

The background features a large, light gray silhouette of a house with a gabled roof. Inside the house, several human figures are depicted in various poses, suggesting a family or a group of people. The overall style is minimalist and graphic.

Social Housing in Action

***”BRINGING
LETHBRIDGE
HOME”***

**STRATEGIC PLAN TO
“END HOMELESSNESS”
IN LETHBRIDGE
2006-2011**

**Presented to City Council
December 12, 2005
By Social Housing in Action**

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“Bringing Lethbridge Home”

Acknowledgements

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Purpose & Scope

In February of 2005, Social Housing in Action (SHIA) conducted a Strategic Planning retreat for the purpose of establishing a foundation for “ending homelessness” in Lethbridge. It focuses on the anticipated outcomes and strategies required to meet this goal. In addition, the retreat further described the:

- Challenges facing SHIA as the community based organization for the National Homelessness Initiative
- Strengths and accomplishments
- Opportunities for change and direction
- Gaps in current services and projects
- Value-added involvement and commitment of volunteerism and partnerships
- Reaffirmation of the vision, mission and guiding principles of SHIA
- Next Steps

During the retreat, Mayor Bob Tarleck announced that homelessness in Lethbridge is not acceptable and challenged SHIA to find the ways and means to “End Homelessness”. Using the retreat format, a strategic plan was commenced to achieve this goal. Following the retreat and utilizing its outcomes, the Executive Committee, in consultation with allied partners and the Steering Committee, further defined the strategies required to achieve this Vision.

The Strategic Plan “Bringing Lethbridge Home”, addresses the direction that is expected to prevail in the community from 2006-2011. It is also reflective of the most critical challenges facing SHIA and incorporates strategies for change. It is a reinforcement of our commitment to the people in our community and a tool for decision making and planning. Furthermore, it provides context and direction for SHIA, the community, the political and community leaders, funders and decision makers.



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Background

In response to the National Homelessness Initiative, City Council approved the Community Social Housing Plan (October, 2001). This plan provided a framework for the community based organization (Social Housing in Action (SHIA)), to address homeless issues in our community. Funding from the Federal and Provincial governments, accompanied by the support of City of Lethbridge, was used to successfully implement the plan which is currently completing Phase 2.

Despite the successful implementation of the Community Plan (2001) and the achievement of significant outcomes to address homelessness in Lethbridge (Raising Roofs: Building Hope, 2003), there remains gaps in both support services and access to safe and affordable housing.

Over 20 years ago, homelessness in Canada was not widespread; however, just tonight alone nearly ½ million people will be homeless and/or will sleep in emergency shelters. In 1998, homelessness was declared a national disaster by the Big City Mayor’s Caucus. Significant energy, time and monetary resources have been used in an attempt to alleviate homelessness and the affordable housing crisis over the past several years. Housing advocates are concerned that the concept of homelessness is becoming accepted and institutionalized: a separate “homeless” system” has evolved and is becoming entrenched. The focus on homelessness has led to an increase in shelter beds and separate services for individuals who are homeless.

Living in the “wrong” type of housing and not receiving appropriate and accessible support services can result in significant compromises to people’s health and social well-being. Access to safe, appropriate, affordable housing is limited for people in Lethbridge. The number of people using shelter beds has increased; since 2001, the Emergency Shelter has increased its utilization by 100%. Many of the clients have mental illness, active addictions, mental and/or physical disabilities or any combination of these conditions. At least 20% of the chronically homeless are also experiencing aging related disabilities. Approximately 50% of the shelter clients are under 35; either employed and/or furthering their education and employment options, but are unable to find suitable housing. Having few options for housing and support services, the Youth Shelter is also well utilized since its opening, averaging 75% occupancy.

Following this assessment and the planning retreat, it is clearly evident+ the only way to “End Homelessness” is to ensure that every person who resides in Lethbridge has access to the “right” housing for their individual and family situation. Just managing the “problem” of homelessness is not enough. Preserving existing housing as well as the demonstration of innovative and affordable housing options is required as well as addressing the root causes of homelessness. Developing sustainable solutions to end homelessness and its impact is critical to the health and social well-being of Lethbridge.

Affordable Housing continues to be a priority of City Council as defined in “Shared Direction for the Future” (2003), “Working Together for a Better Tomorrow” (2005), as well as the implementation of the Social Policy (2005). These are aligned with this Strategic Plan.

As a result of this assessment of the current situation, gaps and opportunities, SHIA has determined that the future direction of Social Housing in Action is to increase access to the “right” housing and supports by

“Bringing Lethbridge Home”.



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Vision, Mission, & Beliefs:

Our Vision

Bringing Lethbridge Home ... a declaration that homelessness is unacceptable and solvable in our community.

