



City of St. Albert

MAYOR'S TASK FORCE TO END HOMELESSNESS

Research and Data Report

June 1, 2020



Research and Data Report

This document provides the research and data that support the outcomes and recommendations of the Mayor's Task Force to End Homelessness final report. Some of these ten appendices are intended for added information and to complement the report's research and findings.

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Appendix A – Task Force

Task Force Members:

- The Mayor of St. Albert and one other Council Member
- Two (2) residents of St. Albert recommended by the Mayor
- One MLA
- When possible, one senior-level representative from each of the following government ministries/agencies:
 - Alberta Health Services,
 - Children's Services,
 - Indigenous representative,
 - Community Village/Food Bank,
 - Royal Canadian Mounted Police,
 - Planning & Development Department,
 - Community & Social Development

Task Force Mandate:

Provide advocacy to all orders of Government and funding bodies to enable appropriate housing to be established for St. Albert residents.

Communicate and work to address the needs of residents within the community for whom barriers exist to accessing safe, suitable, and appropriate housing, including the supports needed to enable residents to obtain and retain appropriate housing.

Support the St. Albert Coalition to End Homeless by providing advice, direction and resources as available to implement and accomplish their recommendations.

Task Force Objectives:

Enable the implementation of St. Albert Coalition to End Homeless strategic outcome.

Ensure the recommendations regarding issues relating to people who experience homelessness or who may be at risk of becoming homeless are brought forward to Council in a timely manner. The Task Force established a timeline targeting the summer of 2020 to make a presentation to City Council. This was to allow City Council to have an appropriate amount of time to work through proposals.

Devise, recommend and otherwise provide information to Council of innovative, preventative and interventive strategies and solutions to end homelessness in the community. The goal is to

make a clear statement about the problem the Task Force intends to address and to present innovative solutions to solve this problem.

Advance advocacy efforts to secure appropriate levels of funding for the identified resources needed to address homeless and housing related issues. The Task Force recognizes that funding for this endeavour will be difficult to secure. We believe that funding models must include options beyond all orders of government.

Collaborate and cooperate with other St. Albert committees and community groups doing work around issues that impact homelessness and appropriate housing to stay apprised of relevant initiatives and contribute information and advice as needed. The Task Force has consulted with dozens of community groups and local committees about the issues of homelessness in St. Albert.

Appendix B- Glossary of Terms

Acuity Scale – best practices approach to right matching of services. Case managers can use the scale to assess numbers and severity of issues for their clients. Alternatively, the scale can be used by management for balancing the time commitment and caseload of an organization overall.

Adequate housing – housing that is reported by residents as not requiring any major repairs. Housing that is inadequate may have excessive mould, inadequate heating or water supply, significant damage, etc.

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

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

Best practice – an intervention, method or technique that has consistently been proven effective through the most rigorous scientific research and has been replicated across several cases or examples.

Canadian Homelessness Research Network (CHRN) – was first established in 2008 to bring together researchers, governments, communities and people with lived experience of homelessness in Canada, in order to mobilize research and increase its impact on policy and practice. In 2012, CHRN's name was changed to the Canadian Observatory on Homelessness (COH).

Co-location – refers to the practice of housing services in a single location to improve service access and communication/collaboration between service providers.

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

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

Core housing need – when a household spends more than 30% of its pre-tax income on housing costs.

Emergency response – providing emergency supports like shelter, food and day programs while someone is experiencing homelessness.

Emergency sheltered – staying in overnight emergency shelters designed for people who are experiencing homelessness.

Eviction prevention – refers to any strategy or program, usually geared at renters that is designed to keep individuals and families in their home and that helps them avoid homelessness.

Episodically Homeless - refers to those who move in and out of homelessness.

Family and natural supports – include family, friends and community. By providing young people with family and natural supports that align with 'place-based' supports (ex. Schools), we reduce the probability that a young person will leave their community in search of supports and become mired in homelessness.

Family reconnection (and reunification) – client-driven case-management approach that seeks to identify and nurture opportunities to strengthen relationships and resolve conflicts between young people who leave home and their caregivers.

First Nations – refers to one of three distinct groups recognized as “Aboriginal” in the *Constitution Act* of 1982. The Métis and the Inuit are the other two distinct groups characterized as “Aboriginal” and should never be referred to as “First Nations”.

Harm Reduction – refers to policies, programs and practices aimed at reducing the risks and negative effects associated with substance use and addictive behaviours for the individual, the community and society as a whole.

Hidden homelessness – refers specifically to persons who live temporarily with others without the guarantee of continued residency or immediate prospects for accessing permanent housing.

Homelessness – describes the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability to acquire it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household's financial, mental, cognitive, behavioural or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, stressful and distressing.

