



Report on the Second Meeting of the National Network of Community Advisory Boards and Community Entities

May 2 (6:30 pm) to May 4 (2 pm), 2013 Ottawa, Ontario

OVERVIEW

Almost 90 people representing Community Advisory Boards (CAB) and Community Entities from across Canada gathered in Ottawa on May 3rd and 4th 2013 to share best and promising practices learn from one another and deliberate on the future of homelessness programs in Canada. This year was the second meeting of the National Network of Community Advisory Boards and Community Entities. Once again, CHRA sought the necessary funding from a variety of partners to proceed with the initiative and, under the guidance of a working group of CAB representatives, organized the meeting.

There were three overarching goals for the meeting: 1) networking, 2) information sharing of best and promising practices, especially with regard to housing first and 3) dialogue about the future development of Canadians' collective efforts to end homelessness.

Communities
are committed
to the goal of
ending
homelessness.

GOAL 1: NETWORKING

The Second National Meeting of Canada's Community Advisory Boards and Community Entities took place in Ottawa from May 3 to 4, 2013, preceded by an evening reception on May 2 in conjunction with the Canadian Housing and Renewal Association's Annual Congress. With representation from 11 of the 13 provinces and territories, the meeting brought together 89 delegates in total. In terms of individuals, 59 participants represented the 40 CABs in attendance; participation can be broken down by affiliation as follows:

34	HPS Designated Communities					
	5	British Columbia	8	Ontario	0	Prince Edward Island
	7	Alberta	0	Quebec	1	Newfoundland & Lab. r
	3	Saskatchewan	4	New Brunswick	1	Northwest Territories
	3	Manitoba	1	Nova Scotia	1	Nunavut
	0	Northwest Terr.				
5	Aboriginal CABs					
1	Rural CAB (Newfoundland and Labrador)					
6	Partners, national organizations and affiliated groups					

*The text boxes are
quotations from delegates
at the 2013 CABs/CEs
National Meeting*

An end to
homelessness
is possible.

The complete list of participants appears in Appendix A. The participation rate was higher this year among designated CABs, with two-thirds of the 61 represented. Seven more communities participated as a result of CHRA's improved CAB contact information, more advanced notice, and word of mouth among CABs as to the benefits of participation. As happened last year, there were no CABs from Quebec. The CHRA will continue to reach out to partner agencies in an effort to involve Quebec CABs in future events.

Almost half of the 11 HPS-funded aboriginal CABs participated with new communities represented this year (Toronto, Prince George, Prince Rupert and Regina), a very positive development due to CHRA's ability through increased fundraising to support aboriginal CAB participation in addition to the 61 designated communities.

GOAL 2: INFORMATION SHARING

The first meeting of the CABs' Network was designed for maximum learning through a presentation-heavy format, with a half-day facilitated session devoted to determining the purpose and continued connectivity of the Network. Building upon the foundations established last year, this meeting focused on drawing insight and expertise from CABs with particular emphasis upon housing first and changes to the next iteration of the Homelessness Partnering Strategy from 2014 to 2019.

Based on delegates' feedback, the agenda kept important elements of the first year: presentations from four national groups (At Home/Chez Soi; Canadian Homelessness Research Network; Homelessness Partnering Strategy; and Mobilization Local Capacity to end Youth Homelessness Project) and community best practices with speakers from Vancouver, Kamloops, Edmonton, London, Hamilton, and Kingston.

New this year, the meeting featured four separate modules for information sharing, discussion and recommendations on key issues: Housing First, Evidence, Leadership, Aboriginal Communities and CABs, and Youth Homelessness. The modules were preceded by expert speakers on each of these issues, and, with the exception of Youth Homelessness, were followed by small group discussions focused on a series of questions. Delegates then reconvened in plenary for a facilitated session to identify recommendations. Findings from the discussions and evaluation feedback are presented in Goal 3: Dialogue on Issues. The complete agenda is attached as Appendix B. A summary of the presentations are contained in Appendix C and the accompanying PowerPoints that were provided by the speakers are posted on CHRA's website.

Feedback from the post-meeting evaluation survey shows high levels of satisfaction with respect to these first two goals of networking and information



sharing. CHRA received 41 responses to the CABs meeting delegates' survey. Of that number, 35 declared as CABS with the affiliation of 4 respondents not declared, resulting in a response rate among our target group ranging from a minimum of 57% and a maximum of 64%. The complete results of the evaluation survey are available on request.

Housing and homelessness initiatives are not charity. They are productive investments with numerous economic and social spinoffs that will ultimately strengthen our country while lessening the burden upon many related social services.

In assessing the overall usefulness of the meeting out of five points, respondents rated the meeting most useful for "Getting update on national initiatives" (4.05), "Learning from Other CABs" (3.97), "Networking with other CABs" (3.95), "Providing Input to HPS" (3.90), "Participating in CHRA Congress" (3.33), and Facilitating "virtual Networking" (3.16).

Participants' top three presentations were Sam Tsemberis (Pathways to Housing), Tim Foran (HPS), and Steve Gaetz (CHRN); tied for fourth most popular were Paula Goering & Catharine Hume (At Home/Chez Soi), and Steve Cordes (Youth Opportunities Unlimited). All presentations rated among at least one delegate's top three picks, suggesting that the variety offered appealed to and met the varying needs of participants. A resounding 34 of the 36 respondents said they would likely share the information gained from the meeting with their CABs, with a similar number reporting they were likely to follow up with at least one of the presenters at the meeting.

GOAL 3: DIALOGUE ON ISSUES

The meeting's sessions, discussions and evaluation focussed predominantly on housing first in response to the 2013 Federal Budget and the HPS emphasis on this approach. Prior to the budget's release in late March, however, the steering committee had prioritized along with the following issues for in-depth examination: evidence (indicators, outcomes and measures of success), leadership for systemic change, and aboriginal communities and CABs. Due to the shift in the federal approach, emphasis was placed on housing first, leaving less time and discussion for the other identified issues. Despite this, the richness of the dialogue on aboriginal communities and CABs resulted in excellent insight that is important to share. Less substantial, however, were the findings from the discussions surrounding evidence and leadership issues.