Our Mission

To end and prevent homelessness in Lethbridge by creating and implementing an innovative and comprehensive strategic plan.

Our Beliefs

We believe...

- All people have the right to appropriate, safe and affordable housing
- The Continuum of Housing with Support Services is integral to successful housing of all people.
- A community is strengthened and the health and social well being of people improves through equal access to safe and affordable housing.
- The leadership and support of the municipality is essential to ending homelessness.
- Continuous learning and the development and implementation of best practices
- In community involvement, collaborative partnerships and voluntarism.
- Cooperation and collaboration best serves the community

Guiding Principles

1. *The value and dignity of every individual:* People are a community's most valuable resource. The right to self-determination is respected.
2. *Investment:* Investments made in the development and support of people enhances the quality of community life in all its aspects.
3. *Empowerment:* The City of Lethbridge and its citizens are best able to recognize and build upon community strengths. Similarly, service priorities can best be identified at the local level.
4. *Collaboration:* Partnerships and collaboration between people, associations, institutions and government are fundamental to creating the momentum required for social change and ending homelessness.
5. *Prevention:* Investment in prevention enhances the well-being of individuals, strengthens families and benefits the community as a whole.
6. *Early Intervention:* Rapid re-housing for people who become homeless needs to be aligned with accessible information about available options and support services and is critical to ending homelessness.
7. *Building Strengths:* Enhancing existing services and strengthening organizational capacity best serves people who are homeless.
8. *Root Causes:* The complexity and root causes of homelessness guides the development of support service systems and innovative housing initiatives.
9. *Outcomes:* The success of housing initiatives will demonstrate the successful achievement of outcomes and the furtherance of Best Practices.



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Structure and Process

Social Housing in Action has devised a structure and process to *Ending Homelessness*. This is framework includes: Assessment, “Closing the Front Door”, “Opening the Back Door”, and the implementation of the Housing Continuum. This outlined process is the framework that will end homelessness through the structure and goals of the Strategic Plan “**Bringing Lethbridge Home**”:

Assessment

- Implement and maintain an Outcome Evaluation System to assess:
 - Utilization of emergency shelter and supportive housing
 - Length of time people are homeless and frequency of repeat admissions
 - Shelter, housing, service needs and gaps
 - Causes of homelessness and at-risk situations
 - Impact and effectiveness of housing support systems
 - Effectiveness and outcomes of prevention and intervention, support services and the number of homeless people at any given time.
 - Profile of the homeless and those at risk
 - Barriers and gaps experienced by people accessing housing.

“Close the Front Door”

- Oversee the implementation of an emergency homelessness prevention program that includes rent/utility assistance, case management, landlord intervention and other strategies to prevent eviction and homelessness.
- Support service programs that provide care and services to people with low income, assess and respond to their housing needs through information and referral.
- Ensure an outreach system that is designed to reduce barriers and encourage homeless people and those at risk to access appropriate housing linked to effective support services.

“Open the Back Door”

- Reduce and minimize the length of time people are homeless and the number of times they become homeless.
- Ensure the right housing is available for homeless people and those at risk of homelessness.
- Services are available and accessible to rapidly house the homeless and retrain housing for people who are at risk of becoming homeless.
- The re-housed have rapid access to appropriate support services.
- A sufficient supply of permanent supportive housing is in place to meet the needs of the aging and chronically homeless people, youth and families.
- A plan is in place to address the permanent housing needs of people living with a low income.

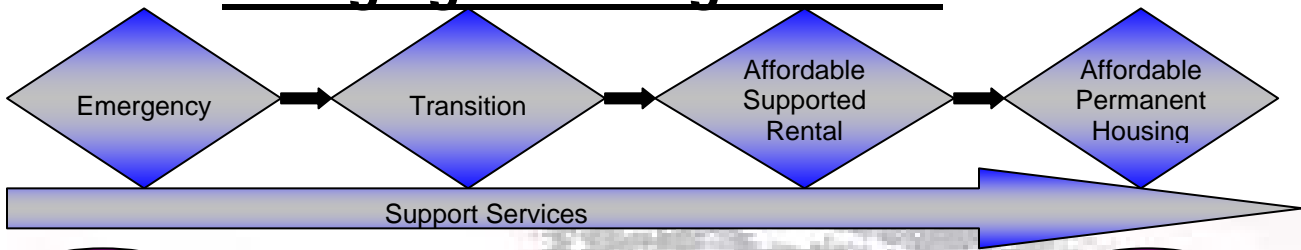
Continue the Implementation of the Housing Continuum

- Increase the supply of innovative, supported and safe and affordable housing options
- Strengthen and sustain appropriate support services.
- Complete the Demonstration Projects (Rental and Ownership) for families with low income.



