

**York Region's
Community Plan
to Address Homelessness
UPDATE - 2003**

December 2003

*Prepared for York Region's Community Planning Group
By Christine Pacini and Associates Inc.*

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1. Introduction & Background

York Region's Community Plan to Address Homelessness - Update (the Update) has been developed in response to the extension of the Supporting Communities Partnership Initiative (SCPI).

1.1. Overview of SCPI Initiative

The Government of Canada announced on December 17, 1999 that \$753 million would be invested over three years in a strategy to reduce and prevent homelessness across Canada. The Supporting Communities Partnership Initiative (SCPI) builds on the successful past experiences of all levels of government. This initiative recognizes that no single level of government or sector of our society can solve homelessness and it encourages new partnerships to be formed with all levels of government, as well as private and volunteer sectors.

SCPI recognizes that the particular problems of the homeless vary from community to community. Therefore, a community-based approach has been taken which will enable community service providers in a particular community to work together to jointly plan, prioritize activities and recommend how funds should be disbursed. The development of a Community Plan for Homelessness and this Update are crucial tools in achieving this objective.

The program was originally established to run between April 1, 2000 and March 31, 2003. York Region received \$1,635,000 for the first three year period of the initiative. In addition, York Region under the federal government's Youth Employment Strategy received \$90,741 per year for this three year period.

In July 2003, York Region received confirmation from the federal government that the program would be extended for the period April 1, 2003 to March 31, 2006. The Region was allocated \$1,626,865 for the second three year period of the initiative. A requirement of receiving funding is the completion of a Community Plan Update.

1.2. Purpose of the Community Plan Update

The Update is intended to provide a focal point for joint community action and to achieve the following objectives:

- To give community service organizations a framework within which to work together to achieve common goals;

- To assist the community to make the best possible use of scarce resources by reducing overlap and duplication;
- To enable the community to evaluate its progress in reaching its shared objectives; and,
- To set a common vision for the identification of matching funding for SCPI funds.

1.3. *Format of the Update*

The Update covers the following key topics:

- Geographic Area
- Community Plan Development and Implementation
- Overall Objectives
- Supports to Sustainability – Partnerships & Community Capacity Building
- Communication Strategy
- Assets and Gaps
- Priorities
- Community's Contribution
- Evaluation Strategy

2. Geographic Area

The geographic area targeted by the Community Plan lies within the boundaries of the Region of York, including the municipalities of Aurora, East Gwillimbury, Georgina, King, Markham, Newmarket, Richmond Hill, Vaughan and Whitchurch-Stouffville.

The geographic area of York Region covers 1,756 square kilometers (678 square miles) that stretches from Steeles Avenue in the south to Lake Simcoe and the Holland Marsh in the north. The total estimated community population that will be covered by the updated Community Plan is 842,000. This is a 2003 estimate provided by the York Region Planning Department.

The geographic area targeted by the Update remains the same as that targeted by the original plan.

3. Community Plan Development & Implementation

Every attempt was made to ensure that the planning process was representative of the views and needs of all stakeholders.

The Community Planning Group provided overall guidance and stakeholders across the Region had several opportunities to participate in identifying priority issues and target areas. The process for developing this plan is described in the following.

3.1. *Establish Community Planning Group*

The Region of York, in consultation with the York Region Alliance to End Homelessness (known as The Alliance), identified community members to form the Community Planning Group. Many of the members participating in the preparation of the Update were part of the original Community Planning Group. The Terms of Reference for the group were updated from those first established in 2001 to reflect the requirements of the Update.

The members of the Community Planning Group are as follows:

Shelters:	Monica Auerbach	Transitional and Supportive Housing Services of York Region (TSHSYR)
Public Health:	Cathy White	York Region, Public Health
Mental Health:	Colleen Zakoor	Canadian Mental Health Association (CMHA) – York Region
	Krista Binkle MacKinnon	Krasman Centre
Women:	Patti Bell	Sandgate Shelter for Womens' shelter of Georgina
Youth:	Marg Campbell	Pathways for Children, Youth and Families of York Region
Police:	Deputy Chief Harridge	York Region Police
Private Sector:	Carmen Cornacchia	Prime Imaging Products

Offenders/ Ex-offenders/ Tenants/etc:	Dennis Bailey	Community Legal Clinic of York Region
Refugees/ Immigrants:	Stephen Lam	Catholic Community Services of York Region
Homeless Individuals/ Families	Valerie Gillingham	York Region, Community Services and Housing, Homelessness Programs
Human Services Planning Coalition	Craig Piper	York Region, Human Services Planning
Regional Municipality of York	Catherine Frid	York Region, Community Services and Housing, Program Funding and Communications
	Christina Harding	York Region, Community Services and Housing, Senior Policy Analyst
	Sylvia Patterson	York Region, Community Services and Housing
HRSDC:	Stacey Morning	Human Resources and Skills Development Canada

3.2. *Process for Development of the Update*

A work plan was developed for the preparation of the plan, including identifying key points when material would be presented to the Alliance for input.

York Region's Community Plan to Address Homelessness was updated during the period August to November 2003. The following outlines the process undertaken to update the plan.

a) Hire Facilitator

The Region hired a facilitator, Christine Pacini and Associates Inc., to assist the Community Planning Group in updating the plan, including facilitating meetings and preparing the Update template and supporting documents. Christine provided continuity to the community planning process as she facilitated the preparation of York Region's initial Community Plan.

b) Consult with Alliance

Consultation with the York Region Alliance to End Homelessness continued to be an important consideration in the updating of the Community Plan. The Alliance is a group of more than 60 individuals representing over 30 different agencies/organizations in York Region who meet on a monthly basis to understand, plan and co-ordinate activities related to homelessness and social isolation in York Region.

The Alliance was involved in the process of updating the plan by suggesting new members of the Community Planning Group, reviewing the work plan for updating the Community Plan and reviewing and providing input into the draft Update.

c) Undertake Working Sessions

The Community Planning Group met on four occasions during the three month period to review the work plan; undertake a detailed review of the assets and gaps; review and update objectives, priorities, target areas, and funding priorities; review and comment on the draft Update.

d) Review Existing Documents

Some studies relevant to homelessness in York Region have been undertaken since the original plan was prepared. The following documents were reviewed as part of the Update:

- Region of York Emergency Housing Study, October 18, 2001 (prepared by Jim Ward Associates)
- Youth Homelessness in the 905: An Evaluation of the Services at Pathways' Home Base Youth Drop-in Centre, July 2003 (prepared by Kelly N. Cameron, Yvonne Racine and Dr. David R. Offord)
- Evaluation of the Region of York Homelessness Prevention Program, December 2002 (prepared by Campbell Research Associates)

Other information which informed the Update includes 2001 Census Data and information from various Regional departments, including Community Services and Housing and Human Services Planning Branch.

e) Incorporate Preliminary Findings of Preventing Homelessness in York Region – Understanding the Challenge

The Region recently evaluated a range of Homelessness initiatives, including those funded under the SCPI program. The evaluation involved interviews of representatives of 13 different agencies that had sponsored 22 initiatives. In addition, a number of focus groups were conducted with homeless/at risk individuals, including families, women, youth, seniors, men, people with mental illness, and people with disabilities. Preliminary findings from the interviews and focus groups were incorporated into the Update.

f) Survey Primary Community Agencies Serving Homeless

Between August and October 2003, more than 30 community agencies were approached to provide the Community Planning Group with supplementary information on the current demand for supports and services for homeless individuals and those at risk of homelessness, as well as the identification of any gaps in supports or services.

g) Obtain Input from Aboriginal Organizations

A representative from the Chippewas of Georgina Island First Nation was involved in the preparation of the original Community Plan. In Spring 2003, as part of the evaluation of homelessness programs and services in York Region, it was proposed to the Chippewas of Georgina Island First Nation that a focus group be held to discuss issues specific to the Aboriginal community. The First Nation declined participating in such a group citing a lack of homelessness within the community as their reason.