Respect, trust, understanding, dialogue, relationships and inclusion resonated throughout the small group discussions on aboriginal communities and CABs. Delegates saw these elements as precursors to addressing aboriginal people experiencing homelessness within the community. CABs/CEs described best practices in ensuring representation from aboriginal people on the overall CAB structure. Some use proportionate representation of the board to reflect the aboriginal populations within the community, while others set up a distinct aboriginal advisory body to provide input to the CAB policies and decision making. Common to most group discussions was the need to have more aboriginal people as front line staff, in leadership positions, on boards and as fully engaged community members working to end homelessness. Some groups



raised issues surrounding: the equity of funding envelopes, standardization of reporting requirements among the 61 CABs/CEs and the aboriginal CABs, and other structural concerns. Clearly, the discussions indicate a strong shared interest among CABs/CEs to continue the learning and sharing of best practices around CABs/CEs and aboriginal communities.

A home is a
key lever in
the Economic
Action Plan.

Turning to housing first, through small group discussion and written evaluation, participants shared their existing views and perceptions on housing first, information gaps and the meeting's influence on their understanding. Through the evaluation, 87% of respondents said they had a better understanding of what housing first is, with 8% indicating no greater understanding and 5% not sure. The responses were more evenly split on whether their communities were currently practising housing first, with 52% saying yes and 40% no; 8% were unsure.

Small group discussions explored in depth delegates' understanding of what housing first is. All responses indicated widespread agreement on the following core elements:

- people are housed first, not placed in emergency services or required to meet entrance requirements ;
- they have a choice in where they will live; and
- support services are available according to the need of the client.

Within these core elements, delegates' discussions of the component parts demonstrated a fairly wide range of knowledge on the importance and types of services/supports to clients once they are housed (e.g. case management, housing support workers, employment and skills assistance, mental health workers, social workers, changes in services as client needs change) etc.) and the importance of client choice (i.e. having access to a variety of housing options such as scattered site, social housing, supportive housing).

There was less consensus on whether the housing first model applies by definition to people who are chronically homeless, diagnosed with mental health issues and/or addictions issues or whether it is a model appropriate or desirable for a variety of target populations.

The second question put to groups was: what would or did you need to implement housing first in your community? Overwhelmingly, in both the small group discussion and in the written evaluations, delegates identified the availability of affordable housing stock as the single most important condition for implementation. Communities asked, "How can we implement housing first when very little housing exists?" Two other requirements for implementing housing first deal with 1) community education with respect to housing first (including a common definition of the term; how to conduct assessments and evaluations; how to achieve community collaboration, etc.) and 2) funding issues including sustainability, amount, flexibility, etc. These themes will be dealt with further in the "Looking Ahead" section.



Asked to choose their first three priorities, participants ranked the following topics for future discussions regarding Housing First

Ranking	Topic	Number of Responses
1	Housing stock and rent supplements	20
2	Continuum of care/service integration	15
3	Social integration for the client	13
4	Population of focus for housing first	12
5	Consumer choice	11
5	Rural and remote homelessness	11
5	Building good landlord relations	11
8	CAB composition	9
9	Discharge policy	7
10	Recovery orientation	6
11	Other	4

Housing first is a solution and is more than a bridging mechanism for people. It gives the supports for people to move into success and out of homelessness

LOOKING AHEAD: RECOMMENDATIONS FOR HPS & NEXT STEPS

From the discussion and deliberation over the two days of meetings and written responses to the survey, the following recommendations and conditions for success reflect commonalities among participants as they offered input and advice into the national discussion on homelessness and the future of the program. The report's conclusions reflect the views of this meeting of delegates and have not been formally endorsed by the participating organizations, or the meeting's sponsors.

RECOMMENDATION #1: FLEXIBILITY

CABs/CEs were unanimous in their call for flexibility at the community level and in their approach to housing first. Communities noted that each of the 61 designated communities has varying and complex homeless populations and that the 'housing first' definition must be broad enough to suit the needs of individual communities' homeless populations. By presenting housing first as an approach, rather than as a one-size-fits-all program, local CAB/CE programs can contain the elements of housing first, but will look a bit different in each community. The housing first approach should allow a wide range of applications, the choice of which is determined in accordance with the community's plans and local priorities. Indeed, some participants said they have been using practices and funding priorities for years that are housing first in nature, but that haven't been specifically identified as "housing first." A common response among CABs/CEs was the importance of allowing



communities to choose their own target populations and well as the priority needs for funding, like building community capacity and networking.

Words like “respect,” “support,” and “autonomy” figured prominently in the small group discussions and evaluations. Delegates emphasized their concern that decision-making and priorities would become centralized, ignoring the specific nature of individual communities’ economic situation, housing market, cultural composition, demographic trending, geography, municipal support, provincial policies, and a host of other factors feeding into their ability to provide for their residents who are at risk of or experiencing homelessness.

Housing first
will look
different in
each
community.

Delegates representing northern and remote communities expressed their belief that housing first would be difficult if not impossible to implement. Northern construction seasons and extraordinarily high costs have resulted in a dearth of affordable housing in most communities. Money and resources well beyond costs in the south may prevent the implementation of this type of approach. Almost one third of evaluation respondents listed rural and remote homelessness among their top three picks for future discussions. Small and even mid-sized communities wondered about the scalability of the housing first model and how it could be implemented without the level of services and supporting agencies found in larger cities.

RECOMMENDATION #2: FUNDING

CABs/CEs appreciated the announcement of the five-year timeline for the renewed HPS program, as a long-term funding window is essential to success. There is concern, however, about the sustainability of the funding and ensuring adequate funding for housing first from both federal and other sources, especially if funding needs to be concentrated on an especially vulnerable /chronic population. Assuming a pathway of housing that begins with “Housing First” then transitions over a course of time to increasingly independent or unsupported housing options is not the experience of or expectation of the majority of people who come off the streets and into the system of social services within their community.