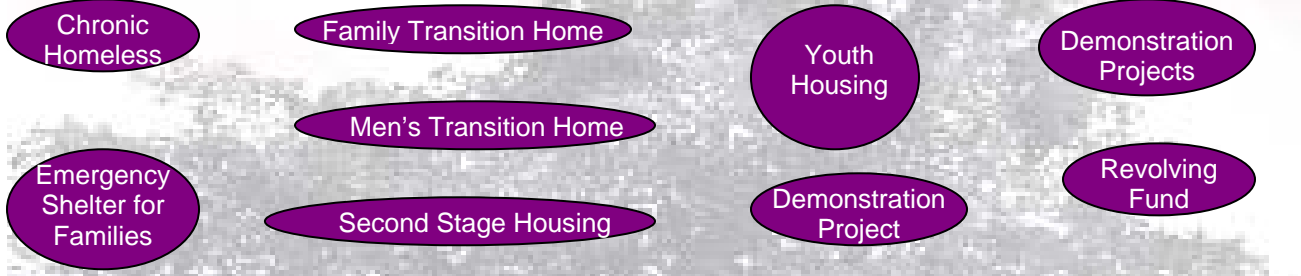
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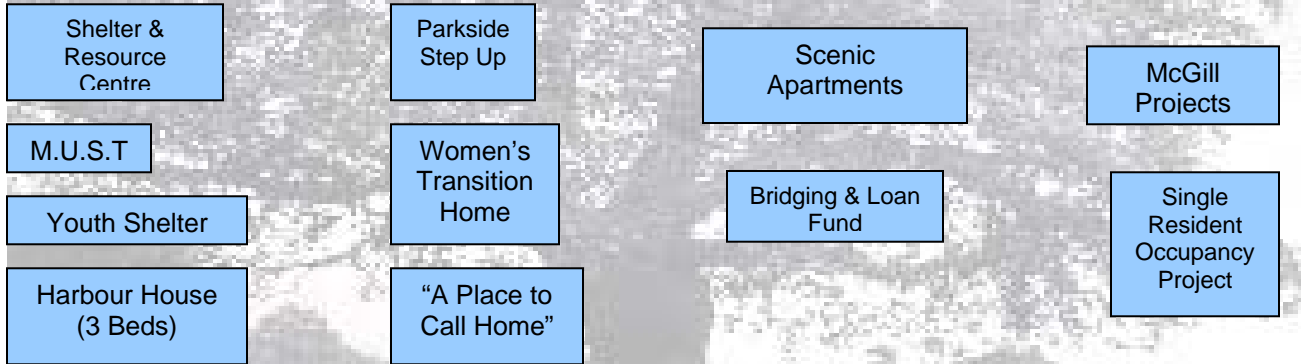


COMMUNITY

PHASE III



PHASE I & II



TASK FORCES



SUB-COMMITTEES

FOUNDATION



EXECUTIVE COMMITTEE

STEERING COMMITTEE

CITY COUNCIL

SOCIAL HOUSING IN ACTION



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Roles & Responsibilities

Federal

The Federal government is responsible for:

- a) setting national standards in order to ensure that all Canadians are provided with reasonably comparable levels of public services; and
- b) providing financial and income support.

Provincial

As stated in the Alberta Urban Municipalities Association (AUMA) Policy Statement of Social Infrastructure (2004), the Provincial government is responsible for:

- a) developing programs/services in keeping with the province’s own distinct realities
- b) cooperating with municipalities in identifying needs
- c) ensuring equity between groups and municipalities

Municipal

Given that a safe and viable community cannot be created through physical infrastructure alone, the Alberta Municipal Government Act clearly states that local governments can include in their mandates social infrastructure considerations.

Part 1, Section 3 (Municipal Government Act)

“The purposes of a municipality are:

- a) to provide good government
- b) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or part of the municipality, and
- c) to develop and maintain safe and viable communities.”

As the Community Entity for the National Housing Framework and Homeless Initiatives, the City of Lethbridge will continue to:

- Act as the managing partner;
- Build collaborative partnerships and strengthen relationships with stakeholders;
- Develop and manage the contract agreements;
- Provide centralized flow of funding and reporting;
- Provide administrative and project coordination; and
- Strengthen community and organizational capacity and development.