Horizontal integration – describes a centralized approach to planning, management and service delivery across a network of organizations/institutions within a sector or between sectors.

Housing accommodation and supports – refers to the provision of housing and ongoing supports as a means of moving people out of homelessness.

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

Housing First for Youth (HF4Y) – a recovery-oriented approach to ending homelessness that adapts the approach to the needs of young people. It centres on quickly moving people experiencing homelessness into independent and permanent housing. It is followed by the provision of additional supports and services as needed.

Housing policy – refers to the actions of government, including legislation and program delivery, which have a direct or indirect impact on housing supply and availability, housing standards and urban planning.

Indigenous Homelessness – a definition of homelessness that takes into account Canada's legacy of marginalization and displacement of Indigenous Peoples, created through settler colonialism. It requires an understanding of the Indigenous philosophy "All My Relations" as Indigenous homelessness and the Indigenous concept of "home" goes beyond one's physical structure of habitation.

Indigenous Peoples – is a blanket term to encompass the diversity of Canada's Indigenous population including First Nations, Métis and Inuit. It should be noted it could be ambiguous in some contexts. For example, a reference to "Indigenous Peoples in Canada" could include Maori or American Indian (US) people living in Canada. In contexts in which legal specificity to people originating in Canada is important, such as "The Indigenous Peoples of Canada".

"Peoples recognizes that more than one distinct group comprises the Indigenous population of Canada and is always capitalized.

The term "Aboriginal" is no longer used.

Individual and relational factors – apply to the personal circumstances of a homeless person, and may include traumatic events, personal crisis, mental health and addictions challenges, which can be both a cause and consequence of homelessness and physical health problems or disabilities. Relationship problems can include family violence and abuse, addictions, mental health problems of other family members and extreme poverty.

Life skills – these are the skills that are essential for living independently and includes skills such as managing money, shopping, cooking, etc.

LGBTQ2S – stands for lesbian, gay, bisexual, transgender, transsexual, queer, questioning, and Two-Spirit people.

Métis – these people are descendants of mixed Indigenous and European ancestry have their own culture, language (Michif), traditional homeland (the Métis Nation Homeland includes Manitoba, Saskatchewan and Alberta, parts of Ontario, British Columbia, the Northwest Territories and the Northern United States) and sense of nationhood (Métis National Council 201-3).

NIMBY (Not In My Backyard) – describes when residents of a neighbourhood designate a new development (e.g. shelter, affordable housing, group home) or change in occupancy of an existing development as inappropriate or unwanted for their local area.

Outreach programs – services and programs involved in bringing services directly to where people are rather than requiring someone to go into an agency.

Permanent supportive/Supported housing – combines rental or housing assistance with individualized flexible and voluntary support services for people with high needs related to physical or mental health, developmental disabilities and substance use. It is an option to house chronically homeless individuals with high acuity.

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

Poverty – there is a lack of international consensus on the definition of poverty. In Canada, there is no officially adopted and employed definition of poverty. Due to this shortcoming, Statistics Canada employs Low-Income Cut-Off (LIC) as a tool in identifying individuals and families who are substantially worse off than the average.

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

Primary prevention – refers to working upstream to reduce risks of homelessness for individuals and families Typically involves universal interventions directed at whole communities.

Provisionally accommodated – referring to those whose accommodation is temporary or lacks security of tenure.

Queer – a term reclaimed by the LGBTQ2S community as a self-identity for those who do not identify with binary terms that describe sex, gender, and political identities.

Racism a form of prejudice and discrimination directed towards someone based on one’s race, which produces impenetrable systemic and societal barriers.

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

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

Respite accommodation – refers to services that provide young people with emergency supports as an alternative to the shelter system.

Scattered site housing – housing that is provided at individual locations, usually in the private rental market, as opposed to an affordable housing building or project.

Secondary prevention – typically refers to strategies that target people who are clearly at risk, or who have recently become homeless and can include system prevention.

Severe housing needs – when a household spends more than 50% of its pre-tax income on housing costs.

Severe mental illness – defined as a serious and persistent mental or emotional disorder (e.g. schizophrenia, mood-disorders, schizo-affective disorders) that interrupts people’s abilities to carry out a range of daily life activities such as self-care, interpersonal relationships, maintaining housing, employment or stay in school.

Shelter diversion – a strategy targeting homeless youth that refers to the provision of alternative temporary housing options, supports and interventions designed to young people’s reliance on emergency shelter systems.

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

Street outreach – incredibly important work that involves moving outside the walls of the agency to engage people experiencing homelessness who may be disconnected and alienated not only from mainstream services and supports, but from the services targeting homeless persons as well.

Structural factors – economic and societal issues that affect opportunities and social environments for individuals.