The Community Planning Group was not able to identify any other local organization representing Aboriginal people; as a result, the Group approached HRSDC for assistance in identifying organizations which could assist the Community Planning Group in their efforts to involve the Aboriginal community in the development of the Update. Three Aboriginal organizations were approached for input into the development and implementation of the Update: Barrie Anishnabe Homeless Coalition (Kim Sandy), The Enahtig Healing Lodge and Learning Centre, Midland (EMHI) (Yvon Lamarche) and Barrie Area Native Advisory Council (BANAC).

Kim Sandy (Barrie Anishnabe Homeless Coalition) met with the Community Planning Group to explain the process that was undertaken by the Aboriginal community in Simcoe County for the development of their Community Plan. Although York Region does not have any community-based, off-reserve organizations representing Aboriginal people (five exist in Simcoe County),

the Community Planning Group identified some opportunities for further involvement of York's Aboriginal residents in the community planning and implementation process.

Yvon Lamarche is the Project Co-ordinator of EMHI. He provided comments on the first draft of the Update from the Aboriginal perspective, although he was not able to give insight into York Region's Aboriginal issues as he is from Simcoe County. The Community Planning Group incorporated Yvon's comments into the final draft of the Update, as appropriate.

York Region staff plan to meet with BANAC to discuss possible partnerships in the implementation of the Community Plan Update.

h) Obtain input from Youth or Youth Serving Organizations

Several individuals from various organizations involved in serving Youth throughout York Region were involved in preparation of the Community Plan Update. Of these six individuals, five were also involved in the preparation of the original plan. The following is a list of the people involved and the organization which they represent.

Marg Campbell	Pathways for Children, Youth and Families of York Region
Monica Aurbach	Transitional and Supportive Housing Services of York Region
Cathy White	Public Health
Patti Bell	Sandgate Women's' Shelter of Georgina
Dennis Bailey	Community Legal Clinic of York Region
Colleen Zakoor	Canadian Mental Health Association – York Region

Additional input was obtained through a focus group held with a number of youth who were homeless or had been homeless. Focus group participants were asked to identify what they felt were the gaps in service for youth who are homeless or at risk of homelessness. This information has been incorporated in the Community Plan Update.

An informal discussion session was also held with a number of youth participating in programs at the Newmarket Youth & Recreation Centre. They were asked for their feedback on the gaps identified for youth services in the first draft of the Update. Their feedback was incorporated into the final draft of the Update.

And finally a research paper entitled *Youth Homelessness in the 905* (Fall 2003), was used to help inform the Community Plan Update. The research paper surveyed

youth in York Region who used the Pathways' Home Base Youth Drop-In Centre. The paper documented the characteristics of youth using the drop-in centre and the factors contributing to their homelessness or risk of homelessness; determined the needs of the youth and related supports required; evaluated current services supplied by or through Pathways and identified gaps in services.

i) Review Draft Community Plan Update and Finalize Update

A draft Community Plan Update was prepared and input was obtained from the Alliance to End Homelessness in York Region, relevant York Region staff and HRSDC. The Update was finalized based on comments from all parties.

3.3. *Process for Implementation of the Update*

The Community Plan Update was endorsed by the Alliance to End Homelessness in York Region, and the Region and HRSDC, staff from the Community Services and Housing Department will be responsible for implementing the Update. Implementation of the Update will involve preparing and administering the Request for Proposal process to allocate SCPI funds, coordinating the activities of the Community Advisory Board, undertaking the communication strategy, monitoring the implementation of the Update throughout the funding period, evaluating the results once the SCPI funds have been spent, and overall administration and management of SCPI within York Region.

It is anticipated that the Community Plan Update will be a catalyst for action by community agencies, funders and government. It is also an important tool for the community to advance its way of thinking about homelessness. Most agencies involved in providing services in the Region will use the Update to improve service delivery, as they did when the Community Plan to Address Homelessness was released in 2001. Community agencies will review the gaps identified in the Update and find ways for their agency to address the gap, either by changing the way they provide their service, partnering with other agencies, or requesting new funding dollars to address the gap. Agencies may also use the information in the Update to support their funding requests and to obtain information about services provided by other agencies.

a) Community Advisory Board

A Community Advisory Board (CAB) has been established to develop evaluation criteria for proposals for funding based on the principles outlined in the Update and to make recommendations to the Region (Community Entity) for funding allocations under SCPI. The Community Advisory Board is comprised of a minimum of five members from community funding, planning and interested agencies and stakeholders. CAB is an objective, arms length body which does not include agencies that might apply for funding.

b) Aboriginal Organizations

As previously mentioned York Region does not have a local Aboriginal community organization which could be involved in the implementation of the Update, other than the Chippewas of Georgina Island First Nation. As noted above, representatives from Georgina Island have indicated that homelessness is not an issue on the island. In lieu of input from a local organization representing Aboriginal people, York Region will work with organizations in nearby Simcoe County to ensure that, where possible, Aboriginal people are involved in the implementation of the Update. The two organizations which have been approached for assistance are Barrie Area Native Advisory Council and Barrie Anishnabe Homelessness Coalition.

In addition, as part of the implementation process, a focus group with Aboriginal people working in the community will be held. Representatives from York Region Police, Sandgate Shelter, York Region District School Board and other community groups including BANAC and the York Region Native Women's Association have agreed to participate in the discussion.

Further, all community agency proposals for SCPI funding will need to articulate in their proposal how they intend to involve Aboriginal people in the implementation of their initiative, as well as its evaluation.

c) Youth and Youth Serving Organizations

Youth serving organizations which will be involved in the implementation of the Update include Pathways, Canadian Mental Health Association, Transitional and Supportive Housing Services of York Region, Public Health, Community Legal Clinic and other community agencies providing services to youth. These organizations, which provide supports and services to youth, will continue to share their experiences and findings about the needs of youth in York Region throughout the implementation process. In addition these community organizations will involve youth in helping them to develop proposals for funding, as appropriate, and will also provide assistance to youth-lead groups interested in accessing funding.

All community agency proposals for SCPI funding will need to articulate in their proposal how they intend to involve youth in the implementation of their initiative, as well as its evaluation.

4. Objectives & Principles of the Community Plan

The Community Planning Group established a set of objectives and principles of the Community Plan that are in keeping with the SCPI objectives. As part of the Update, the Community Planning Group reviewed the objectives and principles and made revisions to them based on the community's experience addressing homelessness during the last two years.

4.1. Objectives

The goal of the Update is to build upon the long-term strategies to address homelessness issues identified by the York Region Homelessness Task Force. The community's objectives are supportive of the Government of Canada's long-term objectives on homelessness and contribute to the sustainability of community efforts. The objectives that York Region hopes to achieve by March 31, 2006, through the implementation of the Community Plan Update are:

Short-term Objectives (2003 to 2005)