Steering Committee

As the Steering Committee of Social Housing in Action, the mandate and purpose is to:

1. Oversee the Implementation of the Community Housing Plan, Raising Roofs: Building Hope Report (2003) and “Bringing Lethbridge Home” Strategic Plan (2005);
2. Provide direction and support as required to oversee the activities of the sub-committees and Task Forces that are appointed to implement the Strategic Plan;
3. Engage the community and ensure community based process is utilized in the implementation of the plans;
4. Ensure the identification of the needs as per the framework and the Continuum of Housing;
5. Prioritize the housing needs as identified by the community and current research;



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6. Ensure the engagement of appropriate protocols and processes to strengthen Aboriginal, New Canadian and Persons with Disabilities participation in the activities of the Social Housing in Action; and.
7. Monitor project outcomes within the continuum of housing framework and ensure appropriate and current improvement plans occur.

Executive Sub-Committee

The mandate and purpose of the Executive Committee is to:

1. Function on behalf of the Steering Committee to oversee the functions of the Sub-Committees and Task Forces
2. Respond to emergent issues when it is neither practical or necessary to convene a meeting of the entire Steering Committee
3. Provide direction, coordination and support to the Sub-Committees/Task Forces
4. Oversee the financial and agreement processes as presented by the funders and the City of Lethbridge;
5. Support and provide the operational direction and the community participation process as required for the implementation of the Community Social Housing Plan, the Strategic Plan;
6. Oversee, monitor and evaluate the implementation of the Strategic Plan; and
7. Develop agendas for the Steering Committee and convene special meetings as required for the successful implementation of the Strategic Plan.

Affordable Housing Sub-Committee

The mandate and purpose of the Affordable Housing Sub-Committee is to:

1. Explore various, feasible and inclusive affordable housing initiatives that will adequately meet the housing needs of low income and those at risk of becoming homeless;
2. Facilitate and coordinate the mandates of the Task Forces that includes the design, selection, and implementation of innovative affordable housing initiatives;
3. Develop and implement a community-based system for the inclusive design and initiation of various affordable housing projects to meet the housing and support need within the community;
4. Initiate a mutually beneficial working relationship with landlords homebuilders, developers, Real Estate Board and to facilitate meeting needs of tenants and homeowners;
5. Promote collaborative affordable housing initiatives and options
6. Coordinate education opportunities for potential and new homeowners, tenants and landlords; and
7. Monitor and report the affordable housing needs within Lethbridge.

Structure & Research Sub-Committee

The mandate and purpose of the Structure and Research Sub-Committee is to:

1. Ensure a structure and process is functional and effective in fulfilling the mandate outlined in the Community and Strategic Plans;
2. Ensure Terms of Reference and Mandates of all the committees and Task Forces are clear with no identified gaps to fulfill the plans;
3. Identify research opportunities and requirements, coordinate research projects, review and monitor the dissemination of results;
4. Ensure all committees and Task Forces have access to required information and results of research;
5. Design and implement a standard process for reporting the activities of Sub-Committees and Task Forces as required;



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6. To monitor trends relating to homelessness and affordable housing and report to Steering Committee on quarterly basis;
7. Ensure an outcome evaluation system is appropriate and effective; and
8. To ensure the ongoing review of sustainability

Public Process and Communication Sub-Committee

The mandate and purpose of the Public Process and Communication Sub-Committee is to:

1. Develop, coordinate and oversee a communication plan throughout the implementation of the Strategic Plan to:
 - o Create public awareness and understanding of homelessness and affordable housing issues in our community;
 - o Be proactive in media relations;
 - o Inform the community and stakeholders of new initiatives and events;
 - o Assist the Social Housing in Action Steering Committee to engage the community and stakeholders; and
 - o Provide direction and effective communication strategies to Social Housing in Action Steering Committee, Sub-Committees and Task Forces as required.
2. Provide the Social Housing in Action Steering Committee, Sub-Committees and Task Forces with direction and strategies for effective public process and communication.

Shelter, Transition and Resource Centre Sub-Committee

The mandate and purpose of the Shelter, Transition and Resource Centre Sub-Committee is to:

1. Ensure appropriate location, design and implementation of the new projects and the support services to meet the needs of the target populations;
2. Develop and implement a community-based system to support transition housing and second stage housing that resolves social and housing needs through pre-shelter, emergency and transition housing;
3. Oversee the implementation of the Task Forces for identified projects;
4. Monitor the outcome evaluation of the Resource Centre and other contracted services for Emergency Shelter and Transition housing;
5. Assist the Shelter, Resource Centre, Transition Homes and Emergency Youth Shelter in development and implementation of a sustainability plan; and
6. Ensure outcome evaluation is integrated within all levels of supported programs.