Suitable housing – housing with enough bedrooms for the size and composition of the resident household, according to the National Occupancy Standard (NOS) requirements.

System prevention – refers to working with mainstream institutions to stop the flow of individuals from mental health care, child protection and corrections into homelessness.

Tertiary prevention – refers to strategies intended to slow the progression of and treat a condition. It also refers to rehabilitation efforts to reduce the recurrence of the problem.

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

Trauma – an event outside the range of usual human experiences that would be markedly distressing to almost anyone and cause victimization.

Transitionally Homeless – refers to short-term homelessness, usually less than a month.

Unsheltered – living on the streets or in places not indeed for human habitation.

Wrap-around – refers to a service delivery model that is a team-based, collaborative case management approach.

Youth Assessment Prioritization (YAP) Tool – a strength-based assessment of youth who are experiencing, or are at risk of experiencing, homelessness that strives to be as non-clinical and non-prescriptive as possible. YAP is an assessment that is undertaken when a vulnerable young person comes into contact with the service system.

Youth choice – this is a Core Principle in the Housing First for Youth ethos. Young people having the opportunity to make decisions that are pertinent to their own lives.

Youth homelessness – refers to young people between the ages of 13 and 24 who are living independently of parents and/or caregivers, and lack many of the social supports deemed necessary for the transition from childhood to adulthood.

Youth who leave home – refers to youth who choose to leave home/parents/caregivers for various reasons. This is the term COH uses instead of “runaway youth”.

Youth Reconnect – is a preventative intervention designed to support vulnerable young people in the communities where they have developed social connections and support, instead of requiring youth to travel to large urban centres. Research has shown that during this journey to larger cities, youth are increasingly vulnerable to addictions, sexual exploitation, violence, and criminal involvement. Youth Reconnect was first developed in Australia and later adapted for use in Canada.

Appendix C - Landscape of Housing Supports in St. Albert

Housing supports and services in St. Albert range from direct subsidies to indirect assistance. **Capital Region Housing (CRH)** is a provincial management body, operating under the Alberta Housing Act, and is responsible for allocating provincial rental subsidies and programs in the Capital region. Among other services, CRH builds its own community housing and provides direct rental subsidies to private landlords and tenants. There is one CRH housing unit in St. Albert (in Walden Park) and there are some tenants in St. Albert who are receiving subsidies for their rent in other buildings. Subsidy recipients must fall below the provincial low-income threshold¹ for their household, and subsidies are on a sliding scale to ensure that renters pay no more than 30% of their income on rent.²

A second provincial housing management body mandated by the province to provide housing for St. Albert and surrounding communities is **Homeland Housing**. **Homeland Housing** manages housing facilities for seniors and offers four different living options: [Independent Living](#) (Self-contained apartments), [Supportive Living](#) (Lodge units), Supportive Housing and [Affordable Housing](#) (apartments).³ St. Albert has two Homeland Housing lodges, Chateau Mission Court with 42 units and North Ridge Lodge with 45 units. Chateau Mission Court also includes a wing with 53 independent suites and North Ridge Place, adjacent to North Ridge Lodge, is an affordable housing apartment building consisting of 90 suites. All Homeland Housing is subsidized, and applicants are prioritized based on need.

Other affordable housing options in St. Albert include two **co-operative housing** units in the City (Heritage Hills & Liberton Terrace). Co-op housing provides subsidized rent and may offer a range of unit sizes from 1 bedroom to 4 or more bedrooms, depending on the complex. Further, co-op housing is community-driven where each occupant has a voice in the operation of the complex. This community participation reflects an ownership feature, in which renters do not own their apartments, but *do* have security of tenure. The latter feature provides stability without the threat of eviction from a landlord, unless the renter breaches the rules of the co-operative.

St. Albert also has one **Habitat for Humanity** site with 35 duplex units. Habitat for Humanity uses sweat equity in exchange for a down payment on a house. This enables low income families to own their homes and build equity over time.

The St. Albert Housing Society was incorporated in 2007 as a non-profit society. The SAHS owns 27 rental units in Big Lake Pointe that are rented at 10% below market rates to low-income families and individuals, seniors, families fleeing domestic violence, single parents, and people with disabilities. In 2019, 62 people were assisted by the St. Albert Housing Society.

The Housing Coalition of St. Albert is a coalition of stakeholders, including the City of St. Albert, the St. Albert Community Village, the RCMP, Power Up the Planet, Salvation Army, Seniors Advocating for Seniors, Outloud, and the St. Albert Housing Society. In 2017 The Coalition transitioned from the former Temporary Residential Services Committee. The Coalition

¹ <https://open.alberta.ca/publications/income-thresholds>

² <https://www.crhc.ca/recipient-policies-1>

³ <http://www.homelandhousing.ca/>

works towards educating residents about homelessness in St. Albert and advocates for sustainable housing actions. The latest Coalition initiative involves planning a HomeShare program under the auspices of the St. Albert Community Village. This program was put on hold in March 2020 due to the COVID-19 pandemic but will resume activities when permitted by Alberta Health Services. The purpose of the HomeShare program is to match families and individuals who need affordable housing options with families and individuals who have space in their homes to rent.

