Council Direction:
Not Applicable.

Information:

Hamilton’s homelessness programs are continually being reviewed to improve the effectiveness of a service system that has limited funding resources. A review of the community programs funded through the Consolidated Homelessness Prevention Program (CHPP) was completed by Housing and Homelessness Division staff in July 2010. There will be a number of funding and program changes in 2011 to better coordinate services for people experiencing or at risk of being homeless in Hamilton.

This report will provide Emergency and Community Services (E&CS) Committee with the outcomes of the CHPP Review and a plan for the allocation of CHPP funding for 2011 to 2013. CHPP is 100% provincial funding and is provided to the municipality for the purpose of connecting people with resources to find and maintain stable housing.

Outcomes of the CHPP Program Review
The findings of the review reveal that CHPP is funding the correct mix of core homelessness prevention and alleviation services with one exception. However, the resources of these programs and some of the approaches require adjustment to provide more effective services to those at greatest risk.
St. Matthew’s House Transitional Housing Program

- CHPP funding of $153,322 for case management and support services for transitional housing tenants will end March 31, 2011. The cost per case for St. Mathews House is comparatively high and produces low outcomes.
- The program provides eight shared housing units in two locations to single males, ages 19 to 60 years. The funding is to provide support services to the tenants in order that they may successfully transition to long-term housing. Only a small number of the tenants at St. Mathew’s House progress to long term housing.
- The program has experienced administrative challenges with the late submission of reports and budgets to the City.
- Housing and Homelessness Division staff will work with St. Matthew’s House staff during the six-month transition period to explore alternative uses for their eight Rent Geared to Income units and other case management resources for their tenants.

Housing Help Centre (HHC)

- Service agreement will be renewed for 2011 to 2013.
- HHC assists individuals who are homeless or at risk of homelessness to maintain and access housing. The agency provides four programs which include information and client education, advocacy, access to financial assistance and direct personal supports.
- Funding will be increased by $4,900 to $287,326 per year to assist with increased program costs.
- It is recommended that Housing Help Centre consider relocating to a more central location. The current location is difficult to find and not easily accessible.
- It is recommended that HHC increase their outreach to other agencies and improve their fundraising capacity.

Off the Streets into Shelter (OSIS)

- Service agreement will be renewed for 2011 to 2013.
- OSIS is part of the Mental Health Outreach Program which is operated by Public Health Services. OSIS provides outreach services at the shelters and on the streets and connect homeless individuals to income support and social and health services.
- Funding will be increased by $3,550 to $136,616 per year to assist with increased program costs.
- It is recommended that OSIS work in collaboration with the men’s shelter system to achieve the goals of the Blueprint for Emergency Shelter Services.
- It is recommended that OSIS explore potential gaps in street outreach service such as youth and people with undiagnosed mental illness. If gaps are identified OSIS would be encouraged to redirect their existing resources to address the gaps or partner with other organizations.
Hamilton Out of the Cold

- Service agreement will be renewed for 2011 to 2013.
- Out of the Cold operates from eight downtown churches to provide warm meals and in some locations, overnight stays.
- Funding will be increased by $435 to $11,545 per year to assist with increased costs for the delivery of their meal program.
- It is recommended that the overnight accommodation be discontinued and that their overnight guests be transitioned to the emergency shelter system where they could be linked with support services such as Transitions to Homes.
- It is recommended that Out of the Cold collaborate with the broader social service system to promote linkages that meet the needs of their diverse client group.

The Bridge

- Service agreement will be renewed for 2011 to 2013.
- The Bridge is an agency that assists men who are facing homelessness once they are released from incarceration. The agency provides case management to residents who live in three short-term and three transitional rooms in their residence. The Bridge also provides discharge planning services to the Hamilton-Wentworth Detention Centre.
- Funding will be increased by $590 to $6,224 per year to assist with increased program costs.
- It is recommended that The Bridge work with community partners, including the provincial and federal governments, police and local agencies to identify service gaps for this target population.
- It is recommended that their Board of Directors investigate other funding sources including fundraising.

Transitions to Home (T2H)

The remaining balance of CHPP funding, $143,847 will be allocated to the T2H Program which will cover 10% of the T2H annual operational costs. At this time, T2H has no other confirmed funding past March 31, 2011.

T2H is an intensive case management program for chronic shelter users. It is a key component of the Blueprint for Emergency Shelter Services approved by Council on April 29, 2009 (Report CS09015 – Blueprint for Emergency Shelter Services).