Goals, Strategies & Anticipated Outcomes

Aligned with the Vision, Mission, Beliefs and Guiding Principles, the following goals and strategies will be implemented (2006-2011):

1. Decrease the number of people living on the streets, in the coulees and in the Emergency Shelters.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
<p>A. Adopt a city wide “ending homelessness” approach by ensuring an adequate supply of appropriate, safe and affordable housing options with support services;</p> <p>B. Increase number of emergency shelter beds to for the chronic aging homeless and homeless families. Adjust the number of emergency shelter beds downward as the need decreases;</p> <p>C. Ensure the homeless have access to appropriate shelter and provide the necessary support services to promote empowerment, independence and self-reliance;</p> <p>D. Reduce the number of homeless people and those at risk of being homeless through a combination of appropriate and accessible services;</p> <p>E. Strengthen the outreach services through M.U.S.T.; and</p> <p>F. Increase access to appropriate community resources to reduce and prevent homelessness</p>	<p>Steering Committee Shelter, Transition & Resource Centre Committee</p> <p>Affordable Housing Committee</p> <p>Public Process & Communication Committee</p>	<p>1. Homeless Count Reflects annual decrease of homelessness.</p> <p>2. Increased awareness of community resources</p> <p>3. Increased utilization of the Resource Centre services</p> <p>4. Shelter beds and services for homeless families and chronic homeless.</p>	<p>1. Number of Homeless as per the Homeless Count</p> <p>2. Utilization of Resource Centre</p> <p>3. Number of people access the Shelters and Resource Centre</p> <p>4. Increased stock of housing that is safe, affordable and geared towards the clients needs</p>



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2. Assess, prioritize and address gaps and housing needs as identified by our citizens, services providers and community.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
A. Conduct and coordinate research and outcome evaluation initiatives; B. Develop and implement a Communication and Advocacy Plan to disseminate information and create awareness of housing needs in the community; C. Host forums and provide opportunities that engage the community; D. Identify priorities and action plans required to reduce and prevent homelessness; and E. Identify housing and support service assets, needs and gaps.	Structure & Research Public Process & Communication Committee	1. Understanding the profile of homelessness 2. Community is engaged and aware of housing needs, assets and gaps and required initiatives 3. Informed SHIA committees to reduce and prevent homelessness and its impact 4. Increase circulation of Newsletter	1. Number of Vacancies 2. Number of Community Forums and participants 3. Number of Participation Levels by community members 4. Readership of website and newsletter

3. Implement and maintain a current community social housing plan aligned with the community based process.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
A. Implement and maintain the housing framework and continuum B. Provide opportunities for evaluation and community consultation; and C. Ensure diverse community participation in the community based organization from all stakeholder sectors	Steering Committee Executive Committee Public Process & Communication	1. Diverse, committed membership of SHIA, Sub-Committees and Task Forces 2. Current Community And Strategic Plan to end homelessness	1. Number of vacancies from sectors & stakeholders 2. % participation in SHIA



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4. Provide direction and support to oversee the strategic implementation of the subcommittees required to implement the plan and continued evaluation of overall strategic direction.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
A. Implement the framework and organizational structure and process of SHIA; B. Review Membership of the Steering Committee and adjust to reflect diverse Stakeholders C. Provide Fiscal Stewardship; D. Monitor process, progress and outcomes; and E. Evaluate, identify and implement best practises.	Steering Committee Executive Committee Structure & Research	1. Effective and engaged committees 2. Best Practices identified and implemented 3. Alignment of Sub Committees with Strategic Plan	1. Attendance and participation in SHIA 2. % of targets achieved 3. Recognition and report of best practices at local, provincial and national level

5. Increase community awareness and education of the overall impact of homelessness, status and outcomes of community initiatives through strengthening the following:

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
A. Newsletter B. Website C. Research and information dissemination (housing needs, assets and gaps including waiting lists) D. Social marketing campaign E. Conduct Neighbourhood consultations/forums to reduce the impact of NIMBY (Not in my Backyard) F. De-mystify homelessness and define the benefits of safe and affordable housing	Public Process & Communication Committee Structure & Research Committee	1. Less resistance to housing initiatives 2. Increased community support for housing options 3. Increased understanding of the complexity of homelessness 4. Community Support of the Strategic Plan	1. Number of community presentations/forums/consultations 2. Number of requests for information and consultation 3. Community survey and response 4. Number of Community Initiated Solutions



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6. Continue the implementation of the housing continuum and appropriate support services. Plan and implement the following:

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
A. Shelter for the Aging Chronic Homeless B. Emergency Shelter for Families C. Family Transition Home D. Men’s Transition Home E. Second Stage Housing (from Harbour House) F. Supported Housing for Youth G. Implement Affordable Housing Demonstration Projects (utilizing all sources of funding including the revolving fund) including affordable home ownership H. Implement and Evaluation the impact of Rent Supplement Program (City of Lethbridge)	A-F: Shelter, Transition & Resource Centre Committee G & H: Affordable Housing Committee	1. Implemented Task Forces 2. The creation and fulfillment of the Strategies outline by the Task Forces 3. Completed Projects 4. Increased home ownership within targeted income levels.	1. Number of people living in appropriate housing 2. Decrease in Emergency Shelter and Youth Shelter utilization 3. Number of new incentives outside of Demonstration Projects 4. Decreased re-admission to Emergency Shelters 5. Homeless Count continuously decreases.