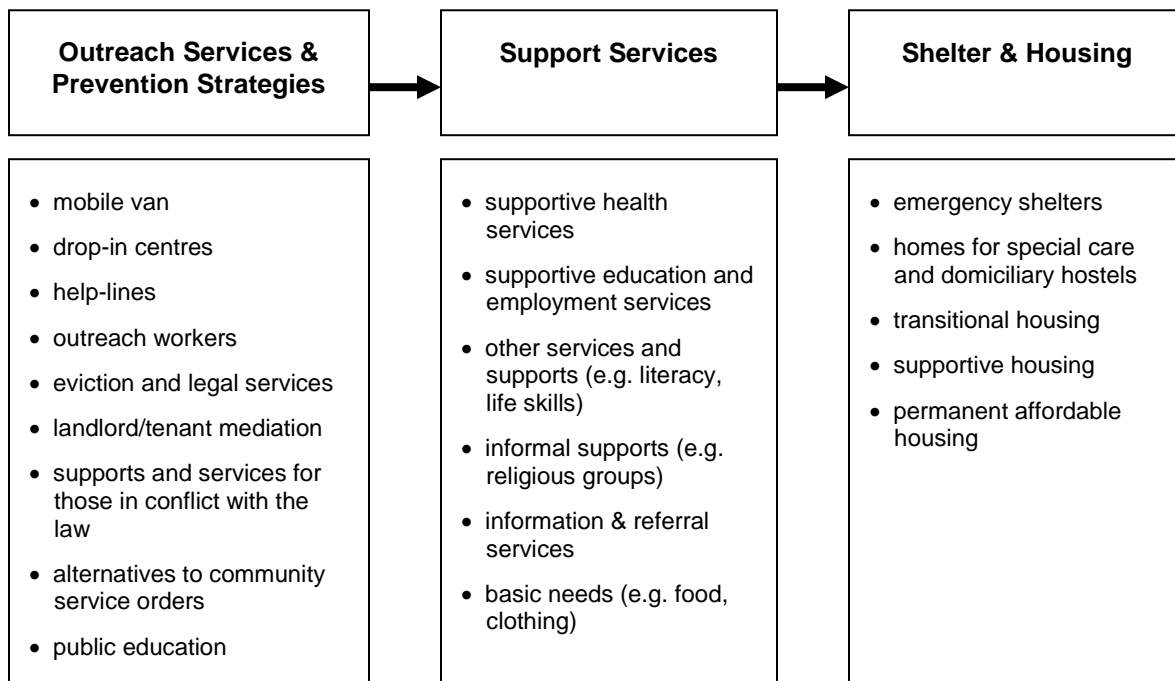
- 1) to alleviate the hardship of those who are absolutely homeless by increasing, for example, the number of beds available in shelters (either directly, by providing alternative housing for current long-term shelter residents, or directly by providing additional shelter space) and supports;
- 2) to promote a "continuum of supports" approach to reducing homelessness;
- 3) to strengthen the capacity of the community to serve homeless people and those who are at risk of homelessness;
- 4) to reduce homelessness by bringing community service providers together to develop plans that address all the needs that are common to homeless people;
- 5) to address the issue of homelessness at a community level by promoting the development of collaborative processes and broad-based partnerships among all stakeholders---e.g. the private, non-profit and voluntary sectors, labour organizations and all levels of government; and
- 6) to develop a base of knowledge, expertise and data about homelessness and share it among all concerned parties and the general public.

Long term objectives have also been identified that will guide the community in planning the way in which it addresses homelessness. These objectives are as follows:

Long-term Objectives (5 Years +)

- 1) to ensure that no individuals are involuntarily on the streets by providing sufficient shelters and adequate supports;
- 2) to significantly reduce the number of individuals requiring emergency shelter and transitional and supportive housing by providing, for example, sufficient health services, low-cost housing, discharge planning, early intervention and prevention strategies;
- 3) to help individuals move from homelessness to self-sufficiency;
- 4) to help communities strengthen the capacity to address the needs of their homeless population; and,
- 5) to improve the health, social and economic well being of people who are homeless or at risk of becoming homeless.

The “continuum of supports” approach has three basic categories. The categories and examples of supports and services that fall into these categories are as follows:



4.2. Principles

During the development of the Update, the Community Planning Group reviewed the list of principles used to guide the selection of proposals funded under the original Plan. Some revisions have been made to the principles based on the experiences of the original Plan, changes which have occurred in the Region, and the review of assets and gaps.

The Community Planning Group has endorsed the following principles for the Update (2003-2006).

Overriding Principle

It is recognized that SCPI is limited, one-time funding available to the community and that to use these limited funds in the most effective manner, activities funded by SCPI should leave a legacy of strength in the sector. The legacy does not need to be bricks and mortar. The legacy could be lessons learned or new knowledge which could be shared amongst community agencies in York Region.

Initiatives funded under SCPI should address as many of the following principles as possible:

- 1) have the goal of preventing homelessness and addressing the conditions that put people at risk of homelessness;
- 2) mitigate the reality of poverty of the homeless or those at risk of homelessness through initiatives aimed at increasing access to adequate income;
- 3) address the continuum of supports approach to meeting the needs of homeless individuals and those at risk of becoming homeless;
- 4) ensure the appropriate services are in place to support any new shelter beds, transitional housing and supportive housing;
- 5) integrate new initiatives with existing programs and services and ensure that services are not duplicated;
- 6) build upon existing partnerships or develop new partnerships, including public/private partnerships with other community agencies, all levels of governments, the private sector, and funders;
- 7) provide or move towards a comprehensive approach to providing services to homeless individuals or those at risk of becoming homeless (i.e. 24/7 basis);

- 8) include addressing the transportation needs of homeless people and those at risk of becoming homeless, especially due to the extensive geographic area, limitations of existing transit system, and the urban/rural nature of the Region;
- 9) focus on meeting the basic needs of homeless individuals or those at risk of becoming homeless (e.g. food, shelter, clothing, safety);
- 10) give priority to proposals for funding that address multiple priority issues and target areas;
- 11) meet the diverse needs of York Region's multi-cultural residents.

5. Supports to Sustainability

Partnership development and community capacity building are viewed as essential elements to achieving SCPI's overall objective of ensuring the sustainable capacity of communities to address homelessness.

This section identified community projects and activities that will contribute to partnership development, capacity building and ultimately, sustainability.

5.1. Partnerships Strategy

Partnerships are a key component of a community's sustainability strategy. They assist in strengthening and enhancing projects as well as the community process.

The development of both the Community Plan and Update were endorsed by The Alliance. Most members of the Community Planning Group are members of the Alliance. The Alliance is a group of more than 60 individuals representing more than 30 agencies/ organizations which meet on a monthly basis to understand, plan and co-ordinate activities related to homelessness and social isolation in York Region. The Alliance is an effective network which links agencies in the community process and also, where feasible, at project levels. Alliance members continue to be instrumental in helping the Community Planning Group identify gaps in services.

The community will continue to work on improving partnerships with the Aboriginal community in York Region. A focus group with Aboriginal people in the community is planned for this purpose. In addition, York Region staff have planned a meeting with the Barrie Area Native Advisory Council (BANAC) to discuss possible partnerships.

The following identifies potential new partners for involvement in the development or implementation of the Community Plan and/or projects and the way in which these partners can contribute to enhance the community process, projects or fill gaps.

Partnership Strategy		
New Partners	Organization(s)	Contribution
Provincial Government	Canada-Ontario Affordable Housing Program	<p>The Province's full participation in the Canada-Ontario Affordable Housing Program, specifically providing matching funding to the federal contribution of \$25,000 per unit, could result in the creation of at least 300 new affordable housing units in York Region in the next two years.</p> <p>This new partnership could help to address Community Priority#1: There is a crisis in affordable housing supply in York Region.</p>
Private or Corporate Sector	Corporate commitment for funding through the United Way's "The Hands that Build" Campaign.	<ol style="list-style-type: none"> 1) Increase corporate commitment to funding for homelessness initiatives on an annual basis through the United Way's "The Hands That Build" initiative. 2) Investigate the feasibility of York Region, and other community-based organizations involved in homelessness, giving preferential treatment to private sector businesses that provide donations to organizations which provide supports and/or services to the homelessness or those at risk of homelessness in York Region. Preferential treatment may mean awarding bidders extra points when evaluating their proposals for work. 3) Invite local businesses to target some or all of the proceeds from their annual Golf Tournaments to homelessness initiatives. <p>These new partnerships could enhance the community process by increasing the private sector's involvement in addressing homelessness in York Region. They could also address a wide range of priorities and gaps identified in the Community Plan by providing the necessary funding to address these gaps.</p>
Visible Minorities, Recent Immigrants and Refugees	Catholic Community Services of York Region	Community agencies directly involved in assisting visible minorities, recent immigrants and refugees may be able to work with community agencies directly involved with providing supports and services to homeless individuals and those at risk of homelessness by providing their staff and board members

Partnership Strategy		
New Partners	Organization(s)	Contribution
		<p>with sensitivity training, other training or education workshops which could help agencies better understand the unique needs of visible minorities, recent immigrants and refugees, and continued support with translation services.</p> <p>This new partnership could help address Priority #4: Demographics of the clientele are changing, as is their geographic distribution.</p>
Municipal Government	Local municipalities	Work with local municipalities to obtain their support of the priorities and initiatives identified in the Community Plan Update, including assisting with securing community support for projects sponsored by community agencies.
Universities/Colleges	Universities with co-op programs and/or departments involved in research in areas relevant to homelessness.	<ol style="list-style-type: none"> 1. Work with Universities and Colleges that have co-op programs to investigate the feasibility of a new partnership whereby co-op students could assist community agencies in providing services and supports to homeless individuals or those at risk of homelessness. The Region could have a role in recruiting potential candidates on behalf of community agencies and handling the administrative aspect of the co-op program. 2. Work with Universities and Colleges interested in conducting research on homelessness and related topics. In partnership, find ways to fund relevant research initiatives with grants and funds other than SCPI. <p>This new partnership could build on the success of the Pathways/ McMaster University research initiative. It could also help to increase the services to homeless individuals and those at risk of homelessness by providing, in a limited way, some additional resources to community agencies. These new partnerships would address most of the ten community priorities.</p>
Service Clubs	Local service clubs	Work with local service clubs to find more meaningful ways to meet the desires of the service clubs and the needs of the community with respect to homelessness.