Finally, there are **other options** that low-income individuals and families can access for support in St. Albert. The 2017 report, *In Their Own Words*, commissioned by the former Temporary Residential Services Committee, identified that people who are experiencing homelessness, or who are at risk of being homeless, most often obtain food and other assistance from the St. Albert Food Bank and Community Village, the Salvation Army, Alberta Works, Alberta Health's addictions programs, the Sturgeon Hospital, and the St. Vincent de Paul Society and churches.⁴

The Rental Assistance Program (RAP) was administered by the St. Albert Food Bank and Community Village. St. Albert's Rental Assistance Program began in 2008 from a 3-year Affordable Housing Block Funding grant allocated to St. Albert from the Province. The purpose of RAP was to provide employed, low-income families and individuals with short term rental subsidies (up to a maximum of 1 year) while they worked towards financial independence. A requirement of receiving RAP assistance was participating in the Community Village Financial Literacy program. Data from the St. Albert Community Village indicate that in 2019, 42 women (21 single mothers) and 15 men (1 single father), participated in RAP. Further, in 2019, sixty-two children were included in the Rental Assistance Program. The money allocated for rental assistance through this one-time provincial allocation will run out in June 2020.

⁴ Draft document - *In Their Own Words Strategy to Prevent Homelessness In St. Albert & Sturgeon County* by Kathy Barnhart, Med, January 2017.

Appendix D – Raw Data – Vulnerability Interviews (Jul – Sept 2019)

	Women & Families Fleeing Domestic Violence	Newcomers	Seniors	Youth
1 St. Albert Food Bank/ Community Village	<p>Financial abuse increasing.</p> <p>Emotional abuse often results in some form of disability, then client is not eligible for RAP.</p> <p>Elder abuse is a significant problem.</p> <p>Cases of women living in expensive houses but with no \$ are increasing.</p> <p>Low self esteem, fear, etc takes a long time to make changes</p> <p>Note: person fleeing home, cannot access AB Supports while still living in household, but can't leave household without financial supports.</p> <p>Women often stay with abuser because they must stay home with children who have disabilities.</p>		<p>Seniors seeking support for rent is increasing.</p> <p>Elder abuse is increasing.</p> <p>In order to access RAP, seniors must put themselves on Homeland Housing waitlist, but many seniors are not ready for this.</p>	<p>Some youth do well with RAP and required Financial Literacy program.</p> <p>Success of Financial Literacy due to readiness.</p>
2 Stop Abuse in Families	<p>Sees ~1000 families/ year.</p> <p>Some clients come for 1-2 sessions and some come for several counselling sessions.</p> <p>~80% of clients are female.</p> <p>Abuse usually includes financial control.</p> <p>Clients are usually given 3 options: 1. Stay where they are</p>		<p>Children are taking control of parents' finances and controlling parents or are running into trouble and parents are left getting foreclosed and then left homeless.</p> <p>Seniors are very vulnerable to financial abuse.</p> <p>SAIF gets a lot of referrals for elder</p>	<p>Seeing a rise in trans and queer kids 'coming out'.</p> <p>Seeing trans youth being rejected by family. These youth will either deny their identity or will leave home and are then stuck without parental consent.</p>

3 AHS Social Worker	<p>and create a safety plan over time. 2. Direct women to AB Income Supports. (\$1000 for shelter and \$1000 for incidentals). 3. Go to a shelter in Edmonton. There is a 1-4 month waiting list to get in and length of stay is 21 days maximum.</p> <p>But, cannot access Income Support while still in primary residence.</p> <p>Seeing gay men fleeing partners. These victims often flee faster than women and have more informal supports in the LGBTQ community.</p>		abuse from victim services.	<p>If male to female, cannot go to a female shelter.</p> <p>Youth under 18 do not have access to AB Income Support.</p>
		Sees cases of 'roommate' abuse among immigrant workers. No place to go so end up at the Sturgeon Hospital overnight.	See cases of seniors fleeing abuse and coming to the hospital.	Sees youth coming to the hospital because they have no place to go. 15+ age are mature minors and are on their own or want to be on their own. Only place to go is Edmonton YESS or other shelter, but youth want to stay in St. Albert. These youth are often referred to the Community Village.
4 St. Albert Subsidies Coordinator	High rent is source of anxiety for single mothers. May or may not be in violent relationships. Anxiety increases at start of school year due to added school fees.	Many clients are newcomers who struggle with literacy issues as well as PTSD and low income.		
5 Family Resource Centre	<p>Seeing family violence, addictions, and unemployment increasing.</p> <p>See families from outside St. Albert coming to St. Albert when fleeing domestic violence.</p>	Difficult to find space for larger families.	Lots of grandparents caring for grandchildren.	Frequent turnover of staff in group homes increases stress and lack of trust among youth who then carry issues into parenthood.