A second area of funding addressed by CABs/CEs was the inadequacy of the funding given the shift to housing first. For many of the delegates, HPS funding has been essential seed funding that allowed communities to leverage funding from other levels of government, social agencies, foundations and the private sector. For others, it has been the sustaining funding that allowed them to provide a limited community planning response to issues of homelessness that they had no capacity to address. This is most frequently the case in smaller communities. For both instances, the costs of implementing a successful housing first program may well exceed the funding available – either because other funders may not be in sync or because the HPS money for smaller and mid-sized communities isn’t enough for this intensive program.



Eliminating
homelessness
is crucial to
social and
economic
wellbeing.

Since the transition to the Homelessness Partnering Strategy in 2007, the total amount provided to communities has remained the same. Many communities expressed the concern that housing first is potentially an expensive program to implement if there is no additional funding. The existing funding may be insufficient to result in the short-term reductions in homelessness the government is seeking with this policy change.

The final funding consideration raised by the CABs/CEs is related to flexibility within each community's allotment of HPS funds. Communities are seeking the ability to fund the priorities as defined by local stakeholders, be it capital projects, rent supplements, client support services, landlord incentives, etc.

RECOMMENDATION #3: CLARITY OF HOUSING FIRST APPROACH

Concurrent with the call for flexibility in implementation, communities emphasized the need for a clear understanding and definition of housing first in order to develop clear benchmarks for funding and reporting requirements. The "Dialogue" section shows that beyond the core elements of barrier-free housing, client choice and individual supports as appropriate, the perception of housing first differed greatly among the delegates. As the agencies charged with planning for and flowing funding, CABs/CEs need well-defined parameters of what housing first is; in essence, which methods, practices, populations, supports, results horizons are valid for the roll-out of housing first across Canada. CABs/CEs want expectations to be shared broadly, especially in terms of major changes and how the implementation will roll out.

RECOMMENDATION #4: PREVENTION

Alongside their interest in housing first as a solution to existing homeless individuals, CABs/CEs emphasized the importance of prevention. Without concrete steps to address the causes of homelessness, a new cohort of people will cycle into the streets from unstable, unsafe or unaffordable housing. A focus on prevention must coexist with housing first approaches to ensure systemic and sustainable success in eliminating homelessness.

CONDITIONS FOR SUCCESS:

The issues identified below are critical to communities' ability to make systemic, sustainable, and long-term change to the number of Canadians who are at risk of or experiencing homelessness. Writ-large, these issues cannot be unilaterally addressed; collaboration at all levels of governments and in communities is essential in addressing the issues below. The CABs/CEs encouraged federal leadership in working toward affordable housing availability, multi-level collaboration among governments and interagency collaboration within the federal government.

Homelessness
and housing
go hand-in-
hand.

1. Sufficient Affordable Housing

As noted above, communities saw the availability of affordable housing options as essential to their ability to implement a housing first approach. The small group discussions and evaluations were dominated by concerns about the lack of housing. While the majority of communities cited a shortage of affordable housing, the reasons for the shortage differ across the country, including extremely low vacancy rates, unaffordable rents, insufficient private rental housing (especially in boom economies), and insufficient social housing while others noted NIMBY and private landlord reluctance as factors reducing the available options for homeless individuals. There appeared to be a general understanding that federal funding for affordable and social housing falls to CMHC, but the discussions resulted in a call to improve the integration of housing and homelessness programs federally as participants clearly see housing first and availability of affordable housing stock as symbiotic. Three responses even suggested merging the funding streams of CMHC's affordable and social housing funding with HPS's homelessness programs.

2. Multi-level Government Collaboration

The second major condition for success is a collaborative approach to ending homelessness by all levels of government: federal, provincial and municipal. The complexity of the homelessness problem is compounded by the overlapping jurisdictions, policy approaches and funding sources; finding sustainable solutions requires that these resources be better integrated to realize the greatest possible benefit to individuals in communities across the country. Delegates proposed that the federal government, through the HPS, take a leadership role in engaging the provinces, regions and municipalities in a national effort to prevent, reduce and end homelessness.

3. Inter-agency Collaboration within the Federal Government

Cross collaboration by federal departments and agencies is equally important in maximizing investment and efforts. Social services, health, justice, citizenship and immigration, corrections, employment, public health and other departments are interconnected with housing and share responsibility to greater or less degrees. Joined-up thinking and inter-agency collaboration are essential.

NEXT STEPS

The evaluation showed continued strong interest in sustaining the CABs/CEs annual meeting and offering ongoing connectivity between meetings. The CHRA Board has committed to supporting a third annual meeting in conjunction with the Annual Congress in conjunction with commensurate sponsorship. With changes being made federally to the HPS program, it is critical to maintain the network to allow a continuing dialogue about design and implementation. The members of the CAs/CEs Steering Committee are:



Phil Brown, CHRA President
Jody Ciufo, Executive Director, CHRA
Jo-Ann Coleman Pidskalny, Executive Director- Saskatoon Housing Coalition
Dayle Hernblad, HIFIS Community Coordinator and Homelessness Coordinator for the City of Yellowknife
Claudia Jahn, Program Director, Affordable Housing Association of Nova Scotia
Susan McGee, Executive Director, Homeward Trust Edmonton
Bruce Pearce, Past President, CHRA & Community Development, St. John's Community Advisory Committee on Homelessness
Matthew Pearce, Executive Director - Old Brewery Mission
Sheldon Pollett, Board Member, CHRA & Executive Director, Choices for Youth, St. John's
Diane Randell, Manager, Community & Social Development Group, City of Lethbridge
Tim Ross, Fredericton CAB Coordinator
Patrick Stewart, Vancouver Aboriginal CAB
Alice Sundberg, Co-chair, Regional Steering Committee on Homelessness (Metro Vancouver)

The Homelessness Partnering Strategy in an investment in Canada.

