

Secondary Suites – 120

Total (SHC + Third-Party):



4,543 Units

SHC has been focused on building units for households at risk of homelessness. Projects funded in Regina since 2008 include:

- **Harbour House** – 30 units for homelessness/Housing First
- **Downtown Browne’s Emergency Youth Shelter** – 15 units - homelessness/Housing First/youth at risk
- **McEwen Manor** – 40 units – complex needs/mental health
- **Milton Heights** – 135 units – complex needs/addictions
- **CHAZ court** – 8 units – youth at risk
- **Oxford Housing** – 5 units – addictions
- **Gabriel Large Family** – 4 – large families
- **Oxford House (phase 2)** – 5 units – addictions
- **Silver Sage** – 14 units – reunifying families
- **Namerind Raising Hope** – 15 units – reunifying families
- **Oxford House (phase 2)** – 5 units – addictions
- **Gabriel** – 6 units – reunifying families (under construction)
- **Halifax Holdings** – 22 units – complex needs/victims of family violence
- **Souls Harbour** – 17 units – complex needs

PERMANENT SUPPORTIVE HOUSING

Regina lacks permanent supportive housing units specifically targeting chronically homeless people coming off the streets or from shelters, which is causing a significant backlog in its Housing First program waitlist. Individuals that have been placed through Regina’s HOMES program are at the highest level of need and acuity, many of whom will require long-term, onsite supports and intervention. Without permanent supportive housing spaces to move into, these individuals cannot move out of transitional spaces that could see more turnover if offered to lower acuity clients.

The longer those that have lower acuity and less complex needs are asked to wait for a place in Housing First, the worse their situation becomes, contributing to perpetuation and creation of chronic, high acuity homelessness. A high priority for Regina’s Plan to End Chronic and Episodic Homelessness is to create permanent supportive housing options, as well as increase access to Housing First programs for this group in order to improve the flow of people into and out of the Housing First program and make headway toward ending chronic homelessness.

EXTREME CORE HOUSING NEED

There is significant risk of homelessness due to housing unaffordability. When examining shelter-to-income-ratios for households in the Regina CMA with total income below \$20,000, almost 4,100 households are spending 50% or more of their income on housing (see Figure 7). Over 50% of households with total income below \$30,000 are spending over half of their income on housing. Renter households in particular face higher prevalence of Extreme Core Housing Need, with over 54% spending over half their income on rent. Looking at all renter households, 18.9% were in Extreme Core Housing need due to lack of affordability, compared to 8.25% of all households, renter or owner.

Figure 7 - Extreme Core Housing Need in Regina ⁴⁵

Extreme Core Housing Need Regina CMA (Total)					
Income Under \$10,000	\$10,000-\$19,999	\$20,000-\$29,999	Total	Prevalence among <i>under \$30,000</i> (%)	Prevalence among <i>all households</i> (%)
1,750	2,320	2,025	6,095	50.08	8.25

Extreme Core Housing Need Regina CMA (Renters)					
Under \$10,000	\$10,000-\$19,999	\$20,000-\$29,999	Total	Prevalence among <i>renter hhs under \$30,000</i> (%)	Prevalence among <i>all renter households</i> (%)
1,255	1,795	1,520	4,570	54.34	18.91

ESTIMATING PREVALENCE OF HOMELESSNESS IN REGINA

The prevalence of homelessness and size of the population experiencing homelessness are estimated by tracking unique service users. In 2018, each shelter provided data on the number of unique individuals that access their services. When adding their data together, Regina's shelters saw a combined total of approximately 2,227 intakes of people* in the last year. However, this data includes users that accessed multiple shelter locations.

* This number accounts for turnover in the five-year period.

⁴⁵ Statistics Canada. (2016). Regina [CMA] (table). Shelter-cost-to-income ratio (5), Tenure (4), Household Total Income Groups (14), Household Type Including Census Family Structure (16), Housing Suitability (3) and Dwelling Condition (3) for Private Households of Canada, Provinces and Territories, Census Metropolitan Areas and Census Agglomerations, 2016 Census - 25% Sample Data. Statistics Canada Catalogue no. 98-400-X2016225. Ottawa. Released October 25, 2017. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/dt-td/Rp-eng>

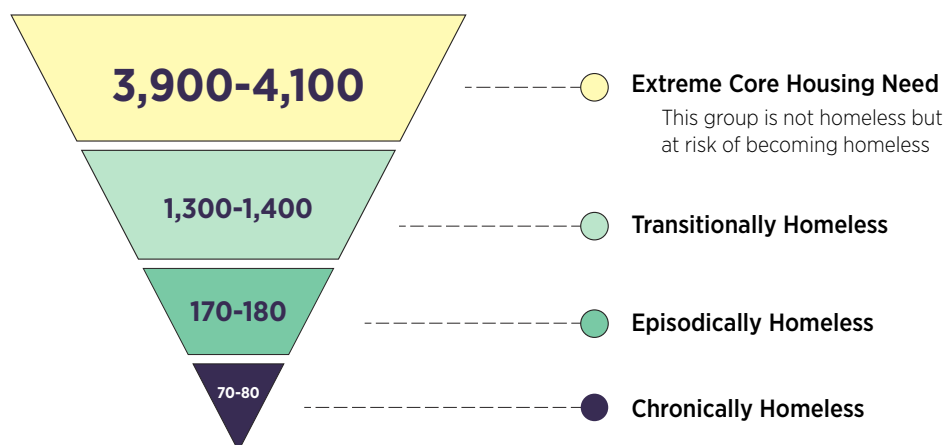
Figure 8

Facility	Unique Individuals Served	Average Length of Stay	Turnaway Instances
Salvation Army Men's Waterston	435	4.7 days	None
Street Culture	220	12.1 days	None
YWCA – MAP	558	11.8 days	1478
YWCA – Isabel Johnson	123	22.9 days	745
YWCA – Kikinaw -Transitional Hsg	131	-	300
WISH Safehouse	358	5 days	877
Soul's Harbour Men's Shelter*	-	-	-
Regina Transition House - DV Emergency	358	18.4 days	716
Sofia House - Transitional Hsg	22	7 months	n/a

*Data Unavailable

To account for possible repeat users across the system, it is estimated that there are between 1,540 and 1,660 people that slept rough or accessed shelters (see diagram on Regina Demand Estimates). This number does not fully capture hidden homelessness, those that might not wish to be identified as homeless, are couch surfing, or are not accessing services. The main focus of Regina's Plan is on the 260 individuals that are estimated to be chronically and episodically homeless in the community in a given year.

CITY OF REGINA DEMAND ESTIMATES



HOMELESSNESS ENUMERATION & DEMOGRAPHICS

Point-in-Time (PiT) Counts are another form of enumeration that provide a snapshot of a given moment in time and offer demographic and quantitative data on people's experience of homelessness. PiT Count data is limited because it cannot shed light on the true size of the hidden homeless population, however it offers a number of insights as to the leading causes of people's experiences of homelessness. Since 2015, Regina has conducted three PiT counts that noted the following demographic characteristics of people experiencing homelessness:

Figure 9 - Homelessness Enumeration in Regina

	Regina PiT Count 2015	Regina Shelter- Census 2016	Regina PiT Count 2018
Male	53%	45%	47.3%
Female	45%	55%	50.7%
With dependent children under 18	20%	25%	19.4%
Youth	13%	14%	25.8% (24 and under)
Seniors	1.6%	1.6%	2.6%
Indigenous	77%	55%	79.7%
Veteran (Military/RCMP)	9%	0%	4.6%

The April 2018 PiT Count⁴⁶ enumerated 286 people, including 172 in shelters/transitional housing (60%) and 114 were enumerated in the street count. Among those in the street count, 6 (2%) people were sleeping rough or in makeshift shelters, of which 5 of those 6 people were Indigenous, 85 (30%) were among the hidden homeless, including 13 dependent children. A further 18 (6%) people did not have a permanent residence to return to, and 4 (1%) were in hospital, detox, jail, or staying at a motel/hotel.

As with previous counts, Indigenous peoples were overrepresented at 80% of the respondents. Particularly striking, the 2015 count revealed that 100% of people sleeping rough identified as Indigenous. The 2018 count also revealed that 74% of those experiencing homelessness were not originally from Regina, 61.7% of which came from elsewhere in Saskatchewan, indicating a need for a provincial strategy to address the challenges people face when moving to or within the province.

⁴⁶ Docherty, A. (2018). 2018 Regina Homelessness Count. YMCA of Regina.

Reasons for Homelessness in Regina

The top reasons for people's experiences of homelessness in Regina have varied year over year, however, since 2015 the inability to pay rent, family breakdown or conflict, addiction/substance use, and poor housing conditions have consistently been among the leading causes of housing loss.

Homelessness among Key Populations

Community consultations called for Regina's community Plan to incorporate and promote strategies for key populations who may be at greater risk of homelessness and experience greater discrimination and/or victimization. Once offered supports, rigid program and service models can fail to address the nuanced needs and circumstances of individuals and families in key populations. The following populations were highlighted as having unique needs that must be taken into account to address homelessness comprehensively in Regina and end chronic and episodic homelessness.

Indigenous peoples

Underpinning Indigenous homelessness is the legacy of the Residential School system, the Sixties Scoop and ongoing intergenerational trauma among Indigenous peoples and their families. Under the Indigenous Definition of Homelessness developed by Jesse Thistle through consultation across Canada, the experience of homelessness is not merely tied to the loss of a physical place.⁴⁷ 'Home' is as much about having a sense of place as it is having a sense of cultural connectedness and rootedness. Indigenous experiences of homelessness are diverse and complex, often related to disconnection from land and waters, spirituality, culture, language, community, family, and identity.

To respond to Indigenous homelessness there is a need to critically examine the ways in which systems of care perpetuate mainstream worldviews or alienate Indigenous community members. Further, deep and ongoing partnerships and dialogue with Elders, Knowledge Keepers and Indigenous community members are required in order to integrate Indigenous ways of knowing and promote healing and cultural safety.

Women

Women were more highly represented in the 2016 Shelter-Census and 2018 PiT Count data than men. A contributing factor to these numbers is the greater number of women's shelters and transitional housing within Regina. However, women's experiences of homelessness are often hidden and underrepresented in mainstream homelessness services. Women may couch surf with friends or family, or be forced into precarious and potentially dangerous or exploitative relationships in exchange for a place to stay. Women that face even greater risk of homelessness and victimization include those that are Indigenous, a visible minority, have a disability, are single parents, or seniors.

⁴⁷ Thistle, J. (2017.) Indigenous Definition of Homelessness in Canada. Toronto: Canadian Observatory on Homelessness Press.

All of the families in the 2016 count were headed by single females. Fleeing domestic violence or conflict were the top two reasons for these women to lose their shelter. The risk of homelessness due to gender-based violence is compounded when women attempt to leave an abusive partner or environment because of the high cost of living, particularly with children. Single-parent households led by women had the highest incidence of Core Housing Need in 2011, at a rate of 36.3% (almost 2,500 households) overall, or 58.6% for women renting their home.

Young People

The causes and consequences of homelessness are different for young people than for adults. Young people between the ages of 13-24 account for about 20% of the general homelessness population in Canada staying in shelters⁴⁸. Regina's 2018 Homelessness Count revealed that roughly 25% of those enumerated were under the age of 24.⁴⁹ It is important to note that young people are more likely to be among the hidden homeless population that is difficult to capture in a Point-in-Time count.

Youth were more likely to have had 3 or more experiences of homelessness than adults (44% compared to 5.6%).⁵⁰ We also know that 73.7% of individuals that experienced homelessness in Regina in 2018 stated that their first experience of homelessness was as a youth or child under the age of 24.⁵¹ Looking further upstream, Regina's 2018 count revealed that 54% of individuals had their first experience of homelessness before the age of 18. Given this information, the need for prevention of youth homelessness is critical. By preventing youth homelessness, we are stopping the next generation of chronic homelessness.

When young people experience homelessness they are in a critical period of development. Healthy, stable, and supportive environments are important for young people to be able to develop life skills for independence. The destabilization and trauma of homelessness at these developmental stages can have lasting, profoundly negative impacts on an individual's housing stability and put them on the track to experience chronic homelessness as adults.

A young person experiencing homelessness is constantly facing crisis and upheaval, focusing almost exclusively on survival. Being in a crisis state inhibits the ability to make plans for the future and take steps to reach milestones such as completing school, getting work experience, or living independently. This affects youths' lifelong trajectory through education and employment - a significant personal as well as societal cost.

Evidence and the voices of young people are increasingly pointing to the need to work upstream to prevent youth homelessness and intervene early to move young people quickly out of homelessness. In Regina, 66% of youth in the 2016 Shelter Survey credited their experiences of homelessness to family conflict with a parent or guardian, reflecting national data on the causes of youth homelessness. Unlike domestic violence that would make living at home potentially unsafe

⁴⁸ Stephen Gaetz, Bill O'Grady, Sean Kidd & Kaitlin Schwan. (2016). *Without a Home: The National Youth Homelessness Survey*. Toronto: Canadian Observatory on Homelessness Press.

⁴⁹ Docherty, A. (2018). 2018 Regina Homelessness Count. YMCA of Regina.

⁵⁰ Turner & Harding. (2015). Regina 2015 Homeless Count Final Report. pp. 33 & 35

⁵¹ Turner, A. & Harding, D. (2015). Regina 2015 Homeless Count Final Report.

for the young person, family conflict can be addressed through early intervention that explores opportunities for family mediation or counselling to prevent a young person from becoming homelessness. Shelter diversion work and Family and Natural Support Programs* are examples of ways youth and their families can be supported. Prevention and homelessness diversion are strategic interventions that stop the flow of young people into homelessness in the short-term, and chronic homelessness in the long-term.

In keeping with the trends for the broader population in Regina, Indigenous youth made up 77% of homeless youth in the Shelter-Census of 2016. The National Youth Homelessness Survey found that 30% of youth were Indigenous, less than half the rate in Regina. This could be related to the larger Indigenous population in the city itself, and possibly the inflow of Indigenous people from smaller communities outside of Regina. In 2016 it was reported that of the children in care under Saskatchewan's Child Protective Services, 85% were Indigenous.⁵² Given the national correlation between past child welfare involvement and youth homelessness, it is imperative that the child welfare system be involved in solutions to youth homelessness.