Partnership Strategy		
New Partners	Organization(s)	Contribution
Media	Local media	Work with the media to develop a comprehensive campaign to increase the public's awareness of homelessness issues in York Region.
People Living in Poverty		Participate in the "Poverty Forum".
School Boards	York Region District School Board and York Region Catholic District School Board	Work more closely with local school boards to create more effective links between local agencies providing services to homeless youth and those at risk of homelessness and the schools.
Aboriginal People	Community agencies	<p>Community agencies or nearby agencies (i.e. Simcoe County) directly involved in providing services to Aboriginal people may be able to work with community agencies directly involved in providing supports and services to homeless individuals and those at risk of homelessness by providing their program staff and board members with training or education workshops which could help agencies better understand the unique needs of Aboriginal people, as well as continued support with translation services and cultural specific programs.</p> <p>In addition, the planned focus group with Aboriginal people working with community organizations will be used to develop partnerships with community-based, grass roots agencies including BANAC, the York Region Native Women's Association and people who are homeless.</p> <p>These new partnerships could help address Priority #4: Demographics of the clientele are changing, as is their geographic distribution.</p>

5.2. Community Capacity

Developing community capacity is an ongoing process that strengthens the capacity of individuals, agencies, networks and the broader community to develop a meaningful and sustainable response to homelessness. During the Community Plan Update process the following were identified as priorities for further development.

- Support agencies to continue to develop the necessary skills and tools to develop and manage projects.
- Support agencies to partner with other community groups to achieve common goals and provide better service to clients.
- Assist agencies to develop networks to undertake joint activities and coordinate their services
- Support agency networks to work with other sectors to achieve common goals and provide better service to clients.
- Actively expand the range of funders and potential contributors at community planning and implementation tables.
- Further develop federal/provincial/municipal collaboration.
- Seek out innovative funding partnerships.
- Link agencies and networks with potential partners for funding and other resources.
- Promote best practises in project development, management and sustainability.
- Further develop community awareness of homelessness.
- Further develop a common vision and community ownership of homelessness issues and solutions.
- Market the concept of socio-economic development for sustainability of projects.
- Undertake research projects.
- Improve data management within community.

The following are the key priorities identified for initial action and the corresponding activities needed to strengthen the capacity of the community.

Priorities	Activities
Promote best practices in project development, management and sustainability	<ul style="list-style-type: none">• Consider organizing annual workshops where agencies share best practices in project development, management and sustainability.• Establish a process for sharing best practices on an ongoing basis (i.e. monthly Alliance meetings)

Priorities	Activities
Improve data management within the community	<ul style="list-style-type: none"> • Develop tools to help service providers report statistics in a consistent manner • Investigate the feasibility of Homeless Individual and Family Information System (HIFIS) for the York Region Community
Support agencies to develop the necessary skills and tools to develop and manage programs	<ul style="list-style-type: none"> • Identify the training needs of front-line workers and develop a collaborative approach to training. • Consider the expertise of community agencies to train each other in specific areas, for example, cultural sensitivity, mental illness, addictions, etc.

To summarize the community's proposed policy/strategy for project proposals, it is recognized that SCPI is limited, one-time funding and that to use these limited funds in the most effective manner, activities funded by SCPI should leave a legacy of strength in the community . The legacy does not need to be bricks and mortar. It could be lessons learned or new knowledge which could be shared amongst community agencies in York Region.

The community will not consider project proposals which have funding needs beyond the end of the Initiative and do not leave a legacy of strength in the community. Projects that may be renewed from the first phase of SCPI must meet the overriding principle of "leaving a legacy of strength in the community " to be considered for additional funding.

5.3. Successful Partnerships & Building Community Capacity

In the last two years, the York Region community has made significant progress in creating successful partnerships and building community capacity to address homelessness. Appendix 1 summarizes examples of a number of success stories in partnerships and capacity building. Many of these initiatives continue to exist and will be instrumental in supporting the sustainability of initiatives funded under SCPI II.

6. Communication Strategy

A co-ordinated and effective communications strategy for the Community Plan Update development and implementation process is an important element in the success and the sustainability of a community's efforts on homelessness. The following outlines the objectives of the community's communications plan and the corresponding activities and target groups.

Objectives	Activities	Target Group(s)
To explain the purpose of the plan, process for updating the plan and how the plan will be used in the future	<ol style="list-style-type: none"> 1. Post update on York Region corporate website, media release and frequently asked questions. 2. Present the final Update at a regular Alliance meeting. Develop a communication plan to support the release of the Update. 	<ul style="list-style-type: none"> • Non-profit/non-governmental agencies, specifically Alliance members and other networks and co-ordinating bodies.
To raise public awareness of the issues and solutions to homelessness	<ol style="list-style-type: none"> 1. Develop a communication plan to support the release of the Update. 2. Make a presentation to the Human Services Planning Coalition. 3. Make a presentation and/or participate in the Poverty Forum. 	<ul style="list-style-type: none"> • Private sector • General public • Regional and local Councillors • Municipal staff • Provincial government (i.e. MCSS, MOH-LTC, MMAH)
To inform service providers how SCPI funding will be distributed in the community, when and how much funding is available	<ol style="list-style-type: none"> 1. Email any Request for Proposal (RFP) announcements via the York Alliance to End Homelessness email system, the Funder Alliance and the Human Services Planning Coalition. 2. Place RFP advertisements and/or announcements in Metroland newspapers and applicable websites, specifically, www.yorkregion.com and www.bidnavigator.com. 	<ul style="list-style-type: none"> • Non-profit/non-governmental funding agencies • Community agencies

Objectives	Activities	Target Group(s)
	<ol style="list-style-type: none"> 3. Have fact sheets available at the Information Kiosk. 4. Hold an information session on the RFP and its requirements. 	
To continue to gather information on the unique needs of Aboriginal people in the York Region community and foster new partnerships	<ol style="list-style-type: none"> 1. Hold a focus group session with Aboriginal people working with community-based agencies as described in section 2 above. 	<ul style="list-style-type: none"> • Municipal government

The outcomes of each individual project funded by SCPI will be consolidated and presented to the community as part of its annual review process. At that time, the Community Entity will report to the York Region Alliance to End Homelessness, Regional Council and HRSDC on the progress that has been made toward achieving the plan's objectives. Any required modifications to the Update based on changing needs in the community will be identified at the annual review and communicated to interested parties.

The Community Planning Group recognizes that there is a need for the community to get a better understanding of what initiatives are the most successful in addressing the needs of people who are homeless or at risk of becoming homeless. Consequently, information will be gathered from agencies that receive SCPI funding on what works well, what could be improved and what new knowledge has been gained.

In addition, the Community Planning Group acknowledges that the community needs better data to make decisions. The Region will evaluate both HIFIS and other systems to support an improved data management process in York Region.

7. Assets and Gaps in Supports and Services

In order to define what the York Region community envisions as the necessary components of its continuum of supports, an inventory of the existing supports and services, the demand for these services and gaps were identified in the development of the original Community Plan to Address Homelessness. As part of the Update process, all community agencies identified in the original plan were contacted to update their information on assets and gaps and to identify any other agency which should be added to the inventory.

The table in Appendix 2 summarizes what services and supports currently exist in York Region, the demand for these services and gaps in shelter, supports and services. As this is an inventory of all community needs related to homelessness, the items identified may not necessarily be eligible for SCPI funding.