CHRA thanks the supporting organizations for making the meeting possible – Homelessness Partnering Strategy, the CADRE Research Chair on behalf of the Mental Health Commission of Canada's At Home/Chez Soi Project, the Catherine Donnelly Foundations, and the Canadian Homelessness Research Network.

We sincerely thank all the delegates – our CABs representatives and partner organizations – for their own significant investment of time and money to contribute to the advancement of preventing, reducing and ending homelessness in Canada.

Canadian Housing and Renewal Association
September 16, 2013



CADRE Research Chair on behalf of the
Mental Health Commission of Canada's
At Home/Chez Soi Project



Canada



Appendix A: List of Participants, CABs/CEs National Meeting, May 3-4, 2013, Ottawa

CITY	NAME	ROLE IN CAB	EMAIL	ORGANIZATION
HPS DESIGNATED CABs/CEs				
British Columbia				
Prince George	Lynn Florey	Partner	florey@cn.bc.ca	College of New Caledonia
	Kerry Pateman	Coordinator/Community Entity (CE) Rep	kpateman@shaw.ca	Prince George Community Partners Addressing Homelessness
Prince George Aboriginal CAB	Penny Perlotto	CE	pennyp@pgnaeta.bc.ca	PGNAETA
Prince Rupert Aboriginal CAB	Rudy Kelly	Committee Member	rudy.kelly@princerupert.ca	City of Prince Rupert
Kelowna	Shannon Born	CE Co-ordinator	shannon@centralokanaganfoundation.org	Central Okanagan Foundation
Vancouver	Janet Kreda	Manager, Strategic Planning & Initiatives	janet.kreda@metrovanancouver.org	Metro Vancouver Regional Steering Committee on Homelessness
	Nora Gibson	HPS rep, Designated and Aboriginal	nora.gibson@servicecanada.gc.ca	Service Canada HPS
	Rob Turnbull	Partner	robt@streetohome.org	Streetohome Foundation
	Alice Sundberg	Co-Chair	askalice@shaw.ca	Regional Steering Committee on Homelessness
Aboriginal CAB	Patrick Stewart	Chair	patrickreidstewart@gmail.com	Aboriginal Homelessness Steering Committee
	Linda Lavallee	CE	lindajeanlavallee@gmail.com	Lu'ma Native Housing Society
Kamloops	Jennifer Casorso	CE	jasorso@kamloops.ca	City of Kamloops
	Carmin Mazzotta	CE	cmazzotta@kamloops.ca	City of Kamloops
Victoria	Andrew Wynn-Williams	Implement CAB decisions	awynn-williams@victoriahomelessness.ca	Greater Victoria Coalition to End Homelessness
	Don Elliott	Report to E.D. of GVCEHS	delliott@victoriahomelessness.ca	Greater Victoria Coalition to End Homelessness
Alberta				
Calgary	Walter Twiddy	Chair	wtwiddy@neighbourlinkcalgary.ca	Calgary Action Committee on Housing & Homelessness
	Katie Davies	Calgary Youth Sector Member-CACHH	kdavies@bgcc.ab.ca	Boys & Girls Clubs of Calgary
Grande Prairie	Katherine Sheppard	Resource Member	ksheppard@cityofgp.com	City of Grande Prairie
Edmonton	Clayton Kootenay	Chair	claytonkootenay@gmail.com	Homeward Trust Edmonton
	Susan McGee	CEO	smcgee@homewardtrust.ca	Homeward Trust Edmonton
Lethbridge	Diane Randell	CE Rep	diane.randell@lethbridge.ca	City of Lethbridge
Medicine Hat	Jaime Rogers	CE	jrogers@mhchs.ca	Medicine Hat Community Housing Society
Red Deer	Roxana Nielsen Stewart	Administration Liaison to CAB	roxana.nielsen.stewart@reddeer.ca	City of Red Deer
Wood Buffalo	Lisa Brown	Advisor	lisa.brown@woodbuffalo.ab.ca	Regional Municipality of Wood Buffalo
Northwest Territories				
Yellowknife	Dayle Hemblad	Coordinator	dayle.hemblad@yellowknife.ca	Yellowknife Homelessness Coalition
Saskatchewan				
Regina	Devlin Williams	CE Representative	dwilliams@regina.ymca.ca	YMCA of Regina

Regina Aboriginal	Melissa Coomber-Bendtsen	Aboriginal Representative	melissa@regina.ymca.ca	YMCA of Regina
Saskatoon	Shaun Dyck	CE	sdyck@shipweb.ca	Saskatoon Housing Authority
Prince Albert	Brian Howell	CE	rbii@sasktel.net	River Bank Development Corporation
Manitoba				
Brandon	Blaine Foley	CE Coordinator	b.foley@brandon.ca	Brandon Neighbourhood Renewal Association
Thompson	Andrea Hatley	CE	tha@tnrc.ca	Thompson Community Entity
Winnipeg	Sharon Redsky	Member	s.redsky@uwinnipeg.ca	The University of Winnipeg
	Dave Dessens	CE Representative	ddessens@winnipeg.ca	City of Winnipeg
Ontario				
Guelph	Eden Grodzinski	Chair, Guelph-Wellington CAB	eden@jpmc.ca	JPMC Inc.
Kingston	Allen Prowse	Chair	prowsea@providencecare.ca	Providence Care
	Bhavana Varma	CE	bvarma@unitedwaykfla.ca	United Way Kingston, Frontenac, Lennox & Addington
Ottawa	Shelley Vanbuskirk	Chair	shelley.vanbuskirk@ottawa.ca	City of Ottawa
Toronto	Julie Western Set	Assistant Chair	jwester@toronto.ca	City of Toronto
	Wesley Leicester	Manager HPS	wleices@toronto.ca	City of Toronto
Toronto Aboriginal	Randy Pitt	CE- Aboriginal Representative	randy@alfdc.on.ca	Aboriginal Labour Force Development Circle
York Region	Christine Hill-Caballero	CE	chillcaballero@uwyr.on.ca	United Way York Region
Peel Region	Sandra Solonik	CE Representative	sandra.solonik@peelregion.ca	Region of Peel
	Nilgun Erkoc	CE Representative	nilgun.erkoc@peelregion.ca	Region of Peel
Peterborough	Bill McNabb	Member	billmc@bellnet.ca	Brock Mission
Windsor	Lady Laforet	Vice Chair - Windsor/Essex Homeless Coalition	shelter@well-comecentre.ca	Welcome Centre Shelter for Women
	Dawn Bosco	CE	dbosco@city.windsor.on.ca	The City of Windsor
New Brunswick				
Saint John	Randy Hatfield	Ex-officio	randy@sjhdc.ca	Saint John Human Development Council
	Greg Bishop	CE	greg@sjhdc.ca	Saint John Human Development Council
Bathurst	Laura Aubie	Director	outreachbyc@nbnet.nb.ca	Bathurst Community Homeless Network
	July Synnott	Director	july.synnott@nb.aibn.com	Bathurst Youth Centre Inc.
Fredericton	Timothy Ross	Coordinator	coordinator@cagh.ca	Community Action Group on Homelessness
Moncton	Joanne Murray	Sponsor	joanne@johnhowardsenb.com	John Howard Society of Southeastern NB Inc.
Nova Scotia				
Halifax	Sue LaPierre	Co-Chair	slapierre@unitedwayhalifax.ca	United Way of Halifax Region
	Jim Graham	Program Coordinator	jgraham@ahans.ca	Affordable Housing Association of Nova Scotia