The first National Youth Homelessness Survey, *Without A Home*⁵³, indicates that almost 30% of youth that experience homelessness nationwide identified as LGBTQ2S+. Underreporting is possible if young people felt uncomfortable giving up that information. Regardless, this is a significant portion of the youth population experiencing homelessness that needs to be given special consideration.

Interventions for young people experiencing homelessness must respond to the individual and developmental needs of young people, not only providing safe, stable housing, but supporting young people in their transition to adulthood. Communities across Canada increasingly recognize that within their planning efforts, youth require a different set of targeted strategies. Adult models and milestones will fail to meet the needs of youth and therefore should not be transplanted onto young people. There is an opportunity in Regina to ensure that critical elements to support youth are a part of the Plan implementation, with an emphasis on prevention for youth by investing in efforts that work upstream.

While Everyone is Home focuses on chronic and episodic people experiencing homelessness in the immediate future, the implementation actions call for an increasing shift towards other populations at risk of experiencing homelessness in years 4 & 5, especially youth. Simply put, the best way to end chronic and episodic homelessness down the road is to stop youth homelessness before it starts.

*See Appendix K – Key Terms for definition

⁵² Gomez, B. (2016). 85 percent of Saskatchewan children in foster care are indigenous: Stats Can. Global News. Retrieved from <https://globalnews.ca/news/2652328/85-per-cent-of-saskatchewan-children-in-foster-care-are-aboriginal/>

⁵³ Gaetz, S., O'Grady, B., Kidd, S. & Schwan, K. Without A Home: The National Youth Homelessness Survey. Canadian Observatory on Homelessness. Retrieved from <http://homelesshub.ca/YouthWithoutHome>

LGBTQ2S+

People who identify as Lesbian, Gay, Bisexual, Trans, Queer, and Two-Spirited (LGBTQ2S+) are at increased risk of homelessness, as well as increased risk of violence, stigma and discrimination both on the streets and when seeking services and supports due to homophobia and transphobia. For young people in particular, there is an increased risk of losing housing because of family conflict and being kicked out of the house. As of yet, there is a general lack of research and knowledge around LGBTQ2S+ individuals' experiences of homelessness.

There is an ongoing need to make homelessness and housing programs and spaces safe and inclusive for the LGBTQ2S+ community. Public education and awareness, training for staff and volunteers, dedicated LGBTQ2S+ affordable housing, and optional program/agency audits are tangible means to serve this community more effectively, remove barriers to housing, and promote successful exits from homelessness.

Seniors

While homelessness among seniors was relatively low in Regina's PiT Counts, income, housing and food insecurity are ongoing concerns among the growing population of those ages 65 and over. Seniors living independently, particularly single women, experienced very high rates of Core Housing Need. Loss of income from unemployment, the death of a spouse, declining physical and mental health, and the lack of housing that is affordable on low-income or government assistance put seniors at increased risk of homelessness, and reduces overall quality of life. Loneliness and social isolation are also a detriment to overall well-being and are a common issue among seniors. Older persons that experience homelessness may also suffer from chronic illness, loss of mobility, or may be in need of palliative/end-of-life care more frequently than other homeless persons.

Single Men

Homelessness among men can be the result of a number of factors, including job loss, inability to find affordable rental housing, struggles with mental health and addictions, and breakdowns in social and economic support systems. In the 2018 PiT Count, men made up 47.3% of the population that was experiencing homelessness, and 100% of those that were sleeping rough were men. Only three of the thirteen shelters/transitional housing programs are aimed at men, and in 2016, the Salvation Army Men's Waterston Shelter was over capacity by 5 people. Additionally, men with dependent children do not have a designated facility to seek shelter and supports in Regina.

Veterans

Veterans in the Canadian Armed Forces or the RCMP made up almost 4.7% of Regina's homeless population in 2018. Saskatchewan Command of the Royal Canadian Legion has a membership of about 13,000 people in the province. Veterans transitioning back to civilian life can be at greater risk of homelessness due to a number of factors, including not being able to secure a

job with a living wage, lack of affordable housing options, traumatic brain injury, addictions, and post traumatic stress or other mental health issues. Ongoing and accessible social and economic supports are necessary for veterans and their families to thrive in civilian life.

CONCLUSION

Meet Sam... she came to us as a young person living on the streets, years ago and lived in one of Street Culture's Transitional Housing buildings, through her school graduation. Sam is Indigenous, a mother and came out on the other side of a domestic abuse relationship through much support. She now resides in a supported affordable unit in Regina.

Despite incredible challenges, Sam shows what can happen when people who have survived incredibly challenging circumstances are connected with the right supports to thrive.

Everyone is Home envisions a Regina where everyone truly has a safe, affordable place to live and that this is the foundation upon which people can thrive. It is premised upon the knowledge and recognition that with the right investment, Regina can truly end the backlog of chronic and episodic homelessness. This Plan is a demonstration of our collective commitment to do just that. However, the conversation does not stop there.

Once Regina has eliminated chronic and episodic homelessness, we must increasingly shift our resources and approach towards prevention and early intervention. This means an increasing willingness to collectively tackle, not only the direct challenges people face in accessing safe and affordable housing, but also the larger systemic reasons that have contributed to widespread experiences of homelessness. This means addressing the gaps between systems, moving upstream in our prevention efforts to support whole families and young people, and an increase in affordable housing stock.

It is clear that longer term solutions need to be sought regarding the overrepresentation of Indigenous peoples experiencing homelessness in Regina. Ending homelessness is an act of reconciliation. The efforts that drive this work must be carried out with that spirit. Ending chronic and episodic homelessness and supporting First Nations, Inuit, and Métis Peoples to find home is in part an acknowledgment of the discrimination that leads to this overrepresentation, and the collective resolve to address it. This also means addressing the ways in which discrimination plays out in accessing resources, particularly towards First Nations, Inuit, and Métis peoples, young people, and women.

In particular, there is a significant need to focus on young people at risk of homelessness. The numbers are clear: currently, $\frac{1}{4}$ of those currently homeless are between the ages of 13-24. To put this in perspective, this is only an eleven year age span of which 25% of the people experiencing homelessness in Regina fall into. Proportionally - this is a red flag. Further, it bears repeating that the most recent Point in Time Count revealed that almost $\frac{3}{4}$ of the total population of people experiencing homelessness that were surveyed had a first experience of homelessness before 25 years of age.

Additionally, this work must also address the needs of women experiencing homelessness. Of those currently experiencing chronic and episodic homeless, 50% are women, often also caring for dependent children. Sam is one example of a young mother fleeing domestic violence that was able to get out in time, with the support and partnership of community agencies. Many other women experience systemic barriers that prevent them from accessing necessary supports. An increasing population-specific lens which addresses the unique needs of women is part of the Plan, and indeed needs to continue to be built on by community stakeholders.

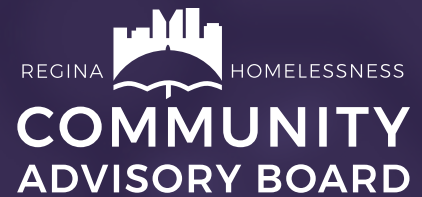
While we are beginning with an emphasis on ending chronic and episodic homelessness, we are using this as our foundation to build a more comprehensive response to homelessness in Regina. This will entail an increase in prevention and developing targeted strategies for groups of people with differing needs. Ultimately, we want to develop a response to homelessness in Regina where every person, who is at risk of or experiencing homelessness, regardless of their background, is quickly supported and provided the opportunity to move forward with their lives.

Everyone is Home provides a rare opportunity. It is a reflection of the community itself, a product of collaboration among diverse groups and individuals – all three orders of government, Indigenous communities, business, community-based non-government agencies, people with lived experience of homelessness, the education sector – each committed to the objective of helping those without a place to call home. Each of the participants who took part in the community consultation process, recognize the critical importance of the issue and the challenge it represents.

A diverse group of people came together for this effort. Each came with different backgrounds, interests, life experiences and opinions. Uniting this diverse group is the conviction that ending homelessness in Regina is a cause requiring their energy and commitment. It is this shared goal and common determination that has allowed them to overcome their differences, identify the ideas that united them and form the consensus on the way forward for our community. It is this kind of collective, thoughtful, and committed action that will lead to change - a Regina where Everyone is Home.

APPENDICES

APPENDIX A: REGINA HOMELESSNESS COMMUNITY ADVISORY BOARD



- **Jennifer Barrett**
City of Regina
- **Dustin Browne**
Street Culture Project (Board Chair)
- **Robert Byers**
Namerind Housing Corporation
- **Jo-anne Goodpipe**
First Nations University of Canada
- **Will Hayden**
Regina Police Services
- **Susan Hollinger**
Ministry of Social Services
- **Dawn Jacobs,**
Saskatchewan Health Authority
- **Bruce McKee**
Community Member
- **Lana Phillips**
Saskatchewan Housing Corporation
- **Pam Sanderson**
Newo Yotina Friendship
Centre (Board Vice-Chair)
- **Charlie Toman**
City of Regina

APPENDIX B: COMMUNITY PROGRAMS

Program Type	Overview
CHIP (Centralized Housing Intake Process) Program	CHIP is a partnership among several agencies in Regina to provide housing and support services to individuals who are homeless and has been in operation since 2016. Assessments are completed for all homeless individuals that are referred to the program. The assessment tool used is the Service Prioritization Decision Assessment Tool (SPDAT). Once completed, the individual is referred to the most appropriate partner agency based on the results and most appropriate fit.

Program Type	Overview
Housing First: Intensive Case Management	The program is to provide immediate access to housing and intensive support services to clients who are chronically or episodically homeless with the focus being on those that have the highest levels of acuity. The program has run in Regina since 2016 and currently has a capacity for approximately 30 participants.
Housing First: Rapid Rehousing	There are currently seven agencies offering Rapid Re-housing support for those facing housing crises (e.g., homeless or may become homeless) who need quick assistance with securing stable housing. Clients are referred through the Centralized Housing Intake Process table.
Transitional Housing	Regina current has 4 transitional shelters with a combined capacity of 76 beds.
Public Housing	The province operates a total 3132 Rental Units in Regina. Since 2008, the Province has funded the creation of 321 new units.
Social Housing	Non-profit housing providers own and operate 1411 units in Regina.
Targeted Supports and Drop in Services.	There are dozens of non-profit and government organizations in Regina that provide general services and targeted programing to people who are homeless and at risk of homelessness. See 211 https://sk.211.ca for compiled list.

APPENDIX C: INDIGENOUS HOMELESSNESS AND TRUTH AND RECONCILIATION

The recently developed definition of Indigenous Homelessness by Métis-Cree scholar, Jesse Thistle sheds light on the multifaceted and multi-layered ways in which Indigenous peoples experience homelessness. The definition moves beyond an understanding of homelessness as merely an experience of physical ‘rooflessness’, but as marked by disconnections from the land, community, and culture.⁵⁴

Indigenous homelessness is a human condition that describes First Nations, Métis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing.... Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally or physically reconnect with their Indigeneity or lost relationships (Aboriginal Standing Committee on Housing and Homelessness, 2012).

Ending chronic and episodic homelessness requires more than just housing, but an ongoing pursuit of reconciliation, as guided by the principles from the Truth and Reconciliation Commission of Canada.⁵⁵ The Truth and Reconciliation Commission defined reconciliation as an ongoing process of establishing and maintaining respectful relationships and outlined 10 guiding principles of truth and reconciliation to assist Canadians in moving forward.

These principles have been included here for reference, and to reinforce the idea that housing is a critical way to realize Indigenous rights through a housing program.

1. The United Nations Declaration on the Rights of Indigenous peoples is the framework for reconciliation at all levels and across all sectors of Canadian society.
2. First Nations, Inuit, and Métis peoples, as the original peoples of this country and as self-determining peoples, have Treaty, constitutional, and human rights that must be recognized and respected.
3. Reconciliation is a process of healing of relationships that requires public truth sharing, apology, and commemoration that acknowledge and redress past harms.

⁵⁴ Thistle, J. (2017.) Indigenous Definition of Homelessness in Canada. Toronto: Canadian Observatory on Homelessness Press.

⁵⁵ Truth and Reconciliation Commission of Canada What We Have Learned: Principles of Truth and Reconciliation.

4. Reconciliation requires constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Aboriginal peoples' education, cultures and languages, health, child welfare, the administration of justice, and economic opportunities and prosperity.
5. Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Aboriginal and non-Aboriginal Canadians.
6. All Canadians, as Treaty peoples, share responsibility for establishing and maintaining mutually respectful relationships.
7. The perspectives and understandings of Aboriginal Elders and Traditional Knowledge Keepers of the ethics, concepts, and practices of reconciliation are vital to long-term reconciliation.
8. Supporting Aboriginal peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential.
9. Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.
10. Reconciliation requires sustained public education and dialogue, including youth engagement, about the history and legacy of residential schools, Treaties, and Aboriginal rights, as well as the historical and contemporary contributions of Aboriginal peoples to Canadian society.

To redress the legacy of residential schools, and advance reconciliation, the Truth and Reconciliation Commission created 94 Calls to Action.⁵⁶

Child Welfare

1. We call upon the federal, provincial, territorial, and Aboriginal governments to commit to reducing the number of Aboriginal children in care by:
 - ii. Providing adequate resources to enable Aboriginal communities and child-welfare organizations to keep Aboriginal families together where it is safe to do so, and to keep children in culturally appropriate environments, regardless of where they reside. Requiring that all child-welfare decision makers consider the impact of the residential school experience on children and their caregivers.

⁵⁶ Truth and Reconciliation Commission of Canada. (2012). Truth and Reconciliation Commission of Canada: Calls to Action. Winnipeg, MB: https://nctr.ca/assets/reports/Calls_to_Action_English2.pdf

- v. Requiring that all child-welfare decision makers consider the impact of the residential school experience on children and their caregivers.
3. We call upon all levels of government to fully implement Jordan's Principle.