8. Priority Issues and Funding

8.1. *Priorities*

One of the key elements of a Community Plan is to identify priority issues or areas of greatest need for homeless people in the York Region community based on the community's objectives and the analysis of the assets and gaps. The following are the community's priorities and potential corresponding activities.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
<p>1. <i>There is a crisis in affordable housing supply in York Region</i></p>	<p>a) To provide support to the community in co-ordinating access to funding programs for the creation of new affordable housing units;</p> <p>b) To create more transitional and supportive housing, including second stage housing and single room occupancy (e.g. rooming houses, boarding houses).</p> <p>c) To examine the role of second suites in providing affordable rental housing, and, as appropriate, encourage local municipalities to broaden their regulations to permit second suites in more areas throughout the Region;</p> <p>d) To research alternative models in the creation of new affordable housing units;</p>	<p>The priority and proposed activities address short term community objectives 1, 2, 3, and 5 and the long-term community objectives 2, 3, 4, 5,</p>	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency to prevention). • Enhanced access to information. • Increased application, sharing and exchange of knowledge, and best practices. • Inclusion of homelessness in policy options at all levels of government.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 1 cont'd	e) To work with landlords to encourage them to rent to York Region's marginalized population and to encourage them to enter into rent supplement agreements with community agencies providing support services; f) To advocate for sustainable funding for second stage housing; g) To create transitional housing for youth with sustainable funding for support services.		
2. <i>Supports and services for homeless people and families, and for those who are at risk of becoming homeless, are limited.</i>	a) To increase services and expand access to services directed to the prevention of homelessness; b) To expand access to, and increase supports and services to, homeless people and those at risk of becoming homeless; c) To provide a more comprehensive approach to outreach services for homeless people and those who are at risk of becoming homeless (e.g. more hours, rural areas, specialty team);	The priority and proposed activities address short term community objectives 1, 2, 3, 4, 5 and 6 and the long-term community objectives 1, 2, 3, 4, 5	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency to prevention). • Enhanced community ownership of process and solutions.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 2 cont'd	<ul style="list-style-type: none"> d) To co-ordinate services to homeless people and those at risk of becoming homeless; e) To conduct research on co-ordinated service planning; f) To recognize the faith community's important role in providing services to homeless people and those at risk of becoming homeless. g) To train staff by giving them the tools necessary to carry out their work more effectively; in particular, by increasing their understanding of the rigidity of existing help-lines, and becoming more culturally sensitive to the unique needs of all York Region residents; h) To better service homeless people, and those at risk of homelessness, who are hearing impaired; 		<ul style="list-style-type: none"> • Increased awareness of the nature of homelessness and effective responses. • Enhanced access to information. • More comparative research. • Increased application, sharing and exchange of knowledge, and best practices. • Co-ordinated response between sectors to address homelessness. • Broader range of partnerships.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 2 cont'd	<ul style="list-style-type: none"> i) To better connect with the local business community in order to obtain more resources for the range of supports and services needed in the community; j) To improve transportation to and from the various facilities across the Region offering services to homeless people and those at risk of homelessness. 		
3. <i>There is a limited number of shelter beds</i>	<ul style="list-style-type: none"> a) To protect existing programs/beds by, for example, repairing existing facilities and enhancing space; b) To create new shelter beds, as identified in the Emergency Shelter Study with a focus on meeting the needs of individuals with multiple barriers; c) To advocate to the province for an increase to the per diem rates for shelters; d) To improve transportation to and from shelters; e) To continue to monitor the need for more shelter bed and shelter services. 	The priority and proposed activities address short term community objectives 1, 2, 3, and 6 and the long-term community objectives 1, 3, 4, 5	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency to prevention).

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
4. <i>Demographics of the clientele are changing, as is their geographic distribution</i>	a) To gain a better understanding of the unique cultural needs of homeless people and those at risk of homelessness; b) To investigate the type of home services needed by seniors with mobility problems and to find ways to meet the identified service needs; c) To prepare a needs assessment to determine the unique needs of Aboriginal individuals who are homeless or at risk of homelessness in York Region; d) To determine the causes and extent of homelessness and risk of homelessness of foreign-born individuals and visible minorities.	The priority and proposed activities address short term community objective 4 and the long-term community objective 4, 5	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Increased awareness of the nature of homelessness and effective responses. • Improved information and data on the homeless population and homeless issues. • More comparative research. • Increased application, sharing and exchange of knowledge, and best practices.
5. <i>Risk of homelessness is increased with mental health or substance abuse problems.</i>	a) To provide mobile mental health services for the community, including shelters, second stage housing and private homes; b) To increase the number of transitional and supportive housing units for individuals with mental health and/or substance abuse problems;	The priority and proposed activities address short term community objectives 1, 2, 3, 4, 5 and 6 and the long-term community objectives 1, 2, 3, 4, 5	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 5 cont'd	<p>c) To increase the availability of non-traditional addiction services for homeless individuals and those at risk of becoming homeless (e.g. outreach services to shelters);</p> <p>d) To provide non-traditional employment strategies and programs for people with mental health and/or substance abuse problems;</p> <p>e) To increase harm reduction services for individuals who are addicted and actively using substances:</p>		<p>to prevention).</p> <ul style="list-style-type: none"> • Increased awareness of the nature of homelessness and effective responses. • Enhanced access to information. • More comparative research. • Increased application, sharing and exchange of knowledge, and best practices. • Co-ordinated response between sectors to address homelessness. • Broader range of partnerships.
6. <i>Violence against women often drives women and children from their home.</i>	a) To create additional second stage housing for victims of violence;	The priority and proposed activities address short term community objectives 1, 2, 3, and 5 and the long-term community objectives 1, 2, 3, 5	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
	<p>b) To provide services to enhance the safety and security of women and children who have left or are leaving a violent situation (e.g. security cameras, locks, mobile phones).</p> <p>c) To educate and increase awareness of women's legal rights and responsibilities concerning landlord and tenant issues, financial support, the family home, etc.</p>		<ul style="list-style-type: none"> • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency to prevention). • Increased awareness of the nature of homelessness and effective responses. • Increased application, sharing and exchange of knowledge, and best practices.
<p>7. <i>Youth (12-29 year olds) are a significant group of the homeless population and those at risk of becoming homeless and they need specific services.</i></p>	<p>a) To create more multi-service centres (e.g. facilities that provide food, clothing, shower facilities, outreach) that meet the basic needs of homeless youth or those at risk of becoming homeless throughout the Region;</p>	<p>The priority and proposed activities address short term community objectives 1, 2, 3, 4, 5, and 6 and the long-term community objectives 1, 2, 3, 4, 5</p>	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency to prevention).

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 7 cont'd	<p>b) To provide innovative programs to address the specific needs of youth who are homeless or at risk of becoming homeless and, in particular, to provide access to services for youth on a more continuous and stable basis throughout the Region;</p> <p>c) To provide non-traditional pre-employment and employment services to youth who are homeless or at risk of becoming homeless;</p> <p>d) To gain a better understanding of the implications of the recent changes to the Youth Criminal Justice Act, especially as it impacts homelessness or risk of homelessness amongst youth;</p> <p>e) To better understand the support and service needs of marginalized youth who are homeless or at risk of homelessness.</p>		<ul style="list-style-type: none"> • Enhanced community ownership of process and solutions. • Increased awareness of the nature of homelessness and effective responses. • More comparative research. • Increased application, sharing and exchange of knowledge, and best practices. • Co-ordinated response between sectors to address homelessness.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
<p>8. <i>There is a need for improved health services for homeless people and those who are at risk of becoming homeless.</i></p>	<p>a) To identify and investigate “best practices” to increasing opportunities for homeless people and those at risk of becoming homeless to access health services (e.g. street health services);</p> <p>b) To outreach to doctors, nurses and teaching hospitals to find ways to improve health services for homeless people and those at risk of homelessness;</p> <p>c) To find ways to provide consistent access to medication for homeless people and those at risk of homelessness;</p> <p>d) To provide a better understanding amongst community agencies on how to access the available funding for medications for homeless or those at risk of homelessness.</p>	<p>The priority and proposed activities address short term community objectives 1, 2, 3, 4, 5, and 6 and the long-term community objectives 1, 2, 3, 4, 5</p>	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency to prevention). • Enhanced community ownership of process and solutions. • Enhanced access to information. • Increased application, sharing and exchange of knowledge, and best practices.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 8 cont'd	e) To improve services for youth and people experiencing episodic mental health problems so that appropriate trustees can be assigned to ensure payment of rent and vital services, for those who require a trustee.		
9. <i>There is a need for more public education and advocacy on homelessness in York Region.</i>	a) To provide public education and increased awareness of homelessness issues in York Region, especially within the Region's business community and policy/decision makers; b) To advocate for improved funding, services, etc. for homeless people and those at risk of becoming homeless from provincial and federal governments; c) To increase programs aimed at educating and increasing awareness of community organizations (e.g. police, housing providers, hospitals, schools, faith communities) to help homeless people or those at risk of becoming homeless access appropriate services, programs and housing;	The priority and proposed activities address short term community objectives 2, 3, 4, 5, and 6 and the long-term community objectives 2, 3, 4, 5	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Improved and more inclusive decision making around investments. • Enhanced community ownership of process and solutions. • Increased awareness of the nature of homelessness and effective responses. • Improved information and data on the homeless population and homeless issues.

