

**Yellowknife Homelessness Road Map Action Plan**  
**Report of the Homelessness Working Group**  
**October 2016**

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## **Introduction and Background**

On April 26<sup>th</sup> and 27<sup>th</sup>, 2016, Government of the Northwest Territories' (GNWT) Minister Responsible for Addressing Homelessness, Honourable Caroline Cochrane, convened the Homelessness in Yellowknife Partnership Forum ("the Forum"), a multi-stakeholder meeting intended to generate ideas and solutions on how the community can address homelessness and its accompanying issues in Yellowknife. One of the outcomes of the Forum was the creation of a Road Map Working Group ("the Working Group"), which was tasked with assembling the ideas presented at the Forum, and translating them into an action plan to address homelessness in Yellowknife.

The purpose of the Working Group was to review the actions suggested by the Forum, and to create a Road Map document which would include recommended actions, prioritization of those actions, status reports on actions which may already be in process, measurable outcomes, identification of the responsible agencies/parties, and resources (financial and otherwise) required to implement the actions.

The Working Group met weekly from mid-July to early September 2016 and systematically reviewed and discussed all of the recommendations, ideas and issues raised during the Homelessness in Yellowknife Partnership Forum. This document and series of recommendations represents the Working Group's consensus agreement on a core set of priorities that partner agencies should undertake.

## **Working Group Membership and Acknowledgements**

The Working Group was composed of nine regular members, with additional support provided by staff from various agencies. The regular members were:

- Jeff Anderson (NWT Housing Corporation)
- Sheila Bassi-Kellett (Homeful Partnership)
- Linda Bussey (Yellowknife City Councillor)
- Bryany Denning (Yellowknife Women's Society)
- Lyda Fuller (YWCA Yellowknife)
- Mark Heyck (Yellowknife Mayor)
- Catherine Lafferty (Yellowknives Dene First Nation Councillor)
- Matt Peggs (RCMP)
- Dusty Sauder (Salvation Army)

Revi Lau-a and Erin Shea of the NWT Housing Corporation, and Benasse Karemba of the Salvation Army also supported the efforts of the Working Group. The

Working Group is grateful for the administrative support provided by City of Yellowknife Executive Assistants Lauren Alexandra and Caren Kida.

The Working Group would also like to acknowledge and express its gratitude for the ongoing support of Minister Caroline Cochrane.

## **Our Approach**

The Working Group reviewed each idea out of the Forum, considering the lead player, partners, timeframe, costs and resource considerations and intended impact and outcomes. This elaboration then helped the Working Group to thematically distil the ideas into priority actions.

In developing its recommendations and action plan, the Working Group used a decision-making matrix to determine priority action items. This matrix is explained at the conclusion of the recommendations section of this report; the matrix itself is included in Appendix B. Each recommendation also has an associated “Category.” These categories were identified at the Forum, and are intended to tie the recommendations to the broader areas of discussion from the Forum.

## **Overview**

The Working Group is recommending eleven priority actions under three priority areas. The priority areas are:

- Improved Coordination and Collaboration;
- New and Enhanced Services to Mitigate Homelessness; and
- Long Term Planning and Strategic Framework Development.

The Working Group recognized the immediate and urgent nature of homelessness in Yellowknife and sought to identify recommendations from the Forum that should be prioritized in order to have the greatest impact on the issues facing our most vulnerable citizens. There was also, however, recognition that there are many evidence-based solutions to addressing homelessness that may take longer to implement in Yellowknife, but the Working Group felt it was important to include these mid-term recommendations as well. Finally, the Working Group recognized its own limitations as far as creating a long-term comprehensive strategy to mitigate homelessness in Yellowknife, and has included a recommendation addressing the need for longer-term strategic thinking and planning.

The priority areas and priority actions are as follows:

<b>Improved Coordination and Collaboration</b>
1. Establishment of an Inter-Agency Committee
2. Explore the Hub Model of community safety and crime prevention
3. Facilitate the donation of goods and services to front-line agencies
4. Review the Terms of Reference of the Community Advisory Board on Homelessness and expand membership to include more representation from Indigenous organizations
<b>New or Enhanced Services to Address Homelessness</b>
5. Continued support for the Housing First Model
6. Invest in Emergency Shelters to expand and maximize capacity
7. Creation of a Street Outreach Services (SOS) Program and sobering centre/detox facility
8. Extension of overnight shelter hours to close the gap in shelter hours
9. Establish a Central Intake location for those with housing needs and/or mental health and addictions issues
10. Harm Reduction Pilot Project: Managed Alcohol Program
<b>Long Term Planning and Strategic Framework Development</b>
11. Development of a 10 Year Plan to address Homeless in Yellowknife