Language and Culture

13. We call upon the federal government to acknowledge that Aboriginal rights include Aboriginal language rights.

Health

18. We call upon the federal, provincial, territorial, and Aboriginal governments to acknowledge that the current state of Aboriginal health in Canada is a direct result of previous Canadian government policies, including residential schools, and to recognize and implement the health-care rights of Aboriginal people as identified in international law, constitutional law, and under the Treaties. In order to address the jurisdictional disputes concerning Aboriginal people who do not reside on reserves, we call upon the federal government to recognize, respect, and address the distinct health needs of the Métis, Inuit, and off-reserve Aboriginal peoples.
20. In order to address the jurisdictional disputes concerning Aboriginal people who do not reside on reserves, we call upon the federal government to recognize, respect, and address the distinct health needs of the Métis, Inuit, and off-reserve Aboriginal peoples.
21. We call upon the federal government to provide sustainable funding for existing and new Aboriginal healing centres to address the physical, mental, emotional, and spiritual harms caused by residential schools, and to ensure that the funding of healing centres in Nunavut and the Northwest Territories is a priority.
22. We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.

Reconciliation: Canadian Governments and the United Nations Declaration on the Rights of Indigenous Peoples

43. We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous peoples as the framework for reconciliation.
44. We call upon the Government of Canada to develop a national action plan, strategies, and other concrete measures to achieve the goals of the United Nations Declaration on the Rights of Indigenous peoples.

National Council for Reconciliation

55. We call upon all levels of government to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation. The reports or data would include, but not be limited to:
- ii. Comparative funding for the education of First Nations children on and off reserves.

Education for Reconciliation

65. We call upon the federal government, through the Social Sciences and Humanities Research Council, and in collaboration with Aboriginal peoples, post-secondary institutions and educators, and the National Centre for Truth and Reconciliation and its partner institutions, to establish a national research program with multi-year funding to advance understanding of reconciliation.

APPENDIX D: FUNCTIONAL ZERO KEY PERFORMANCE INDICATORS (KPIs)

Lived Experience

- Participants (including shelter, Housing First etc.) report being **moderately or highly satisfied** nearing 100%.

Homeless Serving System

- Number of **unsheltered and emergency sheltered persons** decreasing year-over-year towards 0.
- **Length of stay in emergency homeless shelters/unsheltered** as measured by the number of bed nights for each unique person decreasing year-over-year towards 0.
- ***Length of time experiencing homelessness decreasing year over year ****
- **Number of young people ages 13-24** experiencing homelessness decreasing year over year towards zero.
- **Number entering vs exiting** homeless-serving system is steady or decreasing rate.
- Percentage of **positive homeless-serving system exits** (above 90%).
- ***Number of turnaways from service decreasing towards zero ****
- <10% of those who exit **homelessness return** within 12 months
- Number in emergency shelter and transitional housing/outreach **with no previous homelessness experience** decreasing year-over-year towards 0.
- **Number of homeless-serving agencies signing on and developing Coordinated Access protocols increasing year over year towards 100%***

Public Systems

- Percentage entering the homeless-serving system from other public systems consistently decreasing over time (e.g., child protection; education, corrections; social housing; health, addiction treatment etc.).

* Refers to KPIs developed, specifically within Regina context

Key Consideration: These are for the overall systems. More KPIs for specific priority populations will need to be developed through further consultation with population-specific service providers and people with lived experience.

APPENDIX E: DESIGN LAB TOPIC DESCRIPTIONS

Design Lab Topic	Description
Lived Experience - Indigenous Peoples	Engage with Indigenous People with lived experience around key priorities for the Plan.
Lived Experience - Men	Engage with men with lived experience around key priorities for the Plan
Lived Experience - Women	Engage with women with lived experience around key priorities for the Plan
Developing Mental Health and Addictions Support for People Experiencing Homelessness	Recovery-oriented approaches to service delivery emerged during consultations and lived experience input; we will explore how current approaches can be expanded to best support the plan.
Incorporating Transitional Planning Across Systems into Plan - Corrections and Policing, Child Welfare, Health	Transitions between systems are a key pressure point leading to homelessness - this group will explore strategies and identify key stakeholders needed to ensure transitioning between systems is comprehensive and integrated with the homelessness serving system.
Integrating Approaches for Youth in Community Plan	Focus on the development and implementation of key youth strategies into Plan.

Design Lab Topic	Description
Integrating Approaches for Newcomers in Community Plan	Focus on strategies that address particular needs of newcomers experiencing homelessness
Integrating Approaches for Seniors in Community Plan	Focus on strategies that address particular needs of seniors experiencing homelessness
Integrating Approaches for LGBTQ2S+ Communities in Plan	Focus on strategies that address particular needs of LGBTQ2S+ individuals experiencing homelessness
Integrating Approaches for Women in Community Plan	Focus on ways to integrate responses for women into the Plan, with a particular emphasis on how domestic violence factors into this.
Affordable (Rent-Geared to Income) Housing Development	<p>The Plan will have a considerable capital ask; we will need to find ways to bring stock online that is truly affordable for those on very low incomes, both through building, and greater access to rental subsidies by engaging developers as partners in the process.</p>
Engaging Landlords in Housing First as Part of Community Plan	<p>Develop strategies for action to further engage landlords in supporting and championing the plan to end homelessness - also engage in conversation about what rent supports are needed to maintain housing for people.</p>
Funders Forum - Government & Private Sector	<p>Explore potential funding sources and philanthropic partnerships that could be aligned to accelerate the Plan. As well, examining ways to strategically leverage Corporate Social Responsibility funds as a collective sector.</p>
Reconciliation - Indigenous Leadership	<p>Explore with Indigenous leaders ways to integrate and prioritize reconciliation and ending Indigenous homelessness into the Plan.</p>

Design Lab Topic	Description
Reconciliation, Partnerships & Health	Exploring ways that mainstream agencies can be responsive to TRC Calls to Action via Plan implementation and strategy.
Systems Integration: Enhancing Coordinated Access across systems & Housing First	Exploring ways to increase integration through CHIP, and other already-in-use assessment tools within the homelessness sector and across systems with a particular focus on how this response intersects and supports scaling up Housing First programs in Regina to address chronic and episodic homelessness.
Causes of Homelessness & Diversion	Building short and long term actionable strategies aimed at the direct causes of homelessness, in order to stop the flow into the homeless-serving system. This conversation will focus on short and immediate actions that can “kick-start” diversion work.
Research Agenda to Support the Plan	Embedding research, evaluation, and evidence-based practices in Plan rollout will enhance impact and continuous improvement. This session will explore the role of researchers and identify key research priorities to support implementation.
Engaging the Faith Community	Regina’s faith community has made considerable investments in addressing social issues; we will explore areas where this role can be enhanced in advancing the Plan.
Shifting Shelter Responses	This conversation is an opportunity to engage shelter service providers around the ongoing role of shelters, how their work integrates into the Plan, and exploring how to manage these shifts.

APPENDIX F: COMMUNITY CONSULTATION THEMES

The wider community in Regina has shown a deep interest and engagement in this planning process. Community members have shown up to public consultations, participated in surveys and in April 2018 joined collective efforts to carry out Regina's Point-in-Time count. The people of Regina wish to see an end to homelessness, and understand that this will only happen by challenging the status quo approaches to helping people living on the street. This section summarizes themes that emerged in the public consultations, as well as strategies put forward by community members that can be explored during Plan implementation.

Plan Leadership & Coordination

One of the dominant themes throughout the consultations was a call for clear leadership and coordination of the Plan implementation. Participants voiced concern that without a strong, funded coordination body, the goals of the Plan would be left to the side of peoples' desks, and a strong, collective, system-wide response would not happen.

The coordinating body of the Plan needs to have the leadership status within the community and capacity to bring together all of the key community stakeholders to implement the Plan, particularly all three orders of government. This includes players from related public systems that interact with people experiencing homelessness, but may not have homelessness as the core mandate, such as child welfare, health, and justice. This need for strong leadership is highlighted as the first core component of implementation once the Plan is launched.

Indigenous Leadership & Emphasis on Reconciliation

Both Indigenous and non-Indigenous members of the community have called for Indigenous leadership and partnerships. Given the extremely high rates of homelessness experienced by Indigenous peoples in Regina, particularly First Nations, an end to homelessness in Regina must be understood first and foremost as an end to Indigenous homelessness. Embarking on a journey to implement Regina's Plan to End Chronic and Episodic Homelessness is a process of reconciliation, and as such, mainstream agencies and community leaders must seek direction and guidance from Indigenous leadership.

Supporting Indigenous peoples who leave their home reserve and experience homelessness in the city was also mentioned several times as being a significant challenge to navigate, not only geographically, but jurisdictionally. Some individuals may be left in limbo because of conflicts about where funds ought to come from to address urban Indigenous homelessness. This creates unnecessary barriers to services and supports for those who are transient and disconnected from culture and community, particularly in the case of people fleeing violence. More discussion

is needed between jurisdictions to establish clear guidelines for funding, while prioritizing immediate access to service for the individual or family in need of support.

Consultation participants commented that Indigenous leaders, particularly those on reserve, in and around Regina are often navigating many roles and responsibilities with little extra time and capacity to join initiatives. Beyond integrating mechanisms for ensuring meaningful Indigenous leadership through hiring priorities and board positions, there is a need for service providers and Plan leaders to intentionally engage with Indigenous leaders. This includes going to meet with Chiefs and Elders on-reserve and, where welcome, attending meetings held by Indigenous groups, rather than relying solely on collaborative tables led by mainstream agencies within the city. The more that efforts are made to go directly to Indigenous communities, the more opportunities there will be to strengthen relationships and build trust.

Meeting the Needs of Priority Populations

Indigenous peoples - Prioritize cultural training across the sector

In addition to the need to frame the work of ending homelessness as a component of reconciliation, we also heard from community members that there is a need to increase the capacity of the sector as a whole in understanding the cultural and historical context of Indigenous communities. Community members recommended an early component of the implementation should entail cultural competency training across the sector. Call to Action #57 in the Truth and Reconciliation Commission highlights this as a priority:

“We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.”⁵⁷

Women - Intersectional, gender-based analysis of policies and protocols, and domestic violence training

Given the high proportion of women’s shelters and transitional housing in Regina, there was significant knowledge and expertise to draw on in the discussion around the complexity of women and families’ experiences of homelessness. A need for a gender-based analysis for policies and procedures that intersect with the housing sector was identified as a priority to improve

⁵⁷ Truth and Reconciliation Commission of Canada. (2012). Truth and Reconciliation Commission of Canada: Calls to Action. Winnipeg, MB: https://nctr.ca/assets/reports/Calls_to_Action_English2.pdf

experiences and outcomes in services that women access. Additional consideration should be given to intersectional challenges faced by women of colour, and in particular Indigenous women, that are at increased risk of violence and discrimination.

Service providers noted that providing education and resources across the housing and homelessness sectors on domestic violence would be valuable for frontline workers, as these warning signs can be overlooked when providing services to women. Increased understanding of the impact that gender-based violence and trauma has on women can improve the way services are delivered.

Youth - Work upstream with schools and child welfare to support youth at risk of homelessness

There was significant momentum at the design labs around prevention and rapidly finding housing and supports for young people. Service providers working in the sector expressed an appetite for engaging more with schools and school boards to strengthen prevention efforts, and reach youth before they experience homelessness. Consultation participants also identified transitions from child welfare as moments where youth often fall through the cracks and become homeless. Much work is needed to support healthy transitions from child welfare, and to provide young people with the supports and life skills development to move towards adulthood, in addition to finding stable housing. It was also recommended that a percentage of Housing First spaces be reserved for young people up to the age of 25. Engagement with youth with lived experience is still required to understand the full spectrum of needs and opportunities in Regina, and to create a dedicated strategy to meet the unique needs of young people that experience homelessness.

LGBTQ2S+ - Coalition to promote and monitor best practices for supporting LGBTQ2S+ individuals experiencing homelessness

Individuals navigating the shelter and social service system who identify as LGBTQ2S+ face barriers to accessing services, often due to a lack of understanding of their needs, or homophobia and transphobia. Consultation participants spoke to the need to increase the capacity and knowledge within the housing and homelessness sectors about the unique challenges and discrimination that LGBTQ2S+ individuals face. Ideas about ways to do this included developing a dedicated coalition for knowledge mobilization and resource sharing in this area, with ongoing performance management to continually strengthen responses to homeless LGBTQ2S+ people. Program and service audits were also mentioned as a creative way to offer voluntary feedback to agencies wishing to reduce the barriers to service for LGBTQ2S+ clients.

Seniors - Combating loneliness, increasing social inclusion, and addressing housing affordability

We heard from consultation participants that there is a need to tackle isolation and loneliness for seniors who are precariously housed. While the population of seniors who are homeless is low in Regina, seniors were much more likely to be in Extreme Core Housing Need, putting them at risk of homelessness or living in inadequate conditions. There is significant work required to provide services that prevent homelessness, are accessible at home, and increase seniors' quality of life. Affordable purpose-built units that are designed for seniors are also an important component of effectively responding to the needs of this population.

Newcomers - Increasing service accessibility for those whose first language is not English

The need for stronger systems coordination was highlighted throughout the consultations as a key strategy to better support newcomers as they navigate and seek belonging in their new community. Many participants noted how in addition to the existing complexity of navigating the homeless and housing systems, language barriers for newcomers made it incredibly challenging to access services. Providing information in other languages, as well as offering image-based information are ways to more effectively support newcomers. Seeking out and engaging volunteers who speak the languages of and may be respected members of Regina's newcomer population would also help address the needs of precariously housed or homeless newcomers.

Community Engagement

The response from a number of stakeholders outside of the housing and homelessness sector has been an exciting development in Regina. Members of various faith communities, developers, landlords, and people with family members who have experienced a housing crisis invested time and energy into the consultation process and spoke to the need for continuous community involvement in the Plan's implementation and evaluation. Community members highlighted a need to promote public awareness about the Plan and the work being done. In that spirit, Regina's Community Entity, the YMCA, has developed an awareness campaign leading up to the Plan's launch.

Community Integration

Community integration and belonging was identified as critical to healing and recovery as people exit homelessness and move into a new stage in their lives. There was emphasis on the need engage people exiting homelessness in community through education and employment opportunities, social engagement, and developing permanent relationships with others. Community members noted that isolation can often be a key driver in people returning to homelessness after being housed, and finding ways to support people's engagement in the wider community will be an ongoing priority.