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 9 cont'd	<p>d) To advocate for a community agency offering services for people involved in the correctional system to locate in York Region;</p> <p>e) To improve public education and outreach to increase awareness of foreign-born individuals and visible minorities on all services which are available to them in time of emergency;</p> <p>f) To increase awareness and outreach to doctors and teaching hospitals to find better ways to serve the homeless population of York Region.</p>		<ul style="list-style-type: none"> • Increased application, sharing and exchange of knowledge, and best practices. • Co-ordinated response between sectors to address homelessness.
<i>10. There is a need to mitigate the impacts of poverty.</i>	<p>a) To provide financial support to homeless people or those at risk of becoming homeless;</p> <p>b) To increase access for homeless individuals and those at risk of becoming homeless to basic needs (e.g. food, clothing, shelter, transportation);</p> <p>c) To advocate to the province for an increase to minimum wage and income supports (i.e. OW, ODSP)</p>	The priority and proposed activities address short term community objectives 1, 2, 4, 5, and 6 and the long-term community objectives 1, 2, 3, 5	<ul style="list-style-type: none"> • Increased local capacity and resources to deal with homelessness. • Projects and partnerships undertaken by communities to improve services and facilities for homeless people (from emergency to prevention).

Community Priority	Proposed Activities	Community Objectives	Expected Outcomes
Priority 10 cont'd			<ul style="list-style-type: none"> • Increased awareness of the nature of homelessness and effective responses. • Increased application, sharing and exchange of knowledge, and best practices. • Co-ordinated response between sectors to address homelessness. • Inclusion of homelessness in policy options at all levels of government.

8.2. Funding Envelopes

For the purposes of establishing overall funding priorities, the Community Priorities and Proposed Activities have been grouped into “funding envelopes”. The table below shows funding levels for each funding envelope based on the SCPI funding available between April 2003 and March 2006.

The Community Planning Group recognizes the importance of putting in place strategies and initiatives to reduce and prevent homelessness. The funding envelopes will be used as a guide for the allocation of funding for homelessness initiatives in York Region. The Region of York may adjust the funding envelope guidelines as required. The funding guidelines will be revisited as part of the annual review of the Community Plan.

Funding Envelope	Funding Guideline	Total Funds Available
Capital Funding and Improvements Transitional & supportive housing, including second stage housing, SROs and housing for individuals with mental health and/or substance abuse problems (1b), (5b), (6a) To create transitional housing for youth with sustainable funding for support services (1g) Protection of existing programs/beds (3a) New shelter beds (3b)	45 – 75%	\$732,089 to \$1,220,149
Programs and Services To increase services and expand access to services directed to the prevention of homelessness (2a) Services directed to the prevention of homelessness (2b) Provide a more comprehensive approach to Outreach services (2c) Provide better service to those at risk homeless who are hearing impaired (2h) Better connect with the local business community in order to obtain more resources (2i) Improved transportation to and from services and shelters (2j) (3d) Mobile mental health services for community, including shelters (5a) Non-traditional addiction services (5c) Harm reduction services (5e) Non-traditional employment strategies & programs for people with mental health and/or substance abuse problems (5d)(7c) Services that enhance safety and security of women and children who have left or are leaving a violent situation (6b) Multi-service centres that meet basic needs of homeless youth or those at risk (7a) Innovative programs to address specific needs of youth (7b) Non-traditional pre-employment and employment services for youth who are	15 – 25 %	\$244,030 to \$406,716

Funding Envelope	Funding Guideline	Total Funds Available
<p>homeless or at risk (7c)</p> <p>Better understanding of the implications of the recent changes to the Youth Criminal Justice Act and its impacts (7d)</p> <p>Better understanding of support and service needs of marginalized youth (2g) (7e).</p> <p>Improved health services for homeless or those at risk, including access to medications. (8b) (8c) (8e)</p> <p>Financial support to homeless people or those at risk (10a)</p> <p>Access to basic needs for homeless individuals or those at risk (10b)</p>		
<p>Planning, Research & Education</p> <p>Co-ordinate access to funding programs (1a)</p> <p>Examine the role of second suites in providing affordable housing (1c)</p> <p>Research on alternate models in the creation of new affordable housing (1d)</p> <p>Co-ordinate services throughout Region (2d)</p> <p>Research on co-ordinated service planning (2e)</p> <p>Monitor need for shelter beds (3e)</p> <p>Recognition of the role of Faith communities in serving the homeless (2f)</p> <p>Shelter needs study to confirm client groups, cultural and diversity issues, location (4a)</p> <p>To prepare needs assessment and/or determine needs of Aboriginals, foreign- born and visible minorities in the community (4c) (4d)</p> <p>Training for frontline workers to give them the tools necessary to effectively do their work (2g)</p> <p>Educate landlords to encourage them to enter into rent supplement agreements (1e)</p> <p>Education and awareness raising of women's legal rights re landlord issues, etc. (6c)</p> <p>Best practices to increase opportunities for homeless people or those at risk to access health services (8a)</p> <p>Public education of homelessness issues in York Region (9a)</p> <p>Advocate for improved funding for homeless or those at risk (9b)</p> <p>Advocate for funding for second stage housing (1f)</p> <p>Advocate to the Province for increased shelter per diems, minimum wage and income supports (3c) (10c)</p> <p>Programs to educate and increase awareness of community organizations re access appropriate services, programs & housing (9c)</p>	10 - 20%	\$162,687 to \$325,373
<p>Administrative/Evaluation</p>	5 - 10%	\$81,343 to \$162,687
<p>Total</p>		\$1,626,865
<p>Total SCPI Funds Available (2003- 2006)</p>		\$1,626,865

The table below shows the proposed SCPI funding guidelines by year.

Guideline for SCPI Funding By Year

Funding Envelope	Funding Guideline (2004)	Funding Guideline (2005)	Funding Guideline TOTAL
Capital Funding & Improvements (based on 60%)	\$488,060	\$488,060	\$ 976,120
Program & Services (based on 20%)	\$162,687	\$162,687	\$325,374
Planning, Research & Education (based on 10%)	\$81,343	\$81,343	\$162,686
Administration/Evaluation (based on 10%)	\$81,343	\$81,342	\$162,685
Total	\$ 813,433	\$ 813,432	\$1,626,865

9. Community's Financial Contribution

Under the terms of SCPI, a matching financial contribution is required from the community. Funds must be non-federal and used to address homelessness in the community over the three-year period of SCPI to be eligible as community contributions.

The table below describes funds eligible to match SCPI from the Region and the Government of Ontario. The contributions listed for each year may not be exact because funding from the Region is based on calendar year budgeting.

Categories	Source	Inkind or Dollars (total Apr. 2003 – Mar. 2006)	Amount/Value (total Apr. 2003 – Mar. 2006)
Provincial	Domiciliary Hostels, Homes for Special Care, Emergency Shelters, Regional Homelessness Initiatives (Cost-shared with Region)	\$10,800,000	\$10,800,000
Municipal	Domiciliary Hostels, Homes for Special Care, Emergency Shelters, Regional Homelessness Initiatives (Cost-shared with Province)	\$3,450,000	\$3,450,000
Total Community Contribution			\$14,250,000
SCPI Allocation			\$ 1,626,865
Difference between Total Community Contribution and SCPI Allocation			\$12,623,135

10. Evaluation Strategy

10.1. *Measurable Outcomes and Evaluation*

The Community Planning Group has identified the following five major measurable outcomes that the community will use to measure the progress and success of their efforts.