**Abbreviations:**

- ABORIGINAL: First Nations/Indigenous Organizations
- CAB: Community Advisory Board on Homelessness
- CITY: City of Yellowknife
- ECE: Department of Education, Culture and Employment (GNWT)
- FED: Government of Canada
- H&SS: Department of Health and Social Services (GNWT)
- IND: Industry/Private Sector entities
- JUS: Department of Justice (GNWT)
- NGO: Non-Governmental Organizations
- NWTHC: Northwest Territories Housing Corporation
- RCMP: Royal Canadian Mounted Police

**Priority Area 1: Improved Coordination and Collaboration**

<b>Recommendation 1: Establishment of an Inter-Agency Committee</b>	
<b>Category</b>	Case Management / Talking to Each Other
<b>Weighted Score</b>	129
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Short Term
<b>Priority</b>	High (2 <sup>nd</sup> Tier)
<b>Agencies</b>	NWTHC, ECE, H&SS, JUS (integrated case management), RCMP, CITY, NGO, ABORIGINAL
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved inter-agency coordination;</li> <li>• Potential for integrated planning;</li> <li>• Improved access to common funding and coordination of funding applications;</li> <li>• Common understanding of each agency’s challenges and opportunities.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	Meeting space; human resources support
<b>Lead Agency</b>	CITY
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Develop Terms of Reference;</li> <li>• Identify potential partners;</li> <li>• Coordinate initial meeting.</li> </ul>

**Rationale:**

There has been a considerable amount of discussion regarding the need for all front-line agencies to coordinate their activities and collaborate where possible. An Inter-Agency Committee would allow these agencies to meet on a regular basis with a degree of structure and support, to share information, discuss common challenges and opportunities, and identify areas where inter-agency collaboration is possible. A specific link to the CAB, which has a specific mandate to respond to federal funding initiatives, would be an important relationship to articulate. One of the main challenges identified in establishing and maintaining an Inter-Agency Committee is the lack of capacity on the part of non-governmental organizations to manage the logistics of scheduling meetings, providing meeting space, and taking and distributing meeting minutes. Therefore, the Working Group is recommending that the City of Yellowknife explore the possibility of providing such logistical support to an Inter-Agency Committee.

<b>Recommendation 2: Explore the Hub Model of community safety and crime prevention</b>	
<b>Category</b>	Case Management and Talking to Each Other
<b>Weighted Score</b>	112
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Long Term <ul style="list-style-type: none"> <li>• More research required</li> <li>• 2017 / 2018</li> </ul>
<b>Priority</b>	Low
<b>Agencies</b>	NWTHC, ECE, H&SS, JUS (probation/parole), RCMP, ABORIGINAL
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Better coordination and service for higher acuity individuals;</li> <li>• Improved, more client-centred services for individuals at risk;</li> <li>• Reduced calls for police service.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	Contracted costs; to be determined
<b>Lead Agency</b>	To be determined (RCMP to provide information regarding model)
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Research potential funding sources;</li> <li>• RCMP to conduct environmental scan regarding information; assess whether the City may be eligible funding recipient;</li> <li>• Disseminate information to Inter-Agency Committee and/or information repository.</li> </ul>

**Rationale:**

The Hub Model has been used in many communities across Canada as part of a crime prevention and community safety strategy. The Hub is a formal structure that brings front-line agencies working to address social issues and potential criminal activity together in a collaborative setting, with the intention of intervening in situations that pose a threat to individuals in the community. The Working Group discussed several Hub Models that have been used to positive effect in different jurisdictions across the country, including in Prince Albert, Saskatchewan. The Hub Model is more formal than an Inter-Agency Committee, but may be a useful tool in a community like Yellowknife in the future. The Working Group agreed that more information and research was required to explore the possible implementation of the Hub Model in Yellowknife, and noted that an Inter-Agency Committee could evolve into such a structure over time. There are issues around client privacy that would need to be explored in detail, with due regard to territorial and federal privacy legislation; however, many communities have been able to overcome these obstacles.

**References:**

The Prince Albert Hub and the Emergence of Collaborative Risk- driven Community Safety

<http://www.cpc-ccp.gc.ca/sites/default/files/pdf/prince-albert-hub-eng.pdf>

Risk-Driven Collaborative Intervention - A Preliminary Impact Assessment of Community Mobilization Prince Albert’s Hub Model

[http://www.usask.ca/cfbsjs/research/pdf/research\\_reports/RiskDrivenCollaborativeIntervention.pdf](http://www.usask.ca/cfbsjs/research/pdf/research_reports/RiskDrivenCollaborativeIntervention.pdf)

<b>Recommendation 3: Facilitate the donation of goods and services to front-line agencies</b>	
<b>Category</b>	Resources
<b>Weighted Score</b>	112
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Short <ul style="list-style-type: none"> <li>• Immediate; ongoing</li> </ul>
<b>Priority</b>	High (2 <sup>nd</sup> Tier)
<b>Agencies</b>	IND, NGO, CITY
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Better use of resources;</li> <li>• Fill gap in sheltering agency needs;</li> <li>• More efficient connection of needs with supply.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	Space; staffing
<b>Lead Agency</b>	CITY; Yellowknife Homeful Partnership
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Approach NGO sector to identify needs;</li> <li>• Approach private sector partners for possible collaboration;</li> <li>• Report back to Inter-Agency Committee.</li> </ul>