Community Spotlight: Welcome Baskets

A local initiative led by faith communities, where community members put together a box with the basic needs for moving into a new home (tea towels, cleaning supplies, utensils etc.) for people exiting homelessness.

Community members identified creative ways in which they wanted to engage people who are exiting homelessness. The faith community design lab group in particular offered up numerous ways that their members could build relationships with people who are often in the margins. For example, it was suggested that ‘Welcome Baskets’ containing basic necessities to set up a home could be created by harnessing the generosity of the broader community in order to forge connections with people exiting homelessness and give them a sense of belonging.

Systems Coordination

Improving communication, goal-setting, mapping the system, and breaking down silos

Another resounding theme from people with lived experience, service providers, and system stakeholders was the need for greater coordination of services across different service providers. This lack of coordination causes miscommunication or no communication at all between services, which allows people to fall through the cracks and can lead to inefficiencies if services are unnecessarily duplicated. More formalized communications processes between service providers are needed to improve coordination.

It is also difficult to have an understanding about how the whole system is performing when there is not a common set of goals, targets and measures. The development of system-wide Key Performance Indicators (KPIs) is an important part of moving towards an integrated system in Regina.

Community members also expressed that the system’s overall capacity was unclear. Several service providers admitted not knowing all of the resources that did exist, many learning about services that they were previously unaware of during the Design Labs. There is significant value in intentionally mapping out the service-delivery landscape in Regina so service providers and community members can connect seamlessly with the person or organization that is best suited for the need of an individual or family.

A number of sectors that are directly and indirectly involved in housing and homelessness, such as corrections, mental health and addictions, healthcare, and child welfare, are not integrated with the homelessness serving system. Yet almost all consultation participants noted that people needing services from the housing and homelessness systems are often connected in some way to these public systems. Lack of integration and service delivery silos puts the onus on the user to navigate and access services in various locations and systems, as opposed to having services matched and wrapped around an individual’s needs.

Stationary and mobile service hubs to co-locate essential supports in one place

There was significant interest in the idea of a Service Hub due to the flexibility it has to meet the immediate needs of people in crisis and connect them to services and supports. Consultation participants also spoke to the need for a “mobile hub” with a multidisciplinary team of professionals capable of providing outreach and assistance to people in need. Regina currently has a crisis response team similar to this model, called the Police and Crisis Team (PACT). PACT pairs a mental health and substance use professional with a police officer when police presence is requested that involves a person with mental health needs. PACT, currently convenes community stakeholders to assess trends and opportunities to prevent and reduce crime and recidivism in the community as well. Unlike Coordinated Access, PACT does not do case management. Rather, experts from organizations and sectors at the PACT table could provide valuable insight on the supports and services available to individuals that are experiencing or at risk of homelessness within the community.

Expanding Coordinated Access

Better coordination across agencies and sectors can be achieved by enhancing and expanding Coordinated Access and bringing key players to the table to wrap supports around individuals and families. Coordinated Access involves individual and family case conferencing, as well as examining protocols and service delivery models across the homeless serving system to meet community-wide targets of reducing homelessness.

Regina has a Centralized Housing Intake Process (CHIP) for Phoenix’s HOMES program, which convenes a handful of organizations to coordinate services and prioritize individuals for Housing First intervention. Regina should consider expanding CHIP and looking for alignment with existing community initiatives to enhance outcomes at the individual and community level.

Need for Greater Flexibility in Service Delivery & Design

Offering person-centered supports

A number of participants in the consultations spoke about the need for greater flexibility within and between systems. Following formal procedures and meeting extensive bureaucratic requirements were named as key administrative barriers for people experiencing homelessness. These sorts of structures prevent people from providing person-centered supports. Many advocates for populations at greater risk of homelessness spoke to how current systems do not often factor in the way in which certain policies will impact these groups adversely. Unless an individual meets the exact criteria, it can be difficult to get support. Currently, rules and protocols often determine when and how to engage with people using services, rather than individual needs.

Participants also noted that even within an organization, different funding streams fund different

services, so a person can be caught in the middle, unable to access the additional resources, because they may not fit certain criteria. Thinking through these barriers and problem-solving with the ultimate aim of getting people housing and appropriate supports will also be a significant piece of work over the next number of years.

Aligning discharge planning protocols with Plan measures and goals

A number of consultation participants talked about the lack of smooth or appropriate transition planning between other systems and the homelessness sector. Participants noted that people will be discharged directly into homelessness from systems, with child welfare being highlighted in particular. Young people “age out” of care at the age of 18 and are no longer required to be supported by the child welfare system. Without a plan to provide the supports for young people to live independently at the age of 18, they can very easily fall into homelessness. This is similarly the case for people exiting the corrections system, with no plan or supports in place life after being discharged. There is a need for comprehensive transition planning between these public systems and people at risk of homelessness.

Improving access to resources through better public information

Another challenge highlighted by community members in Regina, typically outside of the social services sector, was the lack of clear information of where to access help for a person in need of supports. This was highlighted by family members, friends, and landlords who provided housing units for people who experienced mental health challenges. This is linked to the lack of coordination within the system, but also speaks to the way in which existing resources are advertised and accessed.

Community members suggested a one-stop website building on existing resources such as www.reginahomelessness.ca, the Street Survival Guide and Map, and 211. The resource would be updated frequently, providing information on existing resources, and possibly a central phone number to call for information. These are options that can be explored and tested in the first few years of the Plan’s implementation.

Increased Supports for People Struggling with Mental Health & Substance Use

Increased resources for mental health and substance use supports are necessary. Trauma-informed approaches were a top priority to meet the needs of people that have had a history of trauma either prior or during their experience of homelessness. Given the frequency of substance use, community participants advocated for the Plan to include a recovery-oriented approach to responding to people who use substances (see Appendix H).

Regina’s Phoenix Residential Society has integrated a recovery focus into their Housing First model

with significant success. The University of Regina in partnership with Carmichael Outreach have just developed an extensive research report demonstrating the evidence for recovery-oriented programs as one strategy within Housing First. This will be a useful resource for Regina in moving forward on how to best integrate a recovery approach into the work within the local context.

The intersection of substance use and mental health was a recurring theme in the consultations, and community members spoke to the need for more housing, counselling, and case management resources to support people struggling, rather than punitive approaches. Consultation participants also spoke about the limited number of treatment beds available for people struggling with substance use.

Insufficient Incomes

Community members highlighted the depth of poverty experienced by those that are homeless in Regina. Design Lab participants called for increases to the current rates of social assistance offered by programs people experiencing homelessness commonly access, including the Saskatchewan Assistance Program (SAP), the Transitional Employment Program (TEA), as well as the Saskatchewan Assured Income for Disability (SAID).^{58 59} Under the current rates, people experiencing homelessness cannot afford housing and other basic needs, such as food and transit. Overly complex and inconsistent processes for accessing social assistance programs lead to frustration and additional barriers for people trying to access resources.

While some new housing will need to be built to meet the complex needs of the chronically and episodically homeless in Regina, service providers and systems planners showed significant interest in leveraging the high vacancy rate in Regina through investments in supports for people to live in existing units. Supports include both increased case management and mental health support workers, as well as financial supplements to increase the affordability of housing.

Need for More Affordable Housing

New Builds

Further investment is required to provide affordable housing options that address diverse populations with varying needs, including buildings designed for seniors, accessible units for people with disabilities, and culturally appropriate forms of housing for Indigenous peoples.

For example, housing design could be more culturally appropriate for Indigenous peoples through

⁵⁸ Government of Saskatchewan (n.d.). Financial Help. Retrieved from <https://www.saskatchewan.ca/residents/family-and-social-support/financial-help>

See Glossary for social assistance program descriptions.

⁵⁹ See Glossary for social assistance program descriptions.

the integration of common spaces, more units that would accommodate larger families, and incorporating space that affirms many Indigenous cultures' conceptualization of family as being one's whole community.

Maximizing Zoning Policy

Many stakeholders noted the leadership role the City plays in championing affordable housing. Consultation participants noted that strategies including tax incentives for landlords and developers, speeding up building permit processes for affordable housing, and grant opportunities for affordable housing developments are already underway in Regina due to the extensive work completed through Design Regina and the Comprehensive Housing Strategy. There was enthusiasm for scaling these measures further and finding ways to maximize the impact that the Comprehensive Housing Strategy can have.

Community members expressed an interest in ensuring that new housing development includes some amount of affordable units to address the low supply of affordable housing. Developers should also be directly engaged as a part of the solution to creating more affordable housing options in Regina.

Training & Capacity Building

An area for action that was highlighted throughout the consultations was that of finding ways to increase training and skills-building opportunities for staff across the sector. In particular, there was a growing sentiment that by identifying core training opportunities and then systematically working towards providing these comprehensively, there would be better system cohesion in service delivery. There are a number of opportunities to leverage shared resources in this area, particularly through agencies using creative strategies such as “training trades” or one agency providing the space and food for training, and another providing the training. The key idea that emerged here is the importance of developing a common vision and understanding for what areas of training are needed to strengthen the work of the whole sector working with a diversity of different populations who require unique responses and approaches.

APPENDIX G: REVIEW OF REGINA'S SOCIAL AND ECONOMIC CONTEXT

Indigenous Peoples & Truth and Reconciliation in Regina

According to the 2016 Census, since 2011 the number of people identifying as Indigenous or having Indigenous ancestry in the City of Regina has increased by 10.4% to 9.7% of the entire population, or roughly 20,925 people. Of Regina's Indigenous population, 13,145 identify as First Nations, 7,975 Métis and 75 Inuit, and 12,360 were registered or have Treaty Indian Status. The average age among Indigenous peoples in the city is 27.3, on par with national trends that see Indigenous peoples as overall being a younger and faster-growing group than the non-Indigenous population.

In 2016, there were 755 people living in Regina speaking an Indigenous language, compared to 38,110 in the province. However, this is almost twice as many as the 460 people that consider an Indigenous language their mother tongue.

Some First Nations have joined together to administer programs and services to communities in close proximity. Some of the Tribal Councils that serve Treaty 4 peoples surrounding Regina include: File Hills Qu'Appelle Tribal Council, Southeast Treaty Council, and Touchwood Agency Tribal Council. The Regina Treaty/Status Indian Services Inc. provides a range of services to Urban First Nations, as well as people that are moving to the City from Reserves.⁶⁰ The Federation of Sovereign Indigenous Nations⁶¹ is also a body that works to protect and preserve the Treaty rights of First Nations in the province.

In 1999, 30 Treaty 4 chiefs came together to sign an agreement-in-principle for Indigenous self-government. This agreement holds that the Treaty 4 First Nations are sovereign with all of the inherent rights in accordance with international law.⁶² In the last decade, a number of agreements and memoranda⁶³ of understanding have been established between First Nations and the City of Regina in order to improve relationships with and services for First Nations peoples. Most recently, in May of 2017, the File Hills Qu'Appelle Tribal Council signed a 'Protocol of Recognition, Partnership and Respect' with City of Regina in order to reaffirm the commitment of both parties to work together to strengthen their relationship with one another. This memorandum is intended to help implement the Truth and Reconciliation Commission Calls to Action by creating a Governance Committee to facilitate dialogue around challenges and opportunities and information-sharing.

⁶⁰ File Hills Qu'Appelle Tribal Council. (2018). RT/SIS. Retrieved from <http://fhqtc.com/entities/rt-sis/>

⁶¹ Federation of Sovereign Indigenous Nations: <http://www.fsin.com/>

⁶² LaRose, S. (1999). Treaty Four members sign government agreement. Windspeaker. Retrieved from <http://www.ammsa.com/publications/windspeaker/treaty-4-members-sign-governance-agreement-0>

⁶³ City of Regina. (2018). City & First Nation Agreements. Retrieved from <https://www.regina.ca/residents/social-grants-programs/aboriginal-program-agreements/city-first-nation-agreements/index.htm>

Urban Reserves are a relatively recent development in Saskatchewan's relationship with First Nations peoples in the province. Plots of land within or adjacent to urban centres may be purchased by First Nations and designated by the Federal Government as reserve land. Typically the purchase is made using cash payments to First Nations that must be used to purchase land as a part of Treaty Land Entitlement settlements.⁶⁴ The aim of giving these treaty reserve status is to promote economic development and participation in larger urban economies as a means to generate more sustainable income and promote self-sufficiency for remote/rural First Nations communities.

A total of 28 urban reserves have been created in Saskatchewan since 1988, five of which are located in Regina. The first urban reserve in Regina was established in 1999.⁶⁵ First Nations University of Canada in Regina has been designated as urban reserve land and, with the Star Blanket Cree Nation, entered into a service agreement with the City of Regina and Regina Police Service in 2007.⁶⁶

Moving forward into implementation, it will be important to collaboratively navigate the dynamics and relationships between the City of Regina and surrounding First Nations in order to understand the implementation environment for Regina's Plan to End Homelessness and ensure that it reflects the unique governance landscape of the area.

Visible Minorities & Immigration

In 2016 there were 41,230 individuals that identified as being a visible minority, which is 18.9% of Regina's population. Most of these individuals were South Asian (12,330), followed by Filipino (8,405). Between 2011 and 2016, 16,195 immigrants came to Regina, filling job gaps in the province such as "engineers, architects, land surveyors, web developers, sonographers and welders".⁶⁷ As more people immigrate to Regina with their families, the demand for housing and employment will continue to increase.

Family Structure and Composition

The composition and size of families and households has implications for the housing needs of a city. For example, persons that are not in census families and are living alone are more likely to want rental housing, while families are more likely to seek homeownership and housing that can accommodate more people. Single parent households, lone seniors, students, etc. often require affordable housing that can be supported on one income.