1. What difference has expending the SCPI funds made to increasing York Region's ability to address the needs of homeless people or those at risk of homelessness?
2. What difference has expending these funds made in building public awareness about the issues that cause individuals to become homeless or at risk of homelessness?
3. What difference has expending these funds made in providing opportunities for people who are homeless or at risk of homelessness to make positive changes in their lives to reduce that risk?
4. What legacy has been left behind to strengthen the sector by expending these funds?
5. Have the funds been used effectively?

Each individual initiative will be evaluated in terms of:

1. the extent the initiative achieved agreed upon targets or;
2. the extent to which the contracted service providers complied with the terms and conditions of their contractual agreement.

Should York Region put in place a data management system (such as HIFIS), the system could be a tool which could be used as part of the evaluation process and provide a consistent data collection process for the community.

10.2. *Baseline for Evaluation Purposes*

Based on the information gathered in the assets and gaps analysis, the following is a roll-up of the number of outstanding beds, shelter facilities, support facilities, support services and transitional housing facilities that are required by the

community. This will serve as a baseline against which the York Region community can evaluate its progress in meeting these needs.

Number of Required Beds, Facilities and Services	
Summary of Gaps	Estimate number required
Beds	20 beds for women victims of violence, 15 beds for young men, 15 beds for young women, 10 beds for families and couples (Based on Shelter Study), additional beds for single men (identified by local agencies)
Sheltering Facilities	At least 3 new facilities are needed, with one in the south end of the Region. Other required increases in shelter beds may be accommodated by expanding existing facilities.
Support Facilities	At least 2 more intervention centres or other facilities that provide food, clothing, shower facilities and outreach services are needed, possibly in Vaughan and Markham; 1 pre and post treatment centre for addictions; 1 medical clinic that provides services to homeless individuals or those at risk of homelessness
Support Services	The range of support services required to prevent homelessness and to address the needs of homeless individuals and those at risk of homelessness are too numerous to quantify. The community's approach to tackling this issue is to strive for solutions which are the most comprehensive and, where possible, address the needs of more than one group of people. Support services which have been identified in the Assets and Gap Appendix include mobile services & community outreach, drop-in centres/day programs, help lines, meal programs, clothing/furniture banks, homelessness prevention, public education, eviction/ legal/support services, financial support services, access to housing & services, food bank/food support services, community mental health services, addiction treatment, employment services, life skills programs, youth services, services for women, Aboriginal services and cultural services.

Number of Required Beds, Facilities and Services	
Summary of Gaps	Estimate number required
Transitional Housing	<p>1 detox centre; 1 second stage housing project specific to women who have experienced violence; 1 second stage housing project for individuals leaving detox centres; at least one transitional housing project for individuals with concurrent disorders; 1 transitional housing project for youth.</p> <p>NOTE: These estimates are for all gaps identified. It is recognized that it will not be feasible to address all these gaps within the limited timeframe and with the resources available.</p>

APPENDIX 1 – SUCSESSES IN PARTNERSHIPS AND CAPACITY BUILDING

The following are examples of a number of recent success stories in partnerships and capacity building to address homelessness in York Region.

CMHA's Research, Education, and Deliver (R.E.D.) Project

The Canadian Mental Health Association, York Region (CMHA) sponsored this initiative. CMHA is committed to advocacy, education, partnership and the provision of respectful and responsive services to promote the mental health and well being of people and their communities within our Region.

The goal of the initiative was to develop and implement an *Identification Clinic* whereby individuals who are homeless or at risk of becoming homeless have an opportunity to replace the identification needed to access services, secure employment or receive health care, to provide public information sessions/workshops to increase the awareness of homeless issues in York Region, and provide administrative support to the York Region Alliance to End Homelessness.

Six *Identification Clinic* locations have been established through partnerships with other community organizations in Georgina, Newmarket, East Gwillimbury, Aurora, Richmond Hill and Markham. The worker at the *Identification Clinic* provided individual support when necessary, advocated on clients' behalf and connected individuals with other services such as housing, food sources, financial resources and other community supports.

A *York Region Homeless Resource List* was compiled listing key community service telephone numbers to increase awareness of services available to individuals who are homeless or those at risk of becoming homeless. The list also provides a snapshot of community services to interfaith groups and social service organizations.

The initiative benefited the agency's capacity as it extended its range of services, putting it in contact with new organizations and providing further information on the needs and circumstances of the homeless population.

Home Base Weekend Extension

The Home Base Drop-in Centre in Richmond Hill sponsored by Pathways for Children, Youth and Families, received funding to extend hours of operation to the weekends. Pathways services include a residential program for youth and Family Resource Centres providing drop-in playgroups, parent/caregiver resources, and toy lending libraries.

The Home Base drop-in targets at risk youth providing a safe place to stay off the streets, free meals, counselling, help with job search, housing and linkage to

other services. The extension of hours allowed the Agency to be open seven days a week from 1:00 p.m. –8 p.m.

Operating the drop-in centre has broadened Home Base's focus, positively impacting its capacity in terms of planning, co-ordinating and delivery. It has also provided new information on the characteristics and needs of youth which has informed the board's planning.

Housing Help Centre's Initiative

This initiative has been funded under the Community Partners Program since 1994. The Housing Help Centre was set up to maintain a housing registry to assist individuals and families to secure affordable housing in the private rental market in York.

The Centre has a co-operative relationship with the regional shelters, other agencies serving the homeless or at risk population, and private and non-profit housing providers. Most recently, the Centre partnered with CMHA by offering its location as a site for the I.D. Clinic. This is an example of a new partnership which has increased the community capacity to provide services for the homeless or those at risk of homelessness.

Krasman Centre's Client Laundry Facility/Transit Ticket Initiative

The Lance Krasman Memorial Centre for Community Mental Health sponsored this initiative. The Centre operates as a Resource Centre providing information, referral and support to people who have experience with mental health issues, and their families and friends.

The Centre has had a practice of providing/making available laundry facilities to the homeless. It has also utilized petty cash to assist homeless individuals in the southern part of York Region to get to a shelter. When the Centre recently relocated, it quickly found that the apartment sized washer/dryer it had brought from the previous location was not sufficient to handle the volume of use. This initiative sought to replace the washer/dryer so laundry services could continue for the homeless, and to secure some designated funding to assist the homeless with transit to shelters.

The primary impact of the initiative on Krasman's capacity building was in increasing contacts with the shelters, and in highlighting problems for the homeless, specifically around transportation and the need for a shelter for young women in York Region.

Leeder Place Expansion

Transitional and Supportive Housing Services of York Region (TSHSYR), sponsored Leeder Place Expansion. TSHSYR runs shelters for homeless families, youth and men, a home for special care and has a community housing support worker program. The Leeder Expansion will create an additional 10 units.

The launch of the initiative has resulted in greater interest by the Board and TSHSYR in the need to look at data on recidivism and what happens to individuals who are redirected. The government funding is helping TSHSYR to fundraise and leverage funds from the private sector as virtually all major donors wanted to know what the government had contributed before they would pledge, indicating they wanted their contribution to be in partnership with government, not replacing government contributions.

Crosslinks/LOFT & York Region Public Health Outreach Van

Crosslinks Housing and Support Services/LOFT Community Services in conjunction with York Region Health Services sponsored the Outreach Van initiative. The Outreach Van initiative provides basic and harm reduction services to homeless and/or street involved persons in York Region. Services include mobile outreach (Monday to Thursday and on-call Fridays) with public health nurse and mental health community worker participation, case management and follow-up of long-term clients, provision of food, clothing, sleeping bags and other supplies, provision of resource and service information and referrals.

This successful partnership has also increased community capacity by offering some joint training with two other community agencies --- Public Health and Pathways. Training was provided to frontline workers in CPR/First Aid, Critical Incident Stress Management, Youth and Substance Abuse, and Issues in Housing for the Homeless.