Newfoundland and Labrador				
St. John's	Judy Tobin	Member	jtobin@stjohns.ca	City of St. John's
	Kelly Hudson	Member	khudson@thrivecyn.ca	Thrive
	Blair Trainor	Student	Blair_b-t@hotmail.com	Memorial University
	Noreen Careen	Co-Chair	lsw@crstv.net	Newfoundland & Labrador Housing & Homelessness Network
	Denise Cole	Resource person	denise@nlhnn.org	Newfoundland & Labrador Housing & Homelessness Network
	Kimberly Yetman-Dawson	Member	kimberly@nlhnn.org	Newfoundland & Labrador Housing & Homelessness Network
Nunavut				
Iqaluit	Carrie McEwan	Facilitator	c.mcewan@city.iqaluit.nu.ca	City of Iqaluit
SPONSORS, PARTNERS & SPEAKERS				
London	Steve Cordes	Speaker	steve@you.on.ca	Youth Opportunities Unlimited
Ottawa	Tim Foran	Sponsor	Tim.foran@hrsdcc-rhdcc.gc.ca	Homelessness Partnering Secretariat
Ottawa	Sonia Pitre	Sponsor	Sonia.pitre@hrsdcc-rhdcc.gc.ca	Homelessness Partnering Secretariat
Ottawa	Pamela Huber	Sponsor	Pam.huber@hrsdcc-rhdcc.gc.ca	Homelessness Partnering Secretariat
Ottawa	Nancy Baker	Sponsor	Nancy.baker@hrsdcc-rhdcc.gc.ca	Homelessness Partnering Secretariat
Ottawa	Sylvie Guibert	Sponsor	Sylvie.guibert@hrsdcc-rhdcc.gc.ca	Homelessness Partnering Secretariat
Toronto	Stephen Gaetz	Sponsor	Sgaetz@edu.yorku.ca	Canadian Homelessness Research Network
Toronto	Paula Goering	Sponsor	Paula_goering@camh.net	Centre for Addictions and Mental Health / University of Toronto
Vancouver	Catharine Hume	Sponsor	chume@mentalhealthcommission.ca	Mental Health Commission of Canada
Montreal	Louise LaPierre	Sponsor	llapierre@mentalhealthcommission.ca	Mental Health Commission of Canada
Ottawa	Pam Foster	Sponsor	pfoster@mentalhealthcommission.ca	Mental Health Commission of Canada
New York	Sam Tsemberis	Speaker	Pathman101@aol.com	CEO Pathways to Housing
Montreal	Mike Flynn	Sponsor	mikeflynn@sympatico.ca	Catherine Donnelly Foundation
Toronto	Valerie Lemieux	Sponsor	info@catherinedonnellyfoundation.org	Catherine Donnelly Foundation
Toronto	Mary-Jane McKitterick	Sponsor	mjmckitterick@evas.ca	Eva's Initiatives
Toronto	Melanie Redman	Sponsor	mredman@evasinitiatives.com	Eva's Initiatives
Toronto	Maria Crawford	Partner	mcrawford@evas.ca	Eva's Initiatives
Montreal	James Hughes	Facilitator	James.hughes@grahamboeckfoundation.org	Graham Boeckh Foundation
Hamilton	René Wetselaar	Speaker	rwetselaar@sprc.hamilton.on.ca	Social Planning and Research Council of Hamilton
St. John's	Bruce Pearce	CHRA Board	bpearce@nl.rogers.com	St. John's Community Advisory Committee on Homelessness
Toronto	Phil Brown	CHRA Board	philwbrown@sympatico.ca	Canadian Housing and Renewal Association
Saskatoon	Ronald Lamb	CHRA Board	ronaldlamb@sakstel.net	Saskatoon Housing Authority
St. John's	Sheldon Pollett	CHRA Board	spollett@choicesforyouth.ca	Choices for Youth
Ottawa	Val Hinsperger	CHRA Board	valhinsperger@nepeanhousing.ca	Nepean Housing Corporation
Ottawa	Jody Ciuffo	CHRA Staff	jciuffo@chra-achru.ca	Executive Director, Canadian Housing and Renewal Association
Ottawa	Dallas Alderson	CHRA Staff	dalderson@chra-achru.ca	Canadian Housing and Renewal Association
Ottawa	Kayla DeSousa	CHRA Staff	kdesousa@chra-achru.ca	Canadian Housing and Renewal Association