⁶⁴ Indigenous and Northern Affairs Canada. (2017). Urban Reserves. Retrieved from <https://www.aadnc-aandc.gc.ca/eng/1100100016331/1100100016332>

⁶⁵ Brass, M. (1999). Regina gets first urban reserve. Saskatchewan Sage. Retrieved from <https://ammsa.com/publications/saskatchewan-sage/regina-gets-first-urban-reserve-0>

⁶⁶ City of Regina. (2018). City & First Nation Agreements. Retrieved from <https://www.regina.ca/residents/social-grants-programs/aboriginal-program-agreements/city-first-nation-agreements/index.htm>

⁶⁷ Latimer, K. (25 October 2017). Share of new immigrants in Sask. climbs upward: StatsCan. CBC News Saskatchewan. Retrieved from <http://www.cbc.ca/news/canada/saskatchewan/sask-recent-immigrants-numbers-climb-1.4371285>

In Regina, a little over 18% of census families are lone parent households, which is a higher percentage than the province as a whole. The increase in people not living in census families has also slightly outpaced the growth in the number of census families.

Figure 10 - Family Structure ⁶⁸

Family Structure	Regina		Saskatchewan	
Total Census Families	58,445	100.00%	302,260	100.00%
Total Couple Families	47,960	82.06%	252,765	83.63%
Married Couples	39,960	68.37%	211,500	69.97%
Common-Law	7,965	13.63%	41,265	13.65%
Lone Parent (Total)	10,525	18.01%	49,495	16.37%
Lone Female Parent	8,360	14.30%	38,165	12.63%
Lone Male Parent	2,160	3.70%	11,330	3.75%
Persons Not in Census Families	42,095		187,765	

Figure 11 - Family Type ⁶⁹

Family Type (Regina)	2011 ⁷⁰	2016	%ch
Total Census Families	52,785	58,445	10.72%
Couples Without Children	19,340	23,895	23.55%
Couples With Children	20,120	24,895	23.73%
Lone Parent Families	10,090	10,525	4.31%
Persons Not in Census Families	37,955	42,095	10.91%

⁶⁸ Statistics Canada. (2017). Regina [CY], Saskatchewan and Saskatchewan [Province] (table). Census Profile. 2016 Census. Statistics Canada Catalogue no. 98-316-X2016001. Ottawa. Released November 29, 2017. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4706027&Geo2=CD&Code2=4706&Data=Count&SearchText=regina&SearchType=Begin&SearchPR=01&B1=All&TABID=1>

⁶⁹ Ibid

⁷⁰ Statistics Canada. (2011). Regina [CY], Saskatchewan and Saskatchewan [Province] (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4706027&Geo2=PR&Code2=01&Data=Count&SearchText=Regina&SearchType=Begin&SearchPR=01&B1=All&Custom=&TABID=1>

Labour Market Trends

In 2017, Regina's overall labour force participation rate is higher than the rest of the province, and unemployment was at 4.2%, more than a full percentage point lower than the national rate. However a contributing factor is the rise in the number of seniors over 65 that are entering or remaining in the labour force in order to maintain an income that can meet rising costs of living. Additionally, unemployment among youth between the ages of 15 and 24 has risen nearly two percentage points to 12.3%, indicating greater barriers to employment for young people.

Income

The median household income has risen significantly since 2005 (see Figure 12). However, across occupations, women continue to earn less than men, with overall women's median wages, salaries and commissions at \$37,947 compared to \$52,229 for men.⁷¹ With significantly more female-led lone parent households, the gender pay gap can pose a challenge for acquiring adequate, affordable housing.

Figure 12 - Household Income for Regina and Saskatchewan ⁷²

Household Income	Number of Households			Median Total Income of Households (Before Tax)			Median Total Income of Households (After tax)		
	2006	2016	%ch	2005	2015	%ch	2005	2015	%ch
Regina	80,320	94,955	18.22%	\$ 55,629	\$ 84,447	51.80%	\$ 47,666	\$ 72,372	51.83%
Saskatchewan	387,145	432,625	11.75%	\$ 46,705	\$ 75,412	61.46%	\$ 41,084	\$ 65,784	60.12%

The minimum wage in Saskatchewan is currently \$10.96/hour and is indexed to the CPI. On October 1st, 2018 the wage will rise to \$11.06/hour. Before taxes on Saskatchewan's current minimum wage, a dual income household would make roughly \$45,593.

⁷¹ Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016304.

⁷² Statistics Canada. 2017. Focus on Geography Series, 2016 Census. Statistics Canada Catalogue no. 98-404-X2016001. Ottawa, Ontario. Data products, 2016 Census.

A couple on social assistance in Regina would make a combined income of \$18,152 for the year (\$9,076 each), while two individuals with disabilities would receive a combined \$22,342 per year. Even though, after taxes and transfers, the percentage of low-income households is reduced from 13.9% to 11.2%, current social assistance rates in Saskatchewan are not sufficient to bring people above the Low-Income Measure After-Tax (LIM-AT) of poverty (see Fig. 13). The 25,950 households on low-income in Regina are at-risk of housing loss and homelessness.

Figure 13 - Income on Minimum Wage and Social Assistance Compared to LIM-AT⁷³

	2016	LIM-AT	Difference
Single Person Minimum Wage (Full Time; After Tax ⁷⁴)	\$17,668	\$22,133	-\$4,465
Two People Minimum Wage (Full Time; After Tax)	\$35,335	\$31,301	\$4,034
Two People Minimum Wage (Full Time; After Tax) w/ 2 Children	\$35,335	\$44,266	-\$8,931
Single Person Saskatchewan Assistance Program (SAP)	\$9,076	\$22,133	-\$13,057
Two People SAP	\$18,152	\$31,301	-\$13,149
Single Parent w/ 1 Child SAP	\$20,681	\$31,301	-\$10,620
Two Parents w/ 2 Children SAP	\$28,816	\$44,266	-\$15,450
Single Person w/ Disability Social Assistance + SAID program income	\$15,498	\$22,133	-\$6,635

In 2016, the Canadian Centre for Policy Alternatives released a report⁷⁵ that calculated a living wage for Regina to be \$16.95 an hour per adult in a two adult, two child household. That would be \$58,232 needed for a year after provincial and federal taxes and transfers. Using this benchmark, social assistance and minimum wage rates are not able to offer a comfortable living to those in Regina. It is worth considering the breadth and depth of people's needs in the current context of the costs of living within the city when addressing homelessness and housing stability.

⁷³ Tweddle, A., Battle, K., & Torjman, S. (2017). Canada Social Report: Welfare in Canada, 2016. Caledon Institute of Social Policy. Retrieved from https://maytree.com/wp-content/uploads/Welfare_in_Canada_2016.pdf

⁷⁴ Based on combined federal and provincial marginal tax rate of 25.5%

⁷⁵ CCPA-SK. (2016). 2016 living wage for Regina and Weyburn. Canadian Centre for Policy Alternatives. https://www.policyalternatives.ca/sites/default/files/uploads/publications/Saskatchewan%20Office/2016/10/Living_Wage_Regina%20_2016.pdf

APPENDIX H: EXAMPLES OF RECOVERY-ORIENTED PROGRAMS

There are several examples of recovery-oriented program models that have gained momentum in recent years. Regina's Managed Alcohol Programs (MAP) offer participants regular doses of alcohol in a medically supervised environment to help them manage alcohol use on the path to recovery. Similarly, methadone programs provide participants with regular doses of methadone to reduce the use of opioids. Elsewhere across the country, safe injection sites provide controlled, medically supervised environments off the streets for intravenous drug users to access clean needles and receive support when desired.

APPENDIX I: COST RATIONALE AND CALCULATIONS

Overview

A system planning model provides a bird's-eye view of the Homeless Serving System by using the best available information to interpret housing supply, demand for homeless-serving services and program suitability based on need/acuity and duration or frequency of homelessness. To develop a system planning model, a 'map' of services and housing that are considered to be part of the local or regional homeless-serving system is first developed, along with a number of assumptions with respect to needs, demand, capacity and outcomes. Using this information, a model is built to assess intervention impacts on the level of need in the system; this helps guide courses of action against Plan objectives.

System planning models use assumptions to cut through the complexity and develop informed projections for the future. However, because assumptions are relied upon, modelling comes with limitations; we cannot always foresee all economic, social or political changes that can have a significant impact on the Homeless-Serving System overall (e.g. economic recessions, changes to income assistance rates). Thus, a model is a conceptual tool we use to inform decision-making rather than the sole source of information to this end. We have to constantly update our assumption as new information emerges and changes ensue to develop real-time scenarios and risk analyses in system planning work.

Understanding Stock and Flow

A key principle of developing a system planning model is that homelessness is not static - individuals transition in and out of homelessness and access various housing programs and services throughout their journey to stable housing. System modelling must account for these dynamic changes in this population and adjust estimations of need accordingly.

The model discussed in this Plan uses a *stock and flow analysis* to better understand how homelessness will change over time in Regina. A *stock* is a quantity at a particular point in time - in this case, we consider the number of individuals experiencing or at risk of homelessness. A *flow* is the movement of individuals between categories (e.g., at risk of homelessness, transitionally homeless, chronically homeless, stably housed). A stock and flow perspective is embedded in the concept of Functional Zero - we must ensure that outflows from homelessness exceed inflows to homelessness for a long enough period that the stock of individuals experiencing homelessness approaches zero.

A stock and flow analysis helps us understand why local data sources on homelessness may differ. While Regina's 2018 Homeless Count identified at least 286 individuals experiencing homelessness

at a particular point in time, our model indicates that as many as 260 individuals in Regina find themselves chronically or episodically homeless over the course of a year. These numbers are our best estimates and do not necessarily capture the changing nature of homelessness in Regina over time and reinforce the importance of a sector-wide Homeless Management Information System (HMIS) and ongoing, real-time system planning and modelling efforts.

Data Sources

The model draws upon multiple data sources to assess Regina's supply of affordable housing, homeless-serving program spaces and demand for services. The table below summarizes the data sources that were incorporated:

- Shelter Utilization Reports
- Regina Homeless Point-in-Time Count
- 2016 Statistics Canada Census

Data from comparable Canadian cities was used in the model where Regina-based data was lacking (e.g. cost of implementing new program types, such as Rapid Rehousing or Prevention).

Categories of Homelessness

The model categorizes individuals by the duration of their homelessness. Below are definitions from the Homelessness Partnering Strategy.

Duration of Homelessness	Definition
Chronic/Episodic*	Chronic homelessness refers to an individual who is experiencing sustained homelessness for 6 months or more in the past year. Episodic homelessness refers to an individual who has had 3 or more episodes of homelessness within the last year (i.e., attained and lost housing).
Transitional	An individual experiencing homelessness for less than one year and with fewer than 4 episodes of homelessness within the last 3 years.

*Note: These categories were modelled as one category given the acuity profiles, housing and support needs.

Duration of Homelessness	Definition
At Risk of Homelessness	Individuals in households that spend more than 50% of their income on shelter costs and have an annual income below \$20,000 (as per the 2016 National Household Survey)

Matching Need to Program Type

Homeless serving systems use common assessment tools to triage individuals according to level of need, often referred to as acuity. This also helps to identify what type of program is likely to be a good fit, which is confirmed when a more fulsome assessment is completed. To assess demand for programs, assumptions about acuity are needed. For people experiencing chronic and episodic homelessness, the model estimates what share of these individuals have high, medium and low levels of need/acuity, shown in the table below.

	High Acuity	Medium Acuity	Low Acuity
Chronic	80%	15%	5%
Episodic	50%	30%	20%
Transitional	10%	40%	50%
At Risk	5%	15%	80%

The following chart outlines how the model matches level of need to program type:

Group's Level of Need (Acuity)	Program Type	Proportion of Acuity Group served by Program Type
High Acuity Chronic, Episodic Homelessness	Permanent Supportive Housing	90%
	Assertive Community Treatment (ACT)	90%
	Intensive Case Management	20%
Moderate Acuity Episodic Homelessness; Transitional Homelessness; At Risk	Permanent Supportive Housing	10%
	Rapid Rehousing	25%
	Assertive Community Treatment	10%
	Intensive Case Management	80%
Low Acuity Transitional Homelessness; At Risk	Rapid Rehousing	75%
	Prevention/Diversion	100%
	Affordable Housing	100%
	Rent Supports	100%

These proportions account for individuals who may re-enter the Homeless-Serving System multiple times or require a transition to a higher-intensity program to maintain their housing long-term.

Cost & Performance Assumptions

As there was limited data locally available to run the cost analysis, we had to use learnings from studies and reports from other Canadian jurisdictions to develop a costs model. As the implementation rolls out, these assumptions should be refined with local data.

Program Type	Target Turnover	Target Negative Exit	OpEx/ Space/Yr	CapEx/ Space
Permanent Supportive Housing	25%	15%	\$35K	\$182K
Affordable Housing	20%	10%	\$3.5K	\$125K
Assertive Community Treatment	20%	10%	\$21K	
Intensive Case Management	100%	15%	\$19K	
Rapid Rehousing	200%	20%	\$8K	
Prevention/Diversion	200%	20%	\$4K	
Rent Supports	20%	10%	\$2.5K	

Model Limitations

There are several limitations to this model. The model uses Regina's population growth rate averaged using the 2011 and 2016 Census of 2.3% annually to predict how the number of people experiencing transitional homelessness in Regina will change over time. While a population growth rate reflects demography and migration, it does not reflect external factors that may uniquely impact homelessness (e.g., increases to the minimum wage or to average rents).

This rate can change significantly as a result of shifts in the economy impacting lower income populations, as well as public policy at the federal and provincial levels in particular. For instance, poverty rates are related to core housing need and homelessness risk, thus poverty reduction measures can mitigate homelessness risk; alternatively, sustained economic downturn can result in new groups entering the at-risk of homelessness group, leading to increased rates.

Again, this is an estimation that assumes that such measures are put into place and are effective. Without prevention measures proposed, as well as the new affordable housing and rent supplements, and provincial plans to address homelessness and poverty, we cannot assume current rates of homelessness risk to change for this group.

The growth in the number of people experiencing chronic and episodic homelessness that we assume is 10%. Again, this is an estimation that assumes that measures are put into place and are effective.⁷⁶

Without consistent data sharing among programs, shelter providers and outreach teams, we continue to have limited data on the number of unsheltered homeless or provisionally accommodated individuals, particularly those sleeping rough. This model makes assumptions that a significant portion of individuals who sleep outdoors do not interface with the emergency shelter system.