6 Jessica Martel Memorial Foundation	AB Supports insists on contacting partner who is abusive. This causes many victims to stay where they are.			
	Women and children fleeing domestic violence need uninterrupted support after they leave the shelter.			
	Women need counselling, flexible employment, and affordable housing. Children need stable counselling in order to build trust.			
7 St. Albert Public Library	Some moms may avoid the busy time in the summer and bring their kids when there are fewer people. Sometimes staff overhear conversations that are violent and will then refer parent (usually mother) to SAIF.	Lots of newcomer families use the library. Newcomers come to meet with Immigration consultant who comes to the library 1X/week. Star Literacy circle for newcomers happens at the library. Some children (may be from newcomer families or other) are left all day in library as a daycare.	A lot of seniors come to the library to alleviate isolation and loneliness. Many seniors use computers and other services to look for jobs.	See more young men in summer. Often smell from campfires. Use internet, sometimes looking for work and access tutor services and resume services. Services draw people to the library. Many youth and others say St. Albert feels like home and don't want to go to Edmonton. Would rather stay in St. Albert even though there is no shelter. SAPL staff will call The Collective counsellors when youth need supports. Teens may stay all evening in the library. Can overhear teens asking parents if they can come home.

8 Further Education				The library closes at 6 pm on Fridays and youth have no where to go after 6 pm.
		Further Ed sees families who have been in Canada for several years. Come for tutoring and ESL classes.		
9 The Collective				<p>Youth who are 18 often can't find employment, therefore can't qualify for RAP.</p> <p>Seeing increasingly complex cases with mental health co-morbidities.</p> <p>AB Works does not give \$ if under 18.</p> <p>New legislation cuts off youth supports at 22 years old. (used to be 24 yrs old)</p>
10 Outreach School				8-10 youth at any one time couch surfing or sleeping in stairwells, etc
11 Outloud			Aware that some LGBTQ seniors are being evicted.	'Kids' are couch surfing and asking about safe places to stay.
12 Chew Project				Offers outreach and in-school programs that are secondary and primary homelessness prevention strategies.

13 St. Albert Seniors Association			<p>Many seniors suffer from isolation and are also struggling to make ends meet.</p> <p>Seniors living in their own homes are not eligible for RAP.</p> <p>Transportation is also an issue for many seniors.</p>	
14 St. Albert Handibus			<p>Sees many seniors who have lost a spouse and now live in a senior's residence, many seniors from Fort Mac and many seniors from rural areas.</p> <p>Many seniors express feelings of isolation.</p> <p>Many seniors living in seniors facilities are 'house poor'.</p>	
15 Seniors Advisory Committee			<p>Many seniors are struggling to live in their homes that they can no longer afford.</p> <p>Affordable downsizing options are not available in St. Albert.</p> <p>Isolation is a problem for many seniors.</p>	
16 RCMP				<p>See youth in Lion's Park and skateboard park as well as river areas. In summer of 2019, seeing fewer youth in parks.</p>

Appendix E – Housing options for newcomers⁵

Flex Plex Housing

- Eg. Saanich, BC
- Row of 5 housing units on 9000 sq ft lot.
- With 3 of the 5 units containing rental suites for extra income.
- Units were designed to be accessible and include age-in-place features.
- Habitat built the units and selected the owners.
- Donated labour and materials lowered costs.

Performance-Based Zoning

- Eg. Brandon, MB
- Offers more flexibility and creates conditions for more affordable housing through mixed use, smaller homes, and increased density.
- Resulted in new design guidelines, speedier approval process, which lowered carrying costs, increased multiple housing units and rental units, and led to revitalization of downtown.

Flexibility for Direction of Development Fees

- Eg. Toronto
- Developer donated 4 condo units to non-profit housing corporation in lieu of development fees.
- Ensured affordable rents in perpetuity.
- Steering committee established to develop guidelines for matching eligible non-profits with willing developers.

‘Shared Ownership’

- Eg. Trois Rivières, QB
- Housing corporation worked with the city to develop a strategy to provide affordable housing through ‘shared ownership’.
- Allowed home buyer to purchase the building first and the land several years later, at no interest. Reduced the upfront cost of purchasing a home.
- Home buyer becomes owner of the entire property once the land component of the purchase price is paid in full, after an agreed upon number of years.
- Initiative combined innovative financing with small house design for low and middle-income households.