Ottawa	Catherine Boucher	Partner	cboucher@rogers.com	Rooftops Canada/Abri International
South Africa	Ismail Khatib	Guest	n/a	First Metro Housing Company
Ottawa	Nick Falvo	Report Writer	Falvo.nicholas@gmail.com	Carleton University
Ottawa	Cheryl Ripley	CHRA Staff	cripley@chra-achru.ca	Canadian Housing and Renewal Association



Appendix B: AGENDA of the 2nd National Meeting of CABs/CEs, Ottawa, 2013

2nd National Meeting of Canada's Community Advisory Boards and Community Entities

Thursday, May 2 (6:30 pm) to Saturday, May 4 (3 pm), 2013
Ottawa, Ontario

A G E N D A

	THURSDAY, MAY 2
5:30-7:30 pm	Joint Networking Reception with CHRA Congress on Housing and Homelessness Location: Ottawa City Hall, Jean Pigott Hall, 110 Laurier Ave West Walking distance from Ottawa Marriott <i>Hors d'oeuvres provided; dinner is on your own.</i>
	FRIDAY, MAY 3 <i>Breakfast on your own</i> Meeting location: UNIVERSITY OF OTTAWA, Social Sciences Building 120 University, Room 4007
9:00 – 9:50 am	Welcome , Introductions and Opening Remarks Phil Brown, President, & Jody Ciufo, Executive Director Canadian Housing and Renewal Association
9:50 – 10:05	Remarks: TIM FORAN, DIRECTOR, HOMELESSNESS PARTNERING STRATEGY
10:05 – 11:00	Keynote Speaker: SAM TSEMBERIS, CEO PATHWAYS TO HOUSING
11:00 – 11:15	Break
11:15 – noon	National Presentation: PAULA GOERING, RESEARCH LEAD AT HOME/CHEZ SOI PROJECT & CATHARINE HUME, DIRECTOR OF HOUSING AND HOMELESSNESS, MENTAL HEALTH COMMISSION OF CANADA
Noon – 12:45	Lunch <i>Provided</i>
12:45 – 2:30	Shaping the National Discussion: HOUSING FIRST IN THE COMMUNITY <ul style="list-style-type: none">• Small Group Discussions (60 minutes)• Plenary recommendations (45 minutes): Facilitator James Hughes
2:30 – 3:00	Break
3:00 – 4:00	Strategies: ABORIGINAL BEST PRACTICES

	<ul style="list-style-type: none"> Patrick Stewart, Vancouver Aboriginal CAB (30 minutes including Q&A) Clayton Kootenay, Chair & Susan McGee, CEO, Homeward Trust Edmonton (30 minutes including Q&A)
4:00 – 5:00	Shaping the National Discussion: ABORIGINAL COMMUNITIES AND CABS: MODELS OF INTERACTION/COLLABORATION <ul style="list-style-type: none"> Small Group Discussions (30 minutes) Plenary recommendations (30 minutes): Facilitator James Hughes
7pm till late	Group Dinner: CARMELLO'S ITALIAN RESTAURANT 300 Sparks Street <i>\$40 per person, includes tax and tip</i>
	SATURDAY, MAY 4 <i>Breakfast on your own</i>
9:00 – 9:30 am	National Presentation: TIM FORAN, DIRECTOR, HOMELESSNESS PARTNERING STRATEGY, HRSDC
9:30 – 10:30	Strategies: YOUTH BEST PRACTICES <ul style="list-style-type: none"> Steve Cordes, ED, Youth Opportunities Unlimited (30 minutes incl. Q&A) Mobilizing Local Capacity to End Youth Homelessness <ul style="list-style-type: none"> Maria Crawford, Co-Chair & Mary Jane McKitterick, National Coord. MLC Pilot Communities: Carmin Mazzotta, Kamloops and Bhavana Varma, Kingston
10:30 – 10:45	Break
10:45 – 11:30	National Presentation: STEPHEN GAETZ, DIRECTOR, CANADIAN HOMELESSNESS RESEARCH NETWORK
11:30 – 12:45	Shaping the National Discussion: EVIDENCE: INDICATORS, OUTCOMES AND MEASURES OF SUCCESS <ul style="list-style-type: none"> Small Group Discussions (45 minutes) Plenary recommendations (30 minutes): Facilitator
12:45 – 1:15	<i>Working Lunch provided</i>
1:15 – 2:00	Strategies: LEADERSHIP BEST PRACTICES: <ul style="list-style-type: none"> Finance: Renée Wetselaar, Social Planner, Social Planning and Research Council of Hamilton Governance: Alice Sundberg, Regional Steering Committee on Homelessness
2:00 – 2:55	Shaping the National Discussion: LEADERSHIP FOR SYSTEM CHANGE <ul style="list-style-type: none"> Small Group Discussions (30 minutes) Plenary recommendations (25 minutes): Facilitator James Hughes
2:55 – 3 pm	Synthesis and Wrap up

Appendix C: Summary of Presentations at the National Meeting of CABs/CEs, 2013

All available presentations below can be accessed through CHRA's [CABs 2013 website](#).

Friday, May 3, 2013

Welcome, Introductions and Opening Remarks

Phil Brown (President, CHRA) and Jody Ciufo (Executive Director, CHRA) provided opening remarks. They noted that over forty communities are represented today. Initially, one of the goals of organizing this event was to make a case for the need to continue national funding for homelessness programs in Canada, specifically, by extending the Homelessness Partnering Strategy. With this year's budget announcement of an extension with a shift to a housing first approach, the meeting focus can be on the next five years of the programs.

Remarks: Tim Foran, Director, Homelessness Partnering Strategy

Tim Foran noted that the recent federal budget indeed announced the renewal of HPS through to 2019, with a focus on Housing First (HF). The budget focused on measurement, data and outcomes, including outcomes for At Home/Chez Soi. Within HRSDC, he noted that there will be a strong emphasis on actively reducing homelessness, with a focus on chronic homelessness and episodic homelessness.