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7. Preserve and increase the supply of affordable housing and promote sustainable neighbourhoods.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
<p>A. Engage and provide a guide to the community (diverse funders, planners, community, builders and developers, faith community, business, landlords, citizens and volunteers) to take ownership to end homelessness through access to safe and affordable housing options;</p> <p>B. Build partnerships with the private sector and stakeholders;</p> <p>C. Define and implement appropriate Affordable Housing Policy and the required projects;</p> <p>D. Continue the implementation of the Affordable Housing: Strategies for our Community;</p> <p>E. Lobby for timely access to available provincial and federal grants;</p> <p>F. Implement an education and awareness campaign to cultivate community support for affordable housing development and promote options; and</p> <p>G. Complete Demonstration Projects.</p> <p>H. Implement the H.O.M.E. Program</p>	<p>A: Public Process & Communication</p> <p>B: Steering, Affordable Housing</p> <p>C: Affordable Housing Committee</p> <p>D: Affordable Housing Committee</p> <p>E: Steering Committee</p> <p>F: Affordable Housing Committee, Public Process & Communication Committee and Structure & Research Committee</p> <p>G: Affordable Housing Committee</p>	<p>1. Sustainable neighbourhoods with mixed housing;</p> <p>2. New initiatives for affordable housing from public and private sectors</p> <p>3. Increased funding for affordable housing and home ownership</p> <p>4. Identified Best Practices to ensure sustainability</p> <p>5. Increased home ownership opportunities</p> <p>6. H.O.M.E. Program results in crease in home ownership</p>	<p>1. More affordable housing units</p> <p>2. More private sector involvement</p> <p>3. Increased initiatives outside of SHIA</p> <p>4. Stable occupancy</p> <p>5. More diverse communities</p> <p>6. Participation rates in H.O.M.E. program and % own homes after 1 year, 2 years</p>



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8. Strengthen and support partner agencies and stakeholders that contribute service for homeless people and those at risk of homelessness.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
<p>A. Enhance existing programs and increase the capacity and sustainability of agencies within the community to further implement the housing continuum (Wood’s Homes, YWCA Harbour House, Women’s Transition Home, Lethbridge Shelter & Resource Centre, Lethbridge Housing Authority);</p> <p>B. Promote self-care and wellness for individuals within organizations that serve the homeless and at risk populations</p> <p>C. Support Not-For- Profit organizations championing new initiatives and ensuring the programs and services are coordinated;</p> <p>D. Strengthen and promote collaborative partnerships with all sectors of the community;</p> <p>E. Integrate, redesign and improve support service delivery systems to increase the ability and accessibility to rapidly house and re-house people who become homeless;</p> <p>F. Increase opportunities for the homeless and at risk people to increase their income through community economic development, employment and appropriate access to support services;</p> <p>G. Lobby and advocate for appropriate, sustainable and predictable funding for community based initiatives;</p> <p>H. Organize and deliver best practise and organizational development education sessions;</p> <p>I. Support and strengthen the capacity of agencies in growth and organizational development initiatives;</p> <p>J. Encourage and support agencies in innovative and evidence based practise; and</p> <p>K. Continue implementation of outcome evaluation and quality improvement strategies.</p>	<p>Steering Committee & All</p>	<p>1. Increased sustainability of partner agencies</p> <p>2. Increased communication between SHIA and community stakeholders</p> <p>3. Workshops and compliance with self-care</p> <p>4. Decreased time spent in emergency shelters</p> <p>5. Collaboration with perspective employers</p> <p>6. Increased community economic development initiatives</p>	<p>1. Sustainable Service Providers with predictable funding</p> <p>2. Number of Agencies with Strategic Business Plans</p> <p>3. Number of new initiatives</p> <p>4. Job Satisfaction and retention rates</p> <p>5. Increased Employment rates</p>