T2H is based upon the best practices of the Hostels to Homes and Finding Home Pilot Programs. The team is comprised of Case Managers, an Addictions Worker, Life Transition Therapists, a Nurse and a Recreation Therapist. The T2H caseload of 250 people were previously chronic shelter users who are now residing in stable and
sustainable housing with supports. T2H has been meeting or exceeding its target of assisting 8 people per month to move from an emergency shelter to housing specific to their needs.

**CHPP Budget Overview**
The agencies have not seen a material increase in CHPP funding since the program’s inception in 2005, yet demand and costs have increased. Their service agreements for 2011 to 2013 will reflect an increased focus on program outcomes, funding at appropriate levels to achieve desired outcomes, and shifting investment to support the “housing first approach.”

Although not sufficiently funded, CHPP is the core of homelessness funding administered by the City because it is annualized 100% provincial funding that may be allocated according the needs of the community.

In 2011, the CHPP annualized amount of $1,356,895 will be allocated as follows:
- $771,337 to the emergency shelter system for support services;
- $441,711 to community homelessness and prevention programs; and,
- $143,847 to the Transitions to Homes Program.

<table>
<thead>
<tr>
<th>Program</th>
<th>2010</th>
<th>2011</th>
<th>Change</th>
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<tr>
<td>St. Matthews</td>
<td>153,322</td>
<td>0</td>
<td>(153,322)</td>
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<td>Housing Help Centre</td>
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<td>287,326</td>
<td>4,900</td>
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<td>Off the Streets Into Shelters</td>
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<td>136,616</td>
<td>3,550</td>
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<td>11,545</td>
<td>435</td>
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<td>The Bridge</td>
<td>5,634</td>
<td>6,224</td>
<td>590</td>
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<tr>
<td>Transitions to Homes</td>
<td></td>
<td>143,847</td>
<td></td>
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<tr>
<td><strong>Total Community Programs</strong></td>
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<tr>
<td>Emergency Shelters</td>
<td>771,337</td>
<td>771,337</td>
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<tr>
<td><strong>Total CHPP Funding</strong></td>
<td>1,356,895</td>
<td>1,356,895</td>
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</table>

As part of the 2010 Homelessness Service Contract negotiation with the Ministry of Community and Social Services, the City requested authorization to transfer $898,869 in surplus funding from the Domiciliary Hostel Program to CHPP. This would have enabled the City to provide $385,827 in annualized funding for support services at Mary’s Place and Notre Dame House. The balance of the remaining transferred amount was to be allocated to T2H.
To the disappointment of the City and its community partners, the annualized Domiciliary Program Costs budget was reduced by $533,726, which lowered the possible amount that may be transferred to CHPP and T2H. The City awaits the Ministry’s authorization to transfer a portion of the remaining positive variance to CHPP.

**Program Review Findings**

The review process was developed in consultation with CHPP community agencies and internal and external stakeholders. The methodology blended both qualitative and quantitative approaches.

Sixty-one clients were consulted in focus groups regarding what services work best for homelessness prevention as well as service gaps. Clients indicated that most programs work well, but access to programs can be challenging. They also identified that shared accommodation is not a long term solution. (Shared accommodation is where tenants have their own bedroom but share the rest of the house with other tenants. It is generally considered to be a form of transitional housing).

A review of each agency’s Annual Service Plan was conducted. In 2009 and 2010, each of the five agencies submitted Service Plans that included program activities and targets. Targets were compared with the actual numbers that were reported. In most cases, targets were either set too high, too low or were based on the previous year’s actuals.

The agency’s ability to deliver the services as described in the Service Plans were assessed in the areas of governance, management, administration, finance, client service delivery and human resource management. A number of program and funding recommendations resulted from this area of review.

Twenty-one informants representing twelve community social service organizations were consulted regarding the efficiency and quality of the programs under review. Their feedback highlighted the value of the services provided by the agencies to people who are homeless or at risk of becoming homeless.

**Next Steps**

St Matthew’s House has been provided with six months’ notice that CHPP funding will end on March 31, 2011. Housing and Homelessness Division staff will work with St. Matthew’s House to develop a plan for their eight shared units. The units are Rent Geared to Income and represent a valuable resource for the community. Options will be explored to develop relationships with T2H or other case management services for their tenants.
Housing and Homelessness Division staff will work with the Legal Services Division to develop three-year agreements with the agencies who will continue to be funded through the CHPP Program. Staff has shared the outcome of the review with each of the agencies. Agencies have been asked to develop plans for the implementation of the recommendations by the end of 2010. It is anticipated that the plans will be completed by the end of 2011.