Our supply-side figures are limited largely due to uncertainty about the future. Predicting the number of housing units and homeless-serving program spaces over a five-year period is challenging for a number of reasons: political priorities and funding allocations will change, the local economy will shift, and new program types will be introduced based on research, evidence and best practice. Our model identifies the “known knowns” (e.g. confirmed affordable housing developments) and makes informed assumptions about how housing units and homeless-serving program spaces will change over time.

Implementation Cost Scenario Development

Assuming these figures as indicative of unmet demand in Regina, we then looked at the most effective ways of addressing needs over the next five years. We modeled various scenarios in which we served all chronically and episodically homeless individuals and varying figures from the transitionally homeless and at-risk pools. We landed on the current scenario as a means of addressing the immediate backlog of chronically and episodically homeless individuals, while still moving into prevention and diversion for the lower acuity groups – though the current measures assume only 10% of these would be served through new Plan measures.

The scenario also assumes minimal capital investment focused on Permanent Supportive Housing and Affordable Housing complemented by Housing First ICM and ACT to leverage already existing units in the non-market and private market.

There are several limitations to this approach: there is limited impact on lower need populations and thus limited investment in affordable housing and prevention compared to programs proposed for higher need groups. This points to the need for a complementary poverty and affordable housing strategy to step into this gap to address at risk groups in a more fulsome manner. We chose to focus this Plan on measurable impact on visible and costly forms of homelessness, with some prevention work over the next five years as a means of leveraging existing resources and housing units. If implemented the Plan will make a visible dent in the current backlog and enable us to move increasingly upstream into more prevention longer term.

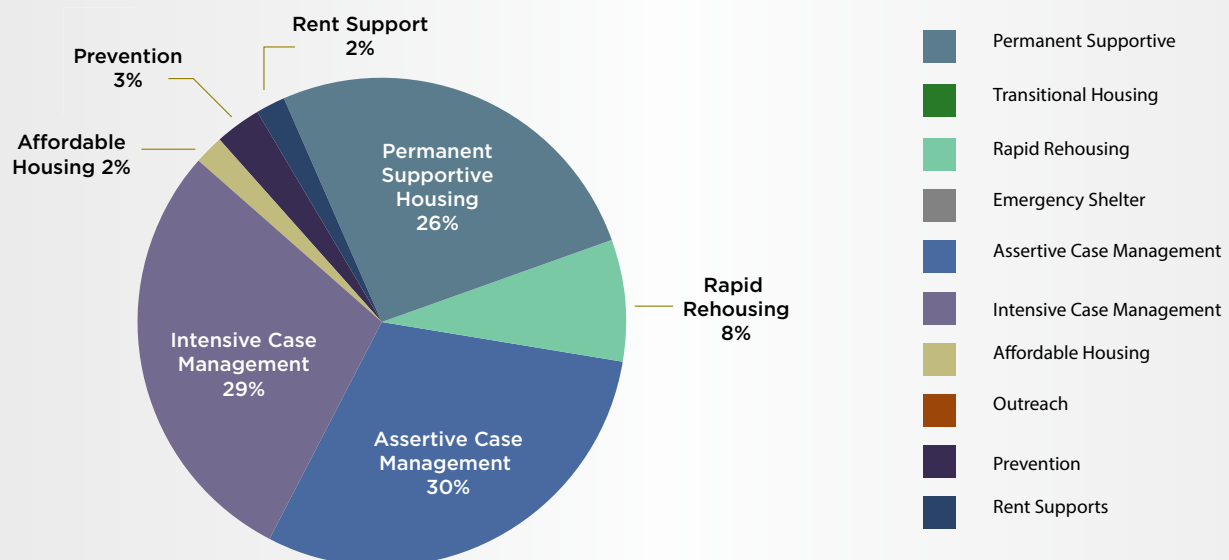
⁷⁶ Brydon, R. (2016). Homeless In, Homeless Out and Homeless Zero Using System Dynamics To Help End Homelessness. Retrieved from http://homelesshub.ca/sites/default/files/3.3%20Brydon_O.pdf

We also note that the Ministry of Social Services has decided to suspend new intakes for the Saskatchewan Rental Housing Supplement which would mean that no new clients can come onto this program as of July 2018. We simply don't know at this time what this measure will mean for those at risk. It may significantly increase the flow into homelessness and may thus hamper success of Plan measures. It may also be mitigated by the introduction of National Housing Strategy portable rent supplements and new affordable housing units coming onstream by 2021. This is an area that required vigilant monitoring and adjustment in real time. We estimated that the chronic and episodic group will grow at 10% per year, while the at risk and transitional at 2.3% - yet these figures may not take into account new policy changes or market forces as of yet unforeseen.

Return on Investment

Supports Needed: \$38M over five years to support 740 intakes (this includes both rental intakes and program spaces). These program spaces are required to serve approximately 2227 people over the next five-years. Here, we note that programs may already be in place that can be repurposed or better integrated to deliver these spaces. For instance, Justice has contracts and/or delivers case management to clients and such program spaces could be targeted at the homeless population against these proposed targets. This is the case for Saskatchewan Health Authority as well, particularly with respect to the Assertive Community Treatment and Intensive Case management program spaces needed. Where these spaces exist, they could be better integrated with the Plan's Housing First initiative; where they do not, additional resources will be needed.

SUPPORT/OPERATING COSTS



Housing Needed: \$25M in capital for new housing. Of these, \$15M are needed to create Permanent Supportive Housing units and \$10M to create 80 new Affordable Housing spaces specifically dedicated to homeless individuals or those at imminent risk over the next five-years. **Note again, that these units are not meant to replace the need for affordable housing strategy at large; rather, specify the numbers needed to meet the homelessness targets in this Plan.**

Where new Permanent Supportive Housing construction is needed, we estimated the per unit costs based on 350 sq ft bachelor suites, common areas for programming.

Land value per space: \$20k (11%)

Soft Costs/Contingency: \$64k (35%)

Construction: \$98k (54%)

The new Affordable Housing spaces which can be included in combination of smaller buildings, medium sized buildings, or townhomes to accommodate families. To manage costs, these would likely be framed apartment buildings, with above ground parking, of moderate quality in central locations.

The housing we are proposing will blend in neighbourhoods, have onsite supports and be well designed, built, and operated by non-profit service providers. Some examples are showcased below.

Importantly, SaskHousing has 400 units of new affordable housing under development as well as empty units which could be repurposed and dedicated to Plan target spaces. As only 160 spaces are needed (this number refers to the 80 affordable housing units and the 80 supportive housing units in the Plan), having these prioritized from SaskHousing can go a long way towards meeting Plan goals. Empty units may be contracted to another housing operator that can deliver onsite supports as well to meet complex client needs more effectively.

Implementation Support & Funding Sources

At this time, we are outlining the possible sources of spaces or funding to create new spaces below. As we work on implementing the Plan, the Leadership Committee will brief Ministers on Plan needs and discuss contribution options in further detail.

Program Type	Cost/ Space	Possible Funding/Capacity Sources	Spaces	#Intakes	five-year Cost
Permanent Supportive Housing- PSH	\$182K/ CAP/ UNIT \$35K/OP	HPS, National Housing Strategy, Ministry of Health, Health Authority, Ministry of Justice, Ministry of Social Services, Saskatchewan Housing Corporation	80 new – via NHS	293	\$9.8M Op \$15M Cap
Assertive Community Treatment - ACT	\$21K	Ministry of Health, Health Authority, Ministry of Justice, Ministry of Social Services	140 new	227	\$11.6M Op
Intensive Case Management (ICM)	\$19K	Ministry of Health, Health Authority, Ministry of Justice, Ministry of Social Services	160 needed, 30 already exist 130 needed	509	\$10.8M Op (for 160 space)
Rapid Rehousing	\$8K	HPS, National Housing Strategy, Ministry of Health, Health Authority, Ministry of Justice, Ministry of Social Services, Saskatchewan Housing Corporation	80 – already exists	528	\$2.9M Op
Affordable Housing	\$125K/ CAP/ Space \$3.5K/ OP	HPS, National Housing Strategy, Ministry of Social Services, SaskHousing, Private donors	80 new via NHS	114	\$0.9M Op \$10M Cap
Prevention/Diversion	\$4K	HPS, Ministry of Social Services, Health, Justice, MCFS, Philanthropic orgs, Private donors	100 new via NHS	420	\$1.2M Op
Rent Supports	\$.52K	HPS, Ministry of Social Services, Health, Justice, MCFS, Philanthropic orgs, Private donors	100 new via NHS	136	\$0.8M
Total			740	2227	\$63M

Investment Impact

If the status quo in Regina is maintained, with the Plan not implemented, the usual approach for those that could have been served under the Plan will total \$75M over five years. In contrast, housing and supporting those same people using the Plan, will avoid about \$37M costs associated with the major systems.

Housing First in Regina has shown significant reduction among the following cost categories for 49 clients served. The yearly cost of serving this cohort among these public systems pre-intervention is estimated at about \$31K; post intervention, at \$13K: a 58% cost avoidance among the following public systems:

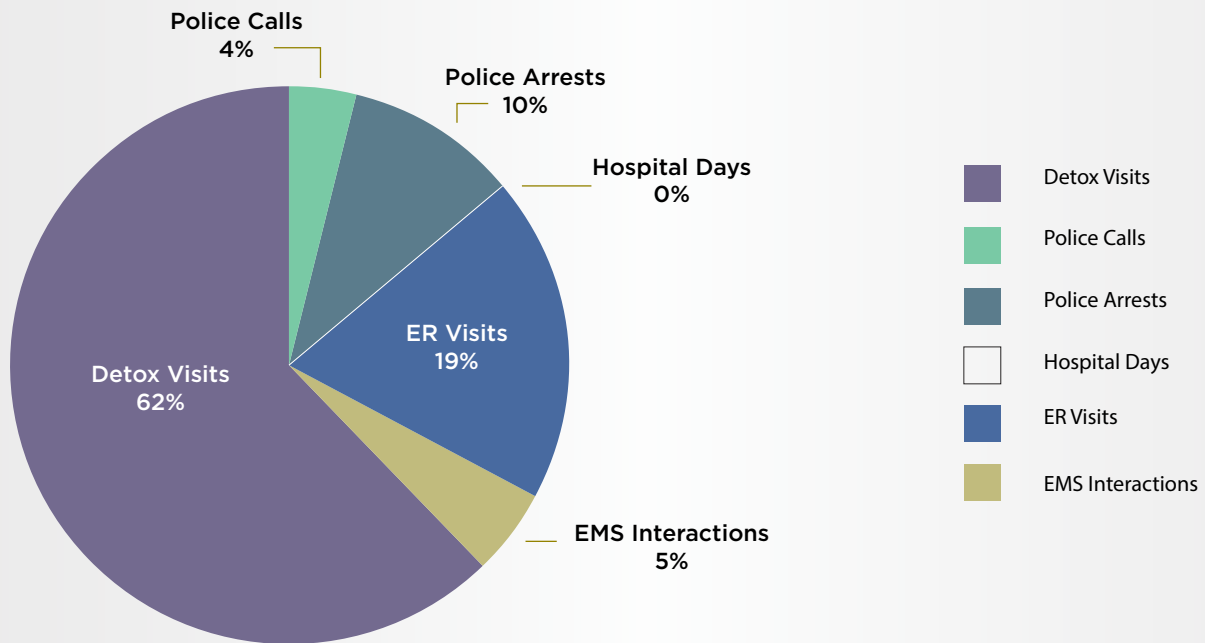
Public System Interaction Reduction in Regina's Homes program (n=49)	
Police Calls Reduction	81%
Arrests Reduction	89%
Days in Hospital Reduction	40%
ER Visits Reduction	75%
EMS Reduction	66%
Detox Visits Reduction	93%

Assuming a 50% cost avoidance level, and a range of savings per population served, we estimate that over the course of the Plan, the same people who are housed and supported would accumulate \$75M in costs to public systems; if housed, they would cost \$37M– a cost avoidance of about 50%. In this sense, the \$38M the Plan proposed to be invested in supports would be recuperated in cost avoidance as a result of system use reductions amongst those successfully housed and supported by Plan measures.

Populations	Cost/Yr	#Housed	PerYr	5Yrs	Est Cost Avoidance	
Chronic	\$ 40,000	119	\$ 4,743,900	\$ 23,719,500	\$ 14,231,700	60%
Episodic	\$ 28,000	261	\$ 7,305,606	\$ 36,528,030	\$ 20,090,417	55%
Trans/Risk	\$ 8,000	148	\$ 1,184,836	\$ 5,924,182	\$ 2,073,464	35%
At Risk	\$ 4,000	435	\$ 1,740,533	\$ 8,702,664	\$ 870,266	10%
Total		963	\$ 14,974,875	\$ 74,874,377	\$ 37,265,847	50%

The cost avoidance would be distributed among the following public systems, if the Regina Housing First program breakdown is applied to the Plan measures. This analysis by no means covers well known impacts on other areas, particularly days in jail or prison where Housing First is making considerable impact alongside discharge planning efforts from corrections. Plan measures can go a long way in addressing the demand for remand and support provincial effort to manage and reduce demand for such services. These measures can further leverage existing public system coordination efforts, particularly the Police and Crisis Team (PACT) with concerted efforts on homelessness.

COST AVOIDANCE BY AREA



APPENDIX J: DETAILED IMPLEMENTATION PLAN

Plan Ramp-Up		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar One: Leadership & Implementation		
1. Funding secured for Plan Director position.	<p>Outline the staffing model, terms and reference, roles and responsibility of the CLC along with System Planning positions and budget request for the cost of the Plan coordination position and administrative costs.</p> <p>Develop a case for Director funding based on the role that the Director will play in Plan implementation.</p> <p>Engage all three orders of government to secure funds for implementation of \$20,000/ year over five-years, to fully cover full-time Director position.</p>	CLC, RHCAB, Federal, Provincial, and Municipal Governments.