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9. Increase Lobbying and advocacy efforts at the local, provincial and federal levels.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
<p>A. Identify opportunities, barriers and challenges encountered in to implement the Housing Continuum.</p> <p>B. Provide the community, City Council, Provincial and Federal Representatives regular progress reports, outcomes of initiatives and quality improvement initiatives;</p> <p>C. Maintain and strengthen investment in positive relationships and partnerships with:</p> <ul style="list-style-type: none"> i. MLA & MP ii. Senior Officials iii. Funders and Partners iv. Alberta Real Estate Foundation v. Local Real Estate Board <p>D. Continue Participation in:</p> <ul style="list-style-type: none"> i. Inter-City Forum on Social Policy & Homelessness ii. NHPOT – National Housing Policy Options Team iii. FCM – Federation of Canadian Municipalities iv. Alberta Housing Coalition v. Canadian Housing Renewal Association vi. AUMA – Alberta Urban Municipalities Association <p>E. Maintain City of Lethbridge as the Community Entity</p>	<p>Steering Committee</p> <p>Community & Social Development Group</p>	<ol style="list-style-type: none"> 1. Increased ability to communicate success and influence policy 2. Predictable and sustainable funding for initiatives 3. Increased new incentives that are in line with Community assets, needs and the SHIA Strategic Plan (2006-11) 4. People experience reduced barriers to access the “right” housing and support services 5. Provincial & Federal alliance and support to “end homelessness’ 	<ol style="list-style-type: none"> 1. Quality and volume of participation 2. Vacancy Rates for Affordable Housing 3. Predictable and sustainable funding is maintained <ul style="list-style-type: none"> o Provincial o Federal



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10. Nurture and value diversity and inclusiveness as it relates to “ending homelessness”.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
<p>A. Ensure the engagement of appropriate protocols and process to strengthen relationships and participation with:</p> <ul style="list-style-type: none"> ○ Aboriginal people, ○ New Canadians, ○ Persons with disabilities. ○ Youth <p>B. Engage Aboriginal Housing in Action</p>	<p>Structure & Research All</p>	<ol style="list-style-type: none"> 1. Decreased waiting lists for affordable housing 2. Social Housing in Action reflects the diversity in the community. 3. Reduced barriers for people accessing housing and services 4. Cultural diversity is a community norm 	<ol style="list-style-type: none"> 1. Diverse community participation 2. Decrease number of people on waiting lists 3. Decrease number of people identified in homeless count.

11. Improve the overall health and social well-being of the homeless and at risk children youth, adults and families through the successful implementation of the housing continuum and addressing root causes of homelessness.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
<p>A. Lobby and advocate for appropriate, accessible mental and physical health care among homeless people;</p> <p>B. Work collaboratively with the Community & Social Development Committee to further implement the Social Policy</p> <p>C. Strengthen initiatives at provincial and federal levels to “end homelessness”;</p> <p>D. Lobby and advocate for increased timely access to substance abuse treatment, mental health, employment initiatives and family resource support services</p> <p>E. Ensure appropriate community support systems are in place;</p> <p>F. Continue the implementation of the inter-disciplinary service delivery at the Resource Centre; and</p> <p>G. Strengthen the role of M.U.S.T. as outreach support service</p> <p>H. Foster Multi-service Partnerships</p>	<p>A & B Steering Committee B-H: Shelter Transition & Resource Centre</p>	<ol style="list-style-type: none"> 1. People access appropriate services 2. Services are available, appropriate, accessible and timely 3. Increased understanding of the impact of homelessness on the economy, health and justice systems and community. 	<ol style="list-style-type: none"> 1. Quality of life indicators are improved 2. Improved client outcomes 3. Implementation of Social Policy 4. Continued Support to address root causes of homelessness while appropriately sheltered.



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12. Continue to develop and implement evidence based Best Practices.

Strategy	Committee Action	Anticipated Outcomes	Indicators of Success
A. Research strategies and Best Practices to minimize the impact of NIMBY (Not In My Back Yard) B. Implementation of the Good Neighbour Communication Plans C. Engage experts throughout the implementation of the housing Continuum D. Conduct research and outcome evaluation E. Implement Best Practices in the implementation of the Housing Continuum and Support Services	Structure & Research Committee All	1. Maximized positive neighbourhood impact of various housing projects	1. Positive impact of meetings/consultations in neighbourhoods 2. Impact and evaluation of housing projects 3. Satisfaction living in integrated mixed use neighbourhoods.



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Evaluation

Ongoing monitoring, evaluation and continuous improvement is required to fully implement “Bringing Lethbridge Home”. SHIA, through the Structure & Research sub-committee will also conduct formal evaluations at the end of each funding period. These will include Outcome Evaluations, Financial Audits and adjustments to the Strategic Plan.

Federal & Provincial Programs

National Homelessness Initiative

The National Homelessness Initiative (NHI) assists governments and community organizations to come together and alleviate homelessness. By encouraging innovative and progressive cooperation, this approach is supporting long-term local solutions to address homelessness. (http://www.homelessness.gc.ca/home/index_e.asp)

Canada-Alberta Affordable Housing Program

Alberta Seniors and Community Supports facilitates the development of affordable housing in high-growth, high-need communities and northern remote areas of the province through two initiatives: the Affordable Housing Partnerships Initiative (AHPI) and the Sustainable Remote Housing Initiative (SRHI). The AHPI provides stable, affordable housing for low-income families and individuals with special needs and the SRHI provides people in remote northern communities access to safe, adequate and suitable shelter.