⁵ Housing Affordability and Choice: A Compendium of ACT Solutions
<https://muskoka.civicweb.net/document/18438>

Appendix F – Housing Options for Vulnerable Seniors⁶

Micro-Suites

- Eg. Oakville, ON
- Convert single family dwellings into smaller affordable units (450-650 sq ft)
- Offer privacy for independent living, and access to common areas.

Foyer des Cent Abris

- Eg. Montreal
- Built 2 rooming houses containing total of 24 studio apartments, each with kitchen and bathroom (377 sq ft).
- Required a revision of municipal regulations.
- Units built for ~ \$64,000 (2019 \$)

Performance Based Zoning

- Eg. Brandon, MB
- Offers more flexibility and creates conditions for more affordable housing through mixed use, smaller homes, and increased density.
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- Example of possible housing that could be built with **Performance Based Zoning**



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Flexibility for Direction of Development Fees

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Appendix G – Youth Transitional Home Examples

Youth 110 – Adelaide, Australia

- 30 self contained apartments over 4 floors.
- Operated by St John's Youth Services.
- 24 hr care and case management.
- Ages 16 to 21 including singles, couples, single parents (including single dads), young families and siblings.
- Case Management support focuses on education, employment, health, finances, child care, and relationships.
- Length of stay varies according to need.

SOS village – Surrey, BC

- Based on SOS Children's Villages International.
- 5 'foster homes' in Village Centre with trained foster parents.
- 16-24 yrs
- 3 stages over 12 months: orientation (1-4 mos), grow (5-8 mos), thrive (9-12 mos)
- Youth pay \$400/ month and \$100 goes into a savings account.
- Suites are fully furnished, and youth can take the 'apartment in a box' when they leave.
- Exiting youth maintain long term relationships with SOS team.



YMCA-YWCA- Ottawa

- 16-21 yrs
- Length of stay varies
- Dorm room style with fridge in room
- Shared bathrooms (single bathrooms)
- 17 rooms on 1 floor, co-ed. (cis and trans)
- Youth must pay for room, food, transportation, personal items
- Fees: based on maximum shelter allowance of Ontario Works (adult, disability, child welfare)
- Note: if under 18, child welfare MUST open a file, therefore covered by child welfare.
- 1-2 staff/ 17 residents. Not staffed 24 hrs but get support from adjacent YWCA housing.
- Include harm reduction philosophy, but cannot drink or use on site, even if 18.
- All youth must be in school or working and must attend life skills programming.

Open Doors Association – Camrose, AB

- 16-24 yrs
- Funded solely through grants with no government dollars. May be more lenient with rules etc.
- Will see youth outside home or talk on phone to see if a good fit.
- Youth with complex mental illness (eg schizophrenia) is not a good fit for this program.
- Staff find that non-structured programming is best approach for complex trauma.
- Youth take the lead with their own goals and programming.
- Use a harm reduction approach to drug use.
- 2 staff in evening (4:30-11:00), 1 staff overnight (sleeping shift), manager on-call. Home is closed during the day.
- Upstairs is dorm style with several beds in a room.
- Downstairs includes 4 independent suites for older youth. Pay \$200/ month for rent.

Youth Empowerment & Support Services (YESS) (Graham's Place) – Edmonton

- 15-21 yrs
- 3 programs:
- Overnight shelter for up to 24 youth (open 9 pm to 8 am)
- House parent model (3 staff each have 3-4 youth case load) (individual rooms)
- Shift work model (6 staff; 2 day, 2 evening, 2 night. Day staff have 4 youth on case load) (individual rooms)
- Youth must work on a transition plan and can stay as long as needed.
- High importance on flexibility and autonomy for youth to make their own choices.
- Under 18 are mostly referred by Children's Services; get \$179.49/day per youth from CS
- 18-21 – assist in applying for assistance to pay per diem costs.
- 16 & 17 yr olds not covered by CS are covered as 'community youth' by YESS.

Shanoa's Place – Edmonton

- 15-21 yrs
- 8 private bedrooms and 1 bdrm for staff
- Staff work 48 hrs on and 4 days off
- Home is closed from 10-3 T, W, Th and youth are expected to be at school, working, or at appointments, etc.
- House parent responsible for supper and ensuring youth are working on their plans throughout the day.
- Each staff is responsible for working closely with 2-3 youth to establish goals and develop a plan to meet their goals.
- Staff and youth do neighbourhood introductions. Teach youth how to interact with neighbours.
- \$179/ day for youth 15-17 years who have file with Children's Services.
- YESS pays for taxes, maintenance, salaries, other costs.
- Food, clothes if needed are donated.
- Maximum length of stay is ~1.5 yrs.
- Some youth may be actively using. No using on site. Staff work with youth, through harm reduction model, to develop healthy habits.
- Staff use 'peer' matching to ensure that new house mates are not disruptive to the youth who are already living there.
- LGBTQ, male, female, all live together. Each bedroom has keypad combination lock so each youth has their own space in their own room.
- When leaving, Homeward Trust helps to find affordable housing as well as items for their apartments etc.