Plan Ramp-Up		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar One: Leadership & Implementation		
2. Governance body for Plan established & Plan implementation positions hired.	<p>Recruit and confirm community leaders for Plan governance and implementation that incorporates Indigenous leadership, lived experience input, and mechanisms for ongoing community oversight.</p> <ul style="list-style-type: none"> • Determine Terms of Reference, including prioritization for Indigenous leadership and people with lived experience, criteria for Board of Directors and SPO position, and mandate in alignment with community Plan, taking into account HPS renewal context. • Develop new Terms of Reference for the Regina Homelessness Community Advisory Board to align with Plan governance structure. • Develop and implement recruitment process for Board of Directors, using the CLC as a transition leadership body until formal leadership is in place. • Do outreach and engagement to recruit and support people with lived experience as part of the leadership model in various capacities. Host governance training initiative with members of RHCAB, CLC, and Community Data and Audit Committee to ensure common understanding of roles and responsibilities. • Plan To End Homelessness kick off event promoting the structure of Plan implementation moving forward. Confirm and hire Plan implementation position, tasked with operationalizing the Plan through a systems level Housing First approach. • Develop clear job description for Plan Director with reporting structure, and key goals of the Plan to be incorporated into position workplan. 	CLC, RHCAB, SPO

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar One: Leadership & Implementation		
1. Governance body for Plan established & Plan implementation positions hired.	<p>Set up funders table for Plan implementation, dedicated to raising funds and ensuring that the Plan implementation costs are fully financed for the duration of the timeline. (This includes housing and supports costs in addition to the implementation positions).</p> <ul style="list-style-type: none"> Identify key stakeholders groups for funders table. Develop “pitch package” document outlining investment opportunities, collective funding targets, and ways in which funders can engage with the Plan priorities. Outreach and recruit community philanthropists, private sector leaders, and funders. Provide regular updates reports for table, along with requests for action. 	CLC , RHCAB, SPO
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
1. Community-wide systems mapping exercise with service providers.	<p>Complete a community-wide systems mapping exercise with service providers to ensure comprehensive understanding of program capacities, existing gaps, and leveraging strengths.</p> <ul style="list-style-type: none"> Do comprehensive outreach with community partners in housing and homelessness sector, as well as related public systems re: Plan implementation and need for comprehensive understanding of local service provider data via community systems mapping. 	SPO, RHCAB, BoD

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
	<ul style="list-style-type: none"> Promote systems mapping exercise and send out survey, utilizing networks from working group. Analyze data from systems mapping exercise to develop: <ul style="list-style-type: none"> » An up-to-date resource directory for all services available to people at risk of or experiencing homelessness in a community; » Mapping of the locations of the various community resources to discern location patterns; » Categorization of all programs by target population, eligibility criteria, geographical scope, service model and focus; » Real-time occupancy report to show what spaces are available in services; » Clear eligibility, referral and access for people seeking support; » A feedback loop from clients/users of services to each of the resources, and; » Performance indicators to track community demand and feedback on services. 	SPO, RHCAB, BoD

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
2. Integration of a single real-time data platform for the homeless serving sector	<p>Build out HIFIS 4 across Regina in order to have access to consistent, real-time data within the homeless-serving sector - Leverage federal support for homelessness data collection coming in the federal strategy, Reaching Home.</p> <ul style="list-style-type: none"> • Develop HIFIS 4 & Coordinated AccessC Implementations Committee / Working Group toC oversee the initial implementation and parameters of HIFIS 4, with broad sector representation including shelters, Violence Against Women (VAW) sector, corrections, child welfare, mental health & addictions, and other social services. • Develop clear communications materials (Powerpoint, one pager, etc.) explaining timeline launch, purpose, and value of HIFIS 4 as part of achieving greater systems integration, and in line with Plan goals. • Promote widely across the sector to build buy-in. • Provide HIFIS 4 training for agency staff implementing it. • Ongoing engagement to onboard as many agencies asC possible to HIFIS 4 to support full systems integrationC and outreach with agencies connected to the housingC sector to explore ways to integrate HIFIS 4 with theirC data, including shelters, VAW shelters, mental healthC and addictions services, and justice sector stakeholders. • Engage with the federal government aroundC resources and supports to scale up HIFIS 4 including available resources. 	YMCA, HIFIS users, Department of Justice, Saskatchewan Health Authority, Social Services

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
3. Comprehensive Coordinated Access model.	<p>Work with public systems to facilitate data-sharing and integration in order to identify the inflows and outflows of homelessness for more targeted policy change and funding support.</p> <ul style="list-style-type: none"> • Begin engaging provincial public systems, including Sask. Housing, Social Services, Central Services, Justice and Health (including treatment facilities) to develop data framework for individuals who experience homelessness between systems • Begin track inflows from public systems as part of data collection work. • Engage provincial system stakeholders, to align efforts and enhance positive housing transitions from provincial systems. <p>Enhance the existing Coordinated Housing Intake Process (CHIP) to be a system wide Coordinated Access model that connects people with the full continuum of services, with support from the federal government under the Reaching Home homelessness strategy.</p> <ul style="list-style-type: none"> • Work with HIFIS 4 and Coordinated Access Committee to determine a Coordinated Access model that leverages and builds on existing infrastructure. <p>Develop performance management framework including the development of system-wide KPIs..</p> <ul style="list-style-type: none"> • Use systems mapping data to form the base of this framework, with key baseline targets set based on current sector data. 	

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Three: Housing & Supports		
<p>1. People housed through:</p> <ul style="list-style-type: none"> -80 new Permanent Supportive Housing spaces -80 new affordable housing spaces -80 new rent supports -100 prevention interventions 	<p>Develop formal links to the Design Regina Comprehensive Housing Strategy and explore policy shifts at the municipal level to continue to maximize affordable housing development across neighbourhoods through bylaw changes, zoning, and grants.</p> <ul style="list-style-type: none"> The City has been working on a major review and amendment to the Zoning bylaw which has included identifying ways of incorporating the recommendations from the Comprehensive Housing Strategy. It is expected that a draft of the new Zoning Bylaws will be released in the beginning of 2019 for public and stakeholder feedback, including local affordable housing providers. Seek to align, where possible, Plan targets with this renewal. Monitor impact from the removal of Saskatchewan Housing Supplement as it is unclear what impact the loss of the Sask Housing Supplement will have on demand for shelters and rental market housing prices. Important to measure impact of reduced shelter rates before the joint federal/provincial Portable Housing subsidy is introduced in 2020. <p>Support provincial and federal investment for the addition of 80 units of long-term supportive housing in purpose-built building targeted to chronic & episodic homeless people with higher needs.</p> <ul style="list-style-type: none"> Complete a scan of all possible funding sources available to leverage, including working closely with Funder's Table, National Housing Strategy resources, and in-kind opportunities such as existing units that can be renovated, and available land. 	Sask Housing, CLC

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Three: Housing & Supports		
	<ul style="list-style-type: none"> Engage developers around leveraging existing resources to build or retrofit units to achieve Plan targets. Develop building timeline and work plan to achieve Plan housing targets. Building to begin, likely in Year 2 of Plan and carried through until targets completed. Coordinate with service providers re: appropriate matching of people to units being developed who experience chronic and episodic homelessness. <p>Work with organizations dedicated to addressing interpersonal violence to ensure program and housing models appropriately serve those impacted by violence.</p> <ul style="list-style-type: none"> In partnership with stakeholder organizations, develop a checklist to ensure that awareness and best-practice is being implemented throughout the various stages of housing for individuals impacted by violence, including: <ul style="list-style-type: none"> » Referral process » Access to housing units » Follow-up engagement that occurs 	Sask Housing, CLC

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Three: Housing & Supports		
<p>2. People supported through:</p> <ul style="list-style-type: none"> - 140 new Assertive Community Treatment spaces - 130 new Intensive Case Management spaces 	<p>Work with provincial and federal partners to fill program gaps that support people experiencing chronic and episodic homelessness in the rental market through Housing First program including:</p> <ul style="list-style-type: none"> • Intensive Case Management <ul style="list-style-type: none"> » 130 new spaces needed • Assertive Community Treatment <ul style="list-style-type: none"> » 140 new spaces needed <p>Advocate for a person-centered approach to programs and housing for people experiencing addictions and mental health that meets them where they are at on the recovery and sobriety continuum.</p> <ul style="list-style-type: none"> • Engage people with lived experience to co-develop a recovery-oriented model in Regina, based on the local context, including outcome indicators. • Integrate this model into training agenda, policy and protocols for Coordinated Access. • Ensure that staff working with people with mental health and addictions challenges have access to training opportunities, as outlined in Pillar Four of Plan. • Develop checklist for ensuring that a recovery-oriented approach is integrated into process of accessing housing, as part of a Housing First philosophy. • Promote Housing First principles amongst service providers, meaning that people are not required to demonstrate readiness to access housing. 	SPO

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Four: Capacity Building & Public Awareness		
1. Increased training for service providers in priority areas such as cultural competency, trauma-informed care, and recovery-oriented approaches.	<p>Develop sector-wide capacity training agenda to increase staff effectiveness in supporting people experiencing multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and shelter diversion approaches.</p> <ul style="list-style-type: none"> • Monitor progress on training agenda, and continue to reassess uptake within the sector of training opportunities. • Consider leveraging training expertise amongst agencies, through “training trades” etc. so as to maximize resources. <p>Continue to participate in regional, provincial and national learning communities to share and learn best practices & champion preventing & ending homelessness.</p>	CE, RHCAB, CLC, Community Partners
2. Population-specific lens applied to program design and outcomes evaluations	<p>Integrate population-specific lens into program design and outcomes evaluations.</p> <ul style="list-style-type: none"> • Develop working group aimed at strengthening best practices for meeting unique populations • Evaluate current system-wide practices for ability to respond to unique population needs, starting with following groups: Indigenous peoples, women, youth, LGBTQ2S+, and newcomers through both systems-mapping process and stakeholder engagement. • In partnership with working group, develop recommendations for how service providers can better respond to needs of sub-populations 	SPO,CLC’ RHCAB, Community Data and Audit Committee

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Four: Capacity Building & Public Awareness		
3. Regina Street Survival Guide and Map to ensure those at risk of or experiencing homelessness know where to go for the right help, fast	<p>Develop easy to access resource guides to ensure those at risk of or experiencing homelessness know where to go for the right help, fast. This includes building on existing resources such as the Regina Street Survival Guide and Map and creating new resources to offer support to the families or friends of those in need of help.</p> <ul style="list-style-type: none"> • In alignment with Pillar 3, ensure that process of accessing the system at large via Coordinated Access is clearly outlined. (This includes a central point of access, whether this is a phone number or physical location, ensure that it is consistent and well promoted.) Design one-pager with this information, and promote widely. • Resource Guide will be built on systems mapping information, consider online forms of promotion including apps or websites, as well as printed versions, if feasible. 	SPO, CLC
4. Annual Community Forum on Plan to End Homelessness	<p>Launch campaign with emphasis on engaging target groups in tangible ways such as faith based groups, landlords, builders, and other private sector stakeholders.</p> <ul style="list-style-type: none"> • Develop communications plan with differing forms of engagement for each target audience. • Host a public event, deliver presentation to community groups. Let people know about what this Plan can mean for Regina. • Ask community stakeholders to publicly endorse the Plan as part of the communications campaign. • Launch campaign, ensuring that information for how to get involved is readily available on the website hosting the Plan. 	SPO,CLC' RHCAB, Community Data and Audit Committee

Years 1 - 2 : Plan Infrastructure Development		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Four: Capacity Building & Public Awareness		
4. Annual Community Forum on Plan to End Homelessness	<p>Host annual forum with Plan update to maintain community energy around the Plan.</p> <ul style="list-style-type: none"> • Develop agenda for forum in partnership with Indigenous leaders and People with lived experience. • Ensure opportunities for community feedback on Plan process and mechanisms for ongoing engagement with the Plan via working groups, and volunteering. • Engage faith and community groups committed to developing and donating 50 'Welcome Boxes' per year to people entering new homes through the centralized intake process. 	SPO,CLC, RHCAB, Community Data and Audit Committee

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar One: Leadership & Implementation		
1. Governance body for Plan established & Plan implementation positions hired.	<p>Recruit and confirm community leaders for Plan governance and implementation that incorporates Indigenous leadership, lived experience input, and mechanisms for ongoing community oversight.</p> <ul style="list-style-type: none"> • Revisit the work plan -the Plan to End Homelessness in Regina is a living document and needs to be refined annually to meet the needs of our community and ultimate goal of ending homelessness in Regina. 	SPO, CLC

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar One: Leadership & Implementation		
	<p>Set up funders table for Plan implementation, dedicated to raising funds and ensuring that the Plan implementation costs are fully financed for the duration of the timeline. (This includes housing and supports costs, and is in addition to the implementation positions).</p> <ul style="list-style-type: none"> • Exploration of various additional funding mechanisms for Plan including social impact bonds, joint fundraising campaigns, fund-matching via National Housing Strategy, etc. • Assess what Plan targets require additional funding. • Develop funding strategy for this phase of Plan. 	SPO, CLC
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
1. Community-wide systems mapping exercise with service providers.	<ul style="list-style-type: none"> • Complete a community-wide systems mapping exercise with service providers to ensure comprehensive understanding of program capacities, existing gaps, and leveraging strengths. • Revisit systems-mapping information and update as needed based on real-time data. • Assess progress based on Key Performance Indicators and use this information to determine any necessary changes to process. 	