These initiatives were announced as part of the Canada-Alberta Affordable Housing Program Agreement signed between Alberta Seniors (now Alberta Seniors and Community Supports) and the Canada Mortgage and Housing Corporation June 24, 2002. (http://www.seniors.gov.ab.ca/housing/affordable_housing/affordablehsg_initiatives/index.asp)

Affordable Housing Partnership Initiative

The Affordable Housing Partnerships Initiative (AHPI) resulted from the Canada-Alberta Affordable Housing Program Agreement being signed between Alberta Seniors (now Alberta Seniors and Community Supports) and Canada Mortgage and Housing Corporation on June 24, 2002.

The Affordable Housing Partnerships Initiative provides capital grants to assist in the construction of new affordable housing projects, major renovations to convert existing non-housing projects into housing, or undertake major restoration of existing housing stock to accommodate low and moderate-income working households.

Alberta Seniors and Community Supports encourages municipalities (or organizations representing or authorized by the municipality) to support proposals for funding under this initiative. Parties interested in preparing affordable housing proposal applications are requested to work with their local municipality to ensure their project addresses local needs. (http://www.seniors.gov.ab.ca/housing/affordable_housing/affordablehsg_initiatives/initiative_info/index.asp)



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Appendix I – Definitions

Chronic Homelessness - An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more or has had at least four (4) episodes of homelessness in the past three (3) years.

Homeless - A person is considered homeless only when he/she resides in one of the places described below:

- In places not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings (on the street).
- In an emergency shelter.
- In transitional or supportive housing for homeless persons who originally came from the streets or emergency shelters.
- In any of the above places but is spending a short time (up to 30 consecutive days) in a hospital or other institution.
- Is being evicted within a week from a private dwelling unit and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.
- Is being discharged within a week from an institution, such as a mental health or substance abuse treatment facility or a jail/prison, in which the person has been a resident for more than 30 consecutive days and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.
- Is fleeing a domestic violence housing situation and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.

Sub-Population Definitions

General Groups:

At Risk Homeless

Family - Family is defined as any of the following: Minor parents with child(ren); one or more adults with legal custody of minor child(ren); a couple in which one person is pregnant; grandparents or others who are legal guardians with child(ren) present; multi-generational families with grandparents, parents (adult child) and minor child(ren).

Individual - A person over age 18, not accompanied by minor child(ren).

Specific Groups:

Domestic Violence, Families - Families that are homeless due to an abusive partner. The abuse could be physical, mental, or emotional. The cause of the family homelessness or housing instability must be related to domestic violence.

Domestic Violence, Individuals - Individuals who became homeless because of an abusive partner or guardian. The abuse could be physical, mental, or emotional.



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Dually Diagnosed, Individuals - Individuals who are substantially limited in one or more major life activity by mental illness and alcohol or drug addiction. Persons with other diagnoses qualify under multiple diagnoses.

Elderly Homeless - An elderly homeless individual is 65 years old or older.

Homeless Emancipated Foster Youth - Young adults who have reached majority age (18 years), were in the foster care system and who now have no other home.

Individuals with Disabilities - A person has a disability if she or he has at least one of the following: (1) has a physical or mental impairment that substantially limits a major life activity, (2) has a record of such an impairment, or (3) is regarded as having such an impairment.

Individuals with multiple diagnoses - Individuals whose ability to live independently is impaired by two or more of the following conditions: Physical disability (including HIV/AIDS), mental disability, substance abuse. This may include a diagnosis of multiple physical disabilities, multiple mental disabilities, or the combination of the two.

Mentally Ill, Families - Families in which at least one member is substantially limited in one or more major life activity by mental illness, based on confirmed clinical diagnosis, or initially by referral or staff assessment and later confirmed by clinical diagnosis.

Mentally Ill, Individuals - Individuals substantially limited in one or more major life activity by mental illness based on confirmed clinical diagnosis, or initially by referral or staff assessment and later confirmed by clinical diagnosis.

Substance Abuse, Individuals - Individuals who have acknowledged addiction problems related to alcohol and drug use and who seek services or housing to support their sobriety.

Youth 12-24 - Unaccompanied persons, age 12 to 24. Youth may have run away or were forced out of their home and are not in the company of a parent or guardian, and who may or may not be legally emancipated.

Adapted from: Bring LA Home Definitions