E4C – Edmonton

- E4C has 3 houses with 5 beds each for youth 14-17 yrs of age.
- Classified as group homes and most youth have funding from Children's Services.
- Length of stay varies from a few weeks to 2 years.
- Use harm reduction, trauma-informed models of care.
- As per CS licensing requirements, 2 staff on site at all times. 6 (2 coordinators, 4 youth workers) staff rotate over 24 hrs plus site manager.

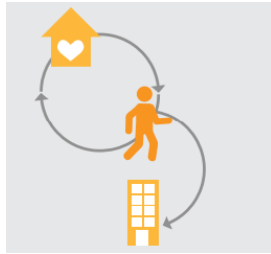
NOVA – John Howard Society – Edmonton

- 20 beds in total.
- Accommodate high acuity, high-risk youth.
- 3 staff on site at all times over 24 hrs. Night staff are awake. No sleep over staff.
- Have 2 full-time staff and 15-18 part-time staff, plus program manager and coordinator.
- Case workers work with 4-5 youth each.
- Always have a 'hands off' policy. No hands placed on youth at any time.
- Staff wages and salaries funded by Homeward Trust.
- Some youth get funding from CS or AB Works.

The Loft – John Howard Society - Edmonton

- Funded by Homeward Trust
- 16-24 yrs (most youth are 18 and above)
- 6 male youth capacity
- Youth must budget, and rent is paid into a savings account that the youth manage.
- Cannot be in highschool for AB Learners benefits unless get letters of support. Otherwise, youth in The Loft must be out of high school for 1 year to receive AB Learners benefits.
- Length of stay is 6-9 months.
- Reason for shorter length of stay is that The Loft can get more funding if have more youth stay throughout the year.
- Use voluntary program rather than mandated. Find that the voluntary program allows for good rapport with staff and includes expectations rather than rules.
- Double staffed in evenings, and some days of the week. 1 awake staff during the nights.
- Have a low acuity home, which results in higher staff retention and less time required for special needs.
- Do not allow active using of illicit drugs as this requires more intensive monitoring and observation checks.

Appendix H – Typology of Youth Homelessness

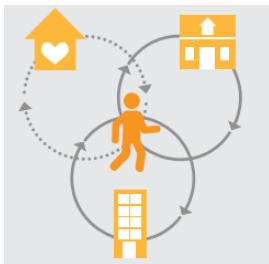


The NAEH identifies three ‘types’ of youth homelessness⁷:

Youth that are ‘temporarily disconnected’ are generally younger, have more stable and redeemable relations with family members, are more likely to remain in school, and have less extensive history of homelessness. The primary focus for this ‘type’ of youth is on early intervention and homelessness diversion strategies.



‘Unstably connected’ youth have more complicated housing histories are more likely to have longer and repeated episodes of homelessness. These youth are less likely to be engaged in school and exhibit challenges in obtaining and maintaining employment. Most of these youth have some level of connection with family members and are less likely to experience serious mental health or addictions issues than chronically homeless youth. **“This is a group for which family reconnection interventions, as well as transitional housing programs are recommended, particularly for youth under 18.”**⁸



Thirdly, ‘chronically disconnected’ youth is generally the smallest group of homeless youth but have the highest and most complex needs, including mental health problems and/or addictions. These youth often have little to no connections with family. Ultimately these youth require “more comprehensive interventions, as well as more supportive and longer-term housing programs”.⁹

Interviews with staff from several organizations and groups who work with youth in St. Albert indicate that while some youth in St. Albert may be considered ‘chronically disconnected’, **most of the youth in St. Albert who seek counselling and other supports are ‘unstably connected’.**

⁷ The Homeless Hub. *Youth Transitional Housing Toolkit*. 2015.

⁸ Ibid.

⁹ Ibid.

Appendix I – Youth Transitional Home Models

The following local youth transitional home models are context specific with programming clustering toward high demand.

Operational models are context specific,¹⁰ and programs tend to be either service-intensive with rigorous expectations (high demand) or more flexible with fewer requirements of residents (low demand)¹¹.

High demand programs are intended for individuals who may have multiple challenges, such as overcoming trauma and mental health issues.

Low demand transitional housing programs are designed for chronically homeless individuals with chronic mental illness, addictions, and/or other challenges.

¹⁰ Sprague, J. F. (1991b). *More than shelter: A manual on transitional housing*. Boston: The Women's Institute for Housing and Economic Development.