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
2. Integration of a single real-time data platform for the homeless serving sector	<p>Build out HIFIS 4 across Regina in order to have access to consistent, real-time data within the homeless-serving sector - Leverage federal support for homelessness data collection coming in the federal strategy, Reaching Home.</p> <ul style="list-style-type: none"> • Ongoing outreach to promote the use and implementation of HIFIS 4. • Continued use of HIFIS 4 data to assess Plan progress and make adjustments to service delivery as needed. 	SPO, CHIP agencies
3. Comprehensive Coordinated Access Model	<p>Work with public systems to facilitate data-sharing and integration in order to identify the inflows and outflows of homelessness for more targeted policy change and funding support.</p> <ul style="list-style-type: none"> • Utilize data to support a shift toward prevention and diversion to meet the needs of those at highest imminent risk for homelessness. • Develop prevention and diversion protocol as part of the system-planning framework, incorporating a population-specific approach. • Continue to engage province, including Sask. Housing, Social Services, Central Services, Justice, and Health (including treatment facilities), to align efforts and enhance positive housing transitions from provincial systems. <p>Enhance the existing Coordinated Housing Intake Process (CHIP) to be a system wide Coordinated Access model that connects people with the full continuum of services, with support from the federal government under the Reaching Home homelessness strategy.</p>	SPO, BoD, Emergency Shelters, Provincial Ministries including Justice, Social Services and Health, Community Data and Audit Committee

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
	<ul style="list-style-type: none"> Develop clear system-wide shared protocols and communications processes for Coordinated Access intake and referral process, and prioritization and matching processes. Develop Memorandum of Understanding (MOU) outlining these protocols between service providers. <p>Develop performance management framework including the development of system-wide KPIs.</p> <ul style="list-style-type: none"> Develop streamlined methods for reporting on KPIs, to ensure that progress is being measured, leveraging data infrastructure to do this. 	SPO, BoD, Emergency Shelters, Provincial Ministries including Justice, Social Services and Health, Community Data and Audit Committee
Pillar Three: Housing & Supports		
<p>1. People housed through:</p> <ul style="list-style-type: none"> - 80 new Permanent Supportive Housing spaces - 80 new affordable housing spaces - 80 new rent supports - 100 prevention interventions 	<p>Develop formal links to the Design Regina Comprehensive Housing Strategy and explore policy shifts at the municipal level to continue to maximize affordable housing development across neighbourhoods through bylaw changes, zoning, and grants.</p> <ul style="list-style-type: none"> Continue to pursue Plan targets through the use of zoning mechanisms, where applicable to Comprehensive Housing Strategy <p>Support provincial and federal investment for the addition of 80 units of long-term supportive housing in purpose-built building targeted to chronic & episodic homeless people with higher needs.</p> <ul style="list-style-type: none"> Continue building housing units in line with Plan targets. Continue to coordinate with service providers re: appropriate matching of people to units being developed who experience chronic and episodic homelessness. 	SPO, City of Regina, Saskatchewan Housing Corporation

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Three: Housing & Supports		
	<p>Work with organizations dedicated to addressing interpersonal violence to ensure program and housing models appropriately serve those impacted by violence.</p> <ul style="list-style-type: none"> • Continue to promote and build upon best practices for working with people experiencing interpersonal violence, with all relevant stakeholders in housing sector. 	SPO, City of Regina, Saskatchewan Housing Corporation
<p>2. People supported through:</p> <ul style="list-style-type: none"> - 140 new Assertive Community Treatment spaces - 130 new Intensive Case Management spaces 	<p>Continue to work with provincial and federal partners to fill program gaps that support people experiencing chronic and episodic homelessness in the rental market through Housing First program including:</p> <ul style="list-style-type: none"> • Intensive Case Management <ul style="list-style-type: none"> » 130 new spaces needed • Assertive Community Treatment <ul style="list-style-type: none"> » 140 new spaces needed 	SPO, Ministry of Health, Lived Experience Members of Auditing Body

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Three: Housing & Supports		
	<ul style="list-style-type: none"> • Build out HIFIS 4 across Regina in order to have access to consistent, real-time data within the homeless-serving sector - leverage federal support for homelessness data collection coming in the federal strategy, Reaching Home. • Ongoing outreach to promote the use and implementation of HIFIS 4. • Continued use of HIFIS 4 data to assess Plan progress and make adjustments to service delivery as needed. 	SPO, Saskatchewan Housing Corporation
Pillar Four: Capacity Building & Public Awareness		
1. Increased training for service providers in priority areas such as cultural competency, trauma-informed care, and recovery-oriented approaches	<p>Develop sector-wide capacity training agenda to increase staff effectiveness in supporting people experiencing multiple and complex needs with an early emphasis on trauma informed care, cultural safety, recovery-oriented approaches, and shelter diversion approaches.</p> <ul style="list-style-type: none"> • Monitor progress on training agenda, and continue to reassess uptake within the sector of training opportunities. • Consider leveraging training expertise amongst agencies, through “training trades” etc. so as to maximize resources. 	

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Four: Capacity Building & Public Awareness		
2. Integrate population-specific lens into program design and outcomes evaluations	<p>Integrate population-specific lens into program design and outcomes evaluations.</p> <ul style="list-style-type: none"> • Begin implementation recommendations from working group. • Gather and distribute useful resources or materials, such as one pagers and checklists, that support the implementation of population-specific lenses into service delivery. • Utilizing expertise of working group, develop sector-wide Key Performance Indicators around each priority population to track progress in delivering services to these groups based on their recommendations. 	SPO
3. Regina Street Survival Guide and Map to ensure those at risk of or experiencing homelessness know where to go for the right help, fast.	<ul style="list-style-type: none"> • Continue to widely promote and distribute guide to institutions outside of homelessness sector, including education, health, justice, etc. 	SPO, RHCAB

Years 3-4 : Early Implementation		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Four: Capacity Building & Public Awareness		
4. Annual Community Forum on Plan to End Homelessness	<p>Host annual forum with Plan update to maintain community energy around the Plan.</p> <ul style="list-style-type: none"> • Ensure ongoing opportunities for community feedback on Plan process and mechanisms for ongoing engagement with the Plan via working groups, and volunteering. • Continue to expand the number of groups committed to developing and donating 50 'Welcome Boxes' per year to people entering new homes through the centralized intake process. 	SPO, Community partners

Year 5 +: Maintenance & Shifting Focus		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar One: Leadership & Implementation		
1. Governance body for Plan established & Plan implementation positions hired.	<p>Revisit community leadership structure to evaluate if a new structure is needed for Plan maintenance.</p> <ul style="list-style-type: none"> • Explore if new funding is needed for Plan Coordination and Implementation positions. 	CLC, SPO, City of Regina, City of Saskatoon, SUMA Provincial Government, Community Partners.

Year 5 +: Maintenance & Shifting Focus		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Two: Data-Driven Systems Integration & Coordinated Access		
1. Community-wide systems mapping exercise with service providers.	<ul style="list-style-type: none"> Revisit Systems Mapping analysis, identifying ongoing areas for improvement, and highlighting progress on key indicators outlined in Plan. Use this data to shift resources towards other population groups identified by the data. 	SPO, Community Agencies
2. Integration of a single real-time data platform for the homeless serving sector	<ul style="list-style-type: none"> Continue to use HIFIS 4 to track progress of Plan and identify real time trends and changes to needs in Regina. Ensure that there is ongoing capacity to respond quickly to changes in the system. 	SPO, Community Agencies
3. Comprehensive Coordinated Access Model	<p>Work with public systems to facilitate data-sharing and integration in order to identify the inflows and outflows of homelessness for more targeted policy change and funding support.</p> <ul style="list-style-type: none"> Increasingly shift towards prevention and diversion to meet the needs of those at highest imminent risk for homelessness, with growing emphasis on working upstream, particularly with young people, so as to reduce the likelihood of later in life homelessness. Continue to implement and strengthen prevention and diversion protocols. Track this progress to make adjustments as needed. Increasingly shift funding from emergency services towards prevention supports. Continue to adapt and evolve performance management framework to meet the needs of the community. 	SPO, RHCAB

Year 5 +: Maintenance & Shifting Focus		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Three: Housing & Supports		
<p>1. People housed through:</p> <ul style="list-style-type: none"> - 80 new Permanent Supportive Housing spaces - 80 new affordable housing spaces - 80 new rent supports - 100 prevention interventions 	<ul style="list-style-type: none"> • Evaluate progress on development of housing units and identify housing targets moving forward. • Liaise with funders' table to address these targets. • Evaluate effectiveness of interventions for working with people experiencing interpersonal violence, and develop recommendations for ongoing capacity-building in this area. 	<p>SPO, RHCAB, Systems Integration Working Group</p>
<p>2. People supported through:</p> <ul style="list-style-type: none"> - 140 new Assertive Community Treatment spaces - 130 new Intensive Case Management spaces 	<ul style="list-style-type: none"> • Evaluate progress of recovery-oriented approach being integrated in housing interventions, and determine areas for ongoing improvement. • Assess ongoing service needs for people needing supports with housing and set targets for moving forward. • Continue to work with province to determine priority areas for investment. 	<p>SPO, Community Agencies, Provincial Ministries</p>

Year 5 +: Maintenance & Shifting Focus		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Three: Housing & Supports		
	<p>Continue to work with organizations dedicated to addressing domestic violence to ensure program and housing models appropriately serve those impacted by violence.</p> <ul style="list-style-type: none"> Continue to monitor client satisfaction in this area through surveys and other feedback mechanisms. <p>Support efforts to increase treatment beds, especially for young people in Regina, with a minimum 20% of treatment beds dedicated for youth ages 13-24 years.</p> <ul style="list-style-type: none"> Create budget and rationale for advocacy to Province for funding, in alignment with system. <p>KPIs, for continued funding for interventions increasingly shift upstream as part of Plan.</p>	<p>SPO, Community Agencies, Provincial Ministries</p>
Pillar Four: Capacity Building & Public Awareness		
<p>1. Increased training for service providers in priority areas such as cultural competency, trauma-informed care, and recovery-oriented approaches.</p>	<p>Evaluate training agenda participation.</p> <p>Engage with people with lived experience and service providers for additional areas of training required based on people's needs.</p> <p>Continue to participate in regional, provincial and national learning communities to share and learn best practices & champion preventing & ending homelessness.</p>	<p>SPO, Working group on Capacity-building</p>

Year 5 +: Maintenance & Shifting Focus		
Key Outcomes	Action Steps	Lead Stakeholders
Pillar Four: Capacity Building & Public Awareness		
2. Integrate population-specific lens into program design and outcomes evaluations	<p>Ongoing monitoring and evaluation of population-specific approaches via KPIs and stakeholder feedback surveys.</p> <p>Continue to engage experts in ways to continually improve and integrate population-specific responses in service delivery.</p>	SPO, Community Agencies
3. Develop easy to access resource guides to ensure those at risk of or experiencing homelessness know where to go for the right help, fast. This includes support to the families or friends of those in need of help.	<p>Update resource guide with any key changes to services and protocols across the system.</p>	SPO
4. Annual Community Forum on Plan to End Homelessness	<p>Host forum with final celebration of work done on Plan over the past five-years.</p> <ul style="list-style-type: none"> • Provide overview of system performance indicators of Plan and key learnings from Plan implementation. • Share key priorities populations and funding targets moving forward to continue to support the shift towards prevention and ending of homelessness. 	SPO, BoD, Community Audit Working Group

APPENDIX K – KEY TERMS

At-Risk of Homelessness – people who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

Assertive Community Treatment (ACT Team) – a client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional outpatient programs.

Affordable Housing – any type of housing (rental/home ownership, permanent/temporary, for-profit/non-profit) that costs less than 30% of a household's pre-tax income.

Case Management – a collaborative and client centered approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and when appropriate, arranges coordinates and advocates for delivery and access to a range of programs and services to address the individual's needs.

Coordinated Assessment – a standardized approach to assessing a person's current situation, the acuity of their needs and the services they currently receive and may require in the future, and takes into account the background factors that contribute to risk and resilience, changes in acuity, the role friends, family, caregivers, community, and environmental factors.

Core Housing Need – A household is said to be in 'core housing need' if its housing falls below at least one of the adequacy, affordability or suitability standards and it would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable (meets all three housing standards).

These housing standards include:

- Adequate housing is reported by their residents as not requiring any major repairs.
- Affordable housing has shelter costs equal to less than 30% of total before-tax household income.
- Suitable housing has enough bedrooms for the size and composition of resident households according to National Occupancy Standard (NOS) requirements.

Discharge Planning – preparing someone to move from an institutional setting (child welfare system, criminal justice system, hospital etc.) into a non-institutional setting either independently or with certain supports in place.

Housing First – a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into independent and permanent housing followed by provision of additional supports and services as needed.

Housing First for Youth - housing First for Youth (HF4Y) is a rights-based intervention for young people (aged 13-24) who experience homelessness, or who are at risk. It is designed to address the needs of developing adolescents and young adults by providing them with immediate access to housing that is safe, affordable and appropriate, and the necessary and age-appropriate supports that focus on health, well-being, life skills, engagement in education and employment, and social inclusion. The goal of HF4Y is not simply to provide housing stability, but to support young people as youth and facilitate a healthy transition to adulthood. HF4Y can be considered both as an intervention or program model, as well as a philosophy guiding a community's response to youth homelessness.

Integrated Case Management (ICM) Teams - a team refers to a team approach taken to coordinate various services for a specific child and/or families through a cohesive and sensible plan. The team should include all service providers who have a role in implementing the plan.

Natural Support Programs - an intervention focused on strengthening relationships between vulnerable young people and their families (and networks) with a view of preventing, reducing and ending youth homelessness.

Permanent Supportive Housing - housing that comes with individualized flexible and voluntary support services for people with high needs related to physical or mental health, developmental disabilities and substance use. It is one option to house chronically homeless individuals with high acuity.

Point in Time (PiT) counts - provide a “snapshot” of the number of people experiencing homelessness on a specific date (usually one day, occasionally up to a week) in a community.

Prevalence counts - provide an alternative to the PIT counts and are often used in some small and rural communities. They determine how many people were homeless over a set period in time.

Prevention - refers to one of the main strategies in addressing homelessness that aims to stop people from becoming homeless in the first place.

Provisionally Accommodated - referring to those whose accommodation is temporary or lacks security of tenure.

Rapid Re-Housing - an approach to housing that is similar to Housing First as it has no “readiness requirement”, however, this approach is best suited for people experiencing episodic and transitional homelessness.

Rental Supplement Program - refers to rent-geared-to-income housing with private landlord. Rent supplements are subsidies paid by government to private landlords who are part of this program.

Service Coordination - term used to describe inter- or intra-organizational efforts to support individuals across a range of services.

Shelter Diversion – a strategy targeting that refers to the provision of alternative temporary housing options, supports and interventions designed to reduce peoples' reliance on the emergency shelter system.

Social Housing – any housing that is funded/subsidized by a level of government.

Substance Use - refers to all types of drug and alcohol use.

Systems Failures – occur when other systems of care and support fail, requiring vulnerable people to turn to the homelessness sector, when other mainstream services could have prevented this need.

Transitional Housing – refers to supportive, yet temporary type of accommodation that is meant to bridge the gap from homelessness to permanent housing by offering structure, supervision, support, life skills, education, etc.