Operating the Outreach Van has broadened the community's understanding of homelessness in York. It is an example of where the increased knowledge of one agency can benefit many other agencies in the community. The initiative has also assisted the agency in broadening its knowledge of the nature and extent of its contacts with other community agencies, thereby impacting on the way it plans, co-ordinates and delivers services to the homeless and at risk population.

Pathways' Research Initiative

The research initiative was intended to provide information that would assist Pathways and other agencies in York Region serving youth, by: documenting the characteristics of youth using the drop-in centre and the factors contributing to

their homelessness or risk of homelessness; determining the needs of the youth and related supports required; evaluating current services supplied by or through the centre and identify gaps in services.

The initiative provided a range of information on whom the centre was serving and how its services were addressing the needs of those attending the drop-in program. This information served to enhance its capacity to plan, co-ordinate and effectively deliver the program. Through its involvement in the research, Pathways was also able to develop additional internal expertise on data gathering and evaluation processes, which would be transferable to its other programs.

Salvation Army's Homelessness Prevention Program

This initiative was sponsored by the Salvation Army: Ontario Central Division, an organization that provides a range of services to families and individuals in York including accommodation, clothing and emergency food banks.

The Homelessness Prevention Program (HPP) offers help to households in danger of eviction or who are already homeless. The help is in the form of one-time financial assistance for moving costs, first/last months rent and/or arrears payment. It may also include landlord/tenant mediation, referral to credit counselling, addiction counselling or other support services based on the agreement plan developed based on client needs.

The review of the HPP program concluded that HPP had significantly benefited those accepted into the program, in either assisting some from a shelter to stabilized housing or in maintaining others in their current housing. As well the, program was cost-effective relative to what the costs would have been in the shelter system, and the program was well regarded by landlords and agencies.

This initiative has expanded the Salvation Army's linkages in the community, particularly with landlords, the shelter's addiction counselling services and budget counselling, as well as other Salvation Army locations in the Region. It has utilized experience gained from the initiative in its planning process and may follow up with further initiatives addressed at the homeless and at risk populations.

The requirements to collect data relevant to client, characteristics, and client service needs for the Region and to evaluate the program have provided valuable information for use on educating funders regarding homelessness and has also enhanced the agency's capacity around data collection and evaluation.

Sandgate's New Women's Shelter Beds Initiative

Sponsored by Sandgate, Women's Shelter of Georgina, an emergency shelter for victims of violence and their children, the initiative was aimed at adding 20 permanent shelter beds as the Agency has been operating above capacity since it opened in 1991.

TSHSYR's Community Housing Support Worker Initiative

This initiative was sponsored by Transitional and Supportive Housing Services of York Region (TSHSYR) to respond to difficulties their shelter clients were having in finding affordable housing on their own and transitioning from the shelter. The project provides two workers who help individuals and families find, get and keep housing in the community. The workers also are available to assist in job search, educational or school, and child care activities; linkages for personal, family or budget counselling; access to food banks, legal assistance and other activities related to the needs of the individuals and families.

The addition of the community housing workers has extended TSHSYR contacts with landlords and with other service providers benefiting its service delivery and service planning. It has also provided TSHSYR with additional information on clients and what they need to adjust in moving back to the community, which has enhanced understanding of the client, and which has been used by the Board in strategy sessions and yearly service reviews.

The community housing workers have developed co-operative relationships with the Housing Help Centre and the Homelessness Prevention Program among others. TSHSYR has also joined in partnering with the "safe beds" network.

TSHSYR's Replacement Van Initiative

This initiative was sponsored by Transitional and Supportive Housing Services of York Region (TSHSYR) for the use of clients of its programs. The van transports residents in all of the agency's shelters and programs to and from services, centre of transportation, to medical, work and rehabilitation appointments, and to activities and events. This initiative allowed the TSHSYR to avoid the distraction involved in fundraising for a new van and concentrate on providing much needed services directly to homeless individuals and those at risk of homelessness.

United Way's "The Hands that Build"

United Way of York Region (UWYR) is the Region's single largest private fundraising engine. Each year in January, UWYR mobilizes a team of volunteer corporate leaders who make face-to-face calls on existing UWYR supporters and prospect accounts. The intent of the calls, usually occurring from April through to August, is to secure corporate commitment to UWYR, including a corporate gift,

an employee campaign, sponsorship of events and/or loaned representatives to help out over the Campaign period, etc.

“The Hands That Build” initiative, funded under SCPI I, provides an opportunity to diversify what United Way of York Region currently does by adding a new option for donors in York Region. It affords donors the opportunity to strategically direct their donation to services that support individuals experiencing or at risk of experiencing homelessness. Beyond the initial start up of year one, “The Hands That Build” will also afford the community a single, comprehensive and sustainable approach to raising and then distributing funds to programs that support the homeless and those at risk of homelessness. This new fund will be accessible to all non profit organizations in York Region, be it member and non member UW agencies, be it services supported by current Provincial Homelessness Initiative Fund (PHIF) or SCPI and those currently not receiving PHIF or SCPI funds.

The results gleaned in similar projects between the United Way and the community indicate positive outcomes for all stakeholders: increase in targeted funds raised for ‘special project’ over a 3-5 year horizon; increase in funds allocated back to community programs and services to address the special project; increase in the number of underdeveloped or untapped donors supporting the United Way through the special project; increase in number of donors supporting the special project who, over 3-5 years, also financially support the overall United Way Community Fund.

Winter Needs Initiatives

The six Winter Needs initiatives funded under SCPI came about through a January 2002 call for proposals by the Region to agencies serving the homeless or those at risk of homelessness. It was designed to help agencies meet the needs of their clients over the winter months. Proposals were to be to a maximum of \$5,000 and to address needs such as sleeping bags, clothing, furniture and appliances and such other items as would have a direct impact on the improvement of services to the homeless over the winter months.

Some enhancement in the physical structure of the two shelters and hence in their capacity to meet the needs of their client population was a result of this initiative. The use of tickets and winter packages in some cases brought the agencies into contact with individuals and agencies/businesses they might not otherwise have had dealings with, thereby broadening their network. Another local transit company providing transit service to food security received matching funding from a community agency and was able to serve a greater number of individuals requiring this service.

York Region Neighbourhood Services’ “Lifeline” Initiative

York Region Neighbourhood Services (YRNS), a multi-service organization offering programs around supervised access, prenatal nutrition, an Early Years Centre, Boys and Girl Club, and Translation and Accreditation Services, sponsored the “Lifeline”.

The “Lifeline” project was aimed at homeless or at risk youth 16-24 years of age. It sought to work collaboratively with five to seven host sites across York to reach out to youth, assess their needs, and help link them to existing services or life skills workshops. The objectives were to prevent early home leaving, provide life skills where appropriate and where necessary, help the youth to access necessary services in their community.

Partnerships were developed with five host sites in Georgina, Newmarket, Richmond Hill, Vaughan and Whitchurch-Stouffville and site staff was trained in the Lifeline model.

York Region Neighbourhood Service found this initiative extended them into a new area involving homeless youth through developing this innovative project. This has impacted planning and the YRNS is undertaking fundraisers to increase its capacity to attempt further innovative or high-risk youth development strategies.

York Support Services Network’s ‘Safe Beds’ Initiative

This initiative has been sponsored by York Support Services Network (YSSN), an agency which primarily provides case management and crisis response to people with developmental delay, mental illness or with a dual diagnosis. The “safe beds” network of services was designed to serve persons with the above disorders, as well as individuals with an acquired brain injury, who are not in an acute psychiatric crisis and who if unable to remain in their current living situation without supports, are at risk of homelessness.

The initiative seeks to provide a continuum of crisis support services: telephone crisis lines, mobile crisis teams, in-home supports, short-term community residential care in ‘safe beds’, support in day programs, emergency beds and in-patient care through increased co-ordination based upon mutually agreed protocols across services including both hospitals and community based Agencies.

The initiative has served to broaden the agency’s linkages with other community agencies and demonstrated the potential of partnering in addressing complex needs so as to better maintain vulnerable people in the community. The initiative has served as an effective demonstration of the ability of diverse community agencies in York Region to work in a complex partnership relationship to provide a range of necessary services on a crisis basis to a highly vulnerable population.

APPENDIX 2 – ASSETS AND GAPS