¹¹ Barrow, S., & Zimmer, R. (1999). Transitional housing and services: A synthesis. In L. Fosburg & D. Dennis (Eds.) *Practical lessons: The 1998 National Symposium on Homelessness Research*

'High' Demand Youth Transitional Home Models

Organization	# beds	Ages/ Genders/ Orientations	Length of Stay	Staffing	Funding	Programs	Description
E4C	3 houses 5 beds each	14-17 yrs	Several weeks up to 2 yrs	2 staff on at all times. 13 staff/house. 6 staff rotate/ 24 hrs plus site manager. (2 coordinators & 4 youth workers) Have 10, 8, & 4 hour shifts	All CS referred. Contracted and funded by CS. Staff do negotiate to take in 'non CS status' youth. Per diem/ bed X 15 beds > 1 million/ yr of funding.	Staff do outreach to meet youth in the community and do intakes etc.	Group home style. Harm reduction, trauma-informed. Licensing and standards with CS. Commission on Accreditation of Rehabilitation Facilities (CARF) accredited.
John Howard – NOVA	20 beds	16-24 yrs	As long as needed.	Minimum double staff. Staff are awake on all shifts.	Staff are funded through Homeward Trust	Some on site and off-site services and programming	Only criteria for entry is being homeless or at risk of becoming homeless. High acuity youth.

				Most of time have 3 staff on shift.	(front line staff earn ~\$45,000-\$50,000/yr) (part time staff earn \$17-\$20/hr) Youth expenses covered by CS or AB Works	Quiet time at midnight, in room from 1-7 am. Savings program for youth is encouraged.	Hands off policy. Staff wear panic alarms. Case workers have 4-5 youth to work with. Work on developing family and natural supports.
YESS – Armory (Graham's Place)	20	15-21 yrs	As long as needed	Shift cycle staffing in a ratio of 1:7 (morning shift, evening shift, overnight awake shift). 1 staff per shift. One from 7-5, one from 5-10 and one from 9-9. Have relief to cover if there is a need for the staff on site to go to appointments, or	Most youth under 18 are referred by CS. Receive \$179/day per youth. Staff assist 18 and over with applying for AB Supports. Others (16 and 17 yr olds) are funded by YESS as community youth.	Lower demand programming. More flexibility in rules with emphasis on youth learning by making their own decisions.	Individual rooms. Two different transitional programs: House parent model. Each staff works closely with 3-4 youth. Shift work model. Less structured. Youth come and go with more independence. No overnight stays for staff. Staff are awake on night shift. Work to connect with family and natural supports of youth.

YESS – Shanoa's Place				if more support is needed.			Youth must work on transitional goals.
	9	15-21 yrs/ all genders/ all orientations	As long as needed	<p>1 to 7 staffing ratio</p> <p>one staff on site for the 48 hour shift</p> <p>(12 hours awake, 12 hours sleep)</p> <p>1 staff per shift, plus manager during the day.</p> <p>Staff have bedroom and sleep on-site</p>	<p>From Children's Services (under 18), AB Works (over 18)</p> <p>Some youth covered as 'community' youth and YESS covers the costs</p>	Higher demand programming	<p>House parent model. Each staff works closely with 3-4 youth to work on their plans and goals.</p> <p>Youth have their own room with lock. Youth must be off-site during the day at school, training, or work. Goal is independence.</p>

John Howard – The Loft	6 beds	16-24 yr olds	6-9 months	3 days/week are double staffed	Funding from Homeward Trust	The mandatory savings program teaches youth about budgeting and the amount that they would pay for rent elsewhere goes into their savings account.	Youth are expected to learn how to budget their money.
		(male only)		Evenings are double staffed 1 staff on awake shift during the night.	Note: can get more funding if support more youth in the year. Therefore, shorter stay enables more funding for the year.	Most youth are over 18. Intended for lower acuity youth.	<p>Emphasize expectations vs rules.</p> <p>Do online banking with staff re: savings etc.</p> <p>Cannot have more than \$6000 in assets to live there.</p> <p>Most residents have learner's benefits from AB Works or are working.</p> <p>Homeward Trust supports youth who have graduated from The Loft. Provide subsidized housing and apartment in a box.</p> <p>If over 18, can use alcohol or marijuana.</p> <p>Illicit drugs use is grounds for immediate dismissal.</p> <p>Is not a housing first program since illicit</p>

							drug abuse is not tolerated.
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Appendix J – Proposed St. Albert Transitional Home Objectives

Youth will graduate:

- Having learned life skills such as cooking, budgeting, health relationships etc.
- With high school diploma and secure employment or plan for post secondary education.
- Feeling a sense of belonging to community and have a network of supportive relationships.