Keynote Speaker: Sam Tsemberis, CEO, Pathways to Housing

Sam Tsemberis noted how remarkable it is that Canada's federal government is now focused on HF. He also noted that the At Home/Chez Soi study itself is remarkable, as is the fact that the federal government has indicated interest in having its results inform future policy. One implementation challenge noted by Dr. Tsemberis is long-term funding for current participants in the project. It might be necessary to have a three- or five-year transformation policy in which resources are transferred. An important discussion will also have to take place with respect to intensity of service provision.

Dr. Tsemberis said that he has tried to find out how much HPS is currently putting into different types of services (e.g. shelters, transitional housing, other services, etc.), but he hasn't yet been able to acquire such information.

Dr. Tsemberis shared five factors to be mindful of in terms of the implementation of HF:

1. Program – is the intervention well understood?
2. Outer setting – economic, political, and social context
3. Inner setting – organizational experience, staff stability, organizational culture
4. Individuals – attitudes towards intervention, leadership
5. Process – planning, engaging, executing

It is also important to be mindful of broader poverty-related factors, such as living wage, affordable housing, etc. Evidence can help remove the 'political positioning' of an issue. It can shift something from a 'values debate' to a more rational debate.

Presentation by Dr. Paula Goering, Research Lead at At Home/Chez Soi (AHSC) Project

Paula Goering began by noting that Catharine Hume assumes a new position within MHCC as Director of Housing and Homelessness and that, although the AHSC project is ending, Cameron Keller will remain



with MHCC. Dr Goering recognized Alberta as a leader in HF. There is much to learn from their experience. AHSC got 'up and running' in a span of six months, a very short amount of time. The study accepted clients who, in the routine system of care, would not have been supported—this was key to AHSC's success. At the end of the project, many providers were surprised by which participants remained housed.

Presentation by Catharine Hume, Director of Housing and Homelessness, Mental Health Commission of Canada (MHCC)

Catharine Hume updated delegates on the ending of the AHSC study as of 31 March 2013. With results currently being analyzed, policy recommendations will be put together at a policy forum in October 2013. Final reports will be ready in December 2013.

Ms Hume reported that there have been attempts to shift this from a study into a program in each location. The Ontario government, for example, has committed to annualized funding for the Toronto project. In Moncton, discussions are ongoing with various government departments. In Quebec, it will not move from 'project to program,' but there will be a transition into already-existing programs. In Winnipeg, there will be a slight extension of current supports. In Vancouver, ACT and housing teams will continue. The ICM team has wound down and transitioned to existing programs in accordance with the project's original intent of not continuing the congregate site after the study.

The Mental Health Commission's partnership with the National Film Board is ongoing. A new, 10-minute piece will be made that brings together the smaller pieces.

MHCC will be funding key people from each jurisdiction to come to the late-October homelessness conference, to be held in Ottawa. The conference will be key for discussing research findings. The Commission will be working closely with Dr. Stephen Gaetz and his newly-created Canadian Observatory on Homelessness.

Presentation by Patrick Stewart, Vancouver Aboriginal CAB

Patrick Stewart noted that the Vancouver Aboriginal CAB has been working hard at governance over the past year. They have developed a governance manual which identifies and defines essential concepts. Their governance model is based on Indigenous principles of respect, where relationships, sharing and consensus are key. People need to be in the room in order for decisions to be made and the CAB works until they reach agreement. They have Elders at the table who provide important guidance and information, especially with respect to governance. Funding proposals are only evaluated by people who do not themselves receive funding. As such, the one-third of members who don't apply for funding are the adjudicators for proposals (and then recommend them to the Community Entity, which does due diligence on the proposals).

Presentation by Susan McGee, CEO, Homeward Trust Edmonton

Susan McGee reported that Edmonton's homeless count suggests declining numbers. They estimate that approximately 46% of Edmonton's homeless population is Aboriginal, and the Aboriginal population is growing. They seek to identify peoples' community of origin, and this helps them work with chiefs and local nations.

Homeward Trust values the importance of talking about "colonization," and emphasized the necessity to address this concept. They try to do education around "the sixties scoop" and residential schools and have developed a play and a video. A minimum of 4 out of 9 of their board members must be Aboriginal.

Saturday, May 4, 2013

Presentation by Tim Foran, Director, Homelessness Partnering Strategy, HRSDC

Tim Foran responded to requests to speak about reductions in the budget. Budget 2012 announced significant cuts to many other federal departments, while HRSDC was relatively far less affected. With Budget 2013, HRSDC will be similarly affected with significant cuts/efficiencies. In terms of the cuts to the HPS program, he assured delegates that they would be administratively based and not reduce the overall amount allocated for communities.

Referencing a previous comment about 'joined up thinking' (i.e. departments working together), Tim Foran said HPS is looking at the ways they are currently working with other federal departments. They are now working with Citizenship and Immigration Canada on housing needs for immigrants and have worked with Justice Canada on a drug treatment court and on projects with Public Safety and others. In partnership with Correctional Services Canada, HPS has launched a number of projects including ones with St. Leonard's in Peel, Stella's Circle in St. John's and the John Howard Society in New Brunswick. HPS conducted a National Shelter Study, collecting shelter data over an extended period of time. The Study will be updated on a regular basis, and will be used to identify trends. Another study in the works is on Community Progress Indicators. HPS will work with six communities: St. John's (NL), Halifax (NS), Ottawa (ON), Peterborough (ON), Regina (SK) and Brandon (MB).

In terms of information sharing, HPS has a regular bulletin that is supplemented by periodic emails, as well as research summaries, updates, webinar series, workshops and the National Housing Research Committee. The next webinar will look at rural and remote homelessness. The next bulletin will feature homelessness amongst veterans. HPS has also developed a HIFIS E-Learning tool on its web site. An evaluation of HPS is being undertaken and some CABs may be contacted for input.

Presentation by Steve Cordes, Executive Director, Youth Opportunities Unlimited

Youth Opportunities Unlimited (YOU) started in 1982 by offering career and employment programs, with help from several groups including the United Way and began social enterprise work in 1996. At that time, the term wasn't coined yet, but it has taken off as a field in the past several years. YOU recognized that the standard job-placement model did not work well with a lot of youth and even concluded that the organization was helping people get jobs that they could have likely got on their own.

In 1996, they started a recycling program—something labour-intensive that didn't require a high skills set and that let them train youth to drive trucks. They then started making high-quality Muskoka chairs which allowed youth to develop an understanding of being precise in their techniques. YOU established a program of guest speakers who have experience (either personal or professional) with marginalized youth and ideally with social enterprise. The program started to train some of their own youth to speak locally at organized events on their personal struggles. Several hundred people attend these events and are invariably moved by the stories of strength.

Presentation by Maria Crawford, Co-Chair, & Mary-Jane McKitterick, National Coordinator, Mobilizing Local Capacity to End Youth Homelessness (MLC)

Maria Crawford of Eva's Initiatives acknowledged the MLC partners in the room, Dr. Stephen Gaetz and Jody Ciufo, and thanked Mike Flynn and Valerie Lemieux of the Catherine Donnelly Foundation for their financial support of the program. Eva's manages the five-year funding agreement for this project. Mary-Jane McKitterick described the MLC program's focus on assisting communities in developing community plans to end youth homelessness. Because of the desire for transferability, the MLC is

focusing on communities that have between 50,000 and 250,000 residents. As the link between the national organization and the local communities, the National Coordinator acts as a bridge to best practices in Canada, the US and the UK, among others. Measurement techniques have been key; how to do a homeless count is especially important. The broader objective of the MLC is to build a national campaign with the community learnings to effect systemic change to end and ultimately prevent youth homelessness from occurring.

Presentation by Bhavana Varma, Kingston & Carmin Mazzotta, Kamloops (MLC Pilot Communities)

Both presenters described their experiences and expectations as the first two MLC Pilot Communities. In Kingston, the United Way is the lead on the project, while the municipality in Kamloops is the organization. Kamloops has conducted homeless counts and had estimated roughly 15% of their homeless population is homeless youth; this includes children. Kingston plans to do a count in conjunction with the City and will build on the information they have from working with the local school boards who helped them identify both 'absolutely homeless' and 'precariously housed' youth. Kamloops made the decision early on to involve youth in meaningful ways at every step of the way. They have formed a youth steering committee who will design, drive and lead the project. In the space of just one week, 25 youth applied to be on this youth steering committee which is youth-led and youth-focused.

Presentation by Dr. Stephen Gaetz, Director, Canadian Homelessness Research Network (CHRN)

Dr. Gaetz began by raising the question: what role can research play? He discussed different types of research, including:

- Conceptual research – helps to change the way we think about things.
- Instrumental research – looks at what works and for whom. At Home/Chez Soi is an example of this type of research.
- Symbolic research uses research to support an argument or position. Dr. Gaetz noted that his recent paper on the costs of homelessness is an example of this.

He advocated for a shared definition of homelessness and shared approach to counts (as they do in the US).

Beyond being engaged in research, CHRN focusses on disseminating research. They produce research summaries, weekly newsletters, a Research Report Series, videos (which are almost as frequently downloaded as the reports) and have just produced a new e-book on youth homelessness which can be downloaded for free.

The Homeless Hub is getting 'make-over.' They want to do a better job of developing tools that can be used by local governments. They will also ask communities what they feel is missing from their community profiles on the Homeless Hub.

The Canadian Observatory on Homelessness (COH) recently received seven years of funding from the Social Sciences and Humanities Research Council. CHRN is the lead, but the project has a large number of partners. They are also linking with the European Observatory and AHURI (in Australia).

COH has four priority research areas:

1. Exploring effective 'systems' responses to homelessness
2. Understanding and facilitating the implementation of effective models of housing and support

3. Addressing Aboriginal homelessness in Canada
4. Advancing knowledge mobilization and research impact strategies in the homelessness sector

Presentation by Renée Wetselaar, Social Planner, Social Planning and Research Council of Hamilton

Renée Wetselaar began by noting that Hamilton's funding from Investments in Affordable Housing (formerly the Affordable Housing Initiative) is much less significant than previously. The Affordable Housing Flagship in Hamilton brings together roughly 20 groups in Hamilton interested in affordable housing. It is a very diverse network of groups and has all three levels of government sitting at the table. A key strength of the group is that it brings people together from different walks of life. One of the group's underlying principles is to not blame and to share responsibility; it rejects stereotypes of private involvement as a negative. They are working to assess the extent to which there are barriers to private rental housing development and to forge adequate solutions.

Presentation by Alice Sundberg, Regional Steering Committee on Homelessness

The CAB in Vancouver is known as the Greater Vancouver Regional Steering Committee on Homelessness. It represents 22 municipalities and makes recommendations to their Service Canada representative, who in turn does their due diligence and monitors contracts. The CAB itself is advisory and it developed a regional plan in 2000, updated it in 2003 and plan to update it again soon. They conduct a homeless count every three years.

Established in 2000, the CAB now has 40 members on its steering committee. With varying levels of commitment, they had trouble achieving quorum at monthly meetings and former members felt that the process had overtaken the purpose. CAB members opted to move to a community entity model and chose Metro Vancouver to be their community entity. Metro Vancouver is responsible for the hiring and supervision of the staff. They hired a consultant to help them think outside of the box they had been in for 12 years. Within a three-month timeframe, the consultant engaged stakeholders and sought input into what was working and what was not working and provided recommendations to the CAB. These recommendations were taken very seriously.

The CAB has moved away from the Steering Committee format and replaced it a Constituency Table. There are 24 positions or seats at the table (reduced from 40) with each seat occupied by a person representing an agency. Three are specifically designated as Aboriginal seats. One hundred persons applied to sit on this body.

To continue community wide involvement, the CAB has created a new "general membership" category with opportunities for meeting. In addition, the CAB plans to have a series of advisory groups and is now working out the detail.