**Rationale:**

Sheltering agencies in Yellowknife have identified a constant need for goods and services that are often outside of their available budgetary resources. The Working Group noted that financial fundraising ought to remain the purview of individual NGOs, but the physical space and coordination required for the donation of goods and services could be better handled by an external agency. This would allow for NGOs to identify their needs and for the external agency to identify potential donors and connect supply with demand in a manner that doesn’t impact the NGOs’ core operations.



<b>Recommendation 4: Review the Terms of Reference of the Community Advisory Board on Homelessness (“the CAB”) and expand the membership to include more representation from Indigenous organizations</b>	
<b>Category</b>	Talking to Each Other
<b>Weighted Score</b>	119
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Short Term • Fall 2016
<b>Priority</b>	Intermediate
<b>Agencies</b>	NWTHC, CITY, NGO, ABORIGINAL, CAB
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Greater recognition of Indigenous organizations within the community and their role in combatting homelessness;</li> <li>• Potential to promote a clearer mandate in the public eye and for CAB members.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	NIL
<b>Lead Agency</b>	CITY (Working Group Chair and CAB Chair)
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Finalize the language of recommendation to go forward to CAB;</li> <li>• Working Group Chair to draft letter to appropriate people on CAB and City Administration to get item on the Agenda for future discussion;</li> <li>• Bring amendments to Terms of Reference to City Council for adoption;</li> <li>• Invite the Dene Nation to nominate a representative to the CAB.</li> </ul>

**Rationale:**

At the Forum in April 2016, there was much discussion regarding the CAB and its composition. It was suggested at that time that the CAB should examine broadening its membership to include more sheltering agencies and Indigenous organizations. The Working Group is recommending that the CAB review its Terms of Reference to include more Indigenous representation, but not more sheltering agencies. The Working Group felt that through the establishment of an Inter-Agency Committee, clear lines of communication and collaboration could be established between that body and the CAB. There was strong agreement with adding more Indigenous representation to the CAB, and it was suggested that the Dene Nation should be approached and invited to nominate a representative.

**Priority Area 2: New or Enhanced Services to Address Homelessness**

<b>Recommendation 5: Continued Support for Housing First Model</b>	
<b>Category</b>	Immediate Problem Solving
<b>Weighted Score</b>	144
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Short Term <ul style="list-style-type: none"> <li>• Immediate; ongoing</li> </ul>
<b>Priority</b>	High (1 <sup>st</sup> Tier)
<b>Agencies</b>	NWTHC, ECE, H&SS, JUS, RCMP, CITY, IND, NGO, ABORIGINAL, FED
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• 18-20 people housed by December, 2018 (proposal goal; contingent on funding);</li> <li>• Funding is in place until 2018/2019</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	<ul style="list-style-type: none"> <li>• \$450,000 operating costs per year;</li> <li>• Donations for capital items;</li> <li>• Donated goods/services from other agencies;</li> <li>• Un-costed HR component from various service agencies</li> </ul>
<b>Lead Agency</b>	Yellowknife Women’s Society
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Identify other sources of funding;</li> <li>• Receive capital or service donations;</li> <li>• Identify additional housing units.</li> </ul>

**Rationale:**

Housing First has been a major priority of the CAB for the past three years. A contract to provide a Housing First program was recently awarded by the CAB to the Yellowknife Women’s Society. Program start-up has commenced, however, there was recognition by the Working Group that the funding allocated to Housing First has not been secured beyond 2019. This funding comes from the Government of Canada’s Homelessness Partnering Strategy, which is a five-year funding program (2014-2019). As such, the Working Group felt it was important to maintain a focus on Housing First, with a view to ensuring the program is sustainable, and if successful, to expanding the number of individuals housed beyond the initial goal of twenty. There is also a need for donated goods and services beyond what the available funding can provide, therefore the Working Group was in strong agreement that Housing First should remain a major priority of the partner agencies, and that additional, sustainable funding should be identified in the near future.

<b>Recommendation 6: Invest in Emergency Shelters to expand and maximize capacity</b>	
<b>Category</b>	Immediate Problem Solving
<b>Weighted Score</b>	153
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Short Term <ul style="list-style-type: none"> <li>• Immediate; ongoing</li> </ul>
<b>Priority</b>	High (1 <sup>st</sup> Tier)
<b>Agencies</b>	NWTHC, ECE, H&SS, JUS, CITY, NGO, ABORIGINAL
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Greater capacity (more bed spaces);</li> <li>• Creation of semi-independent living;</li> <li>• Greater stability for people who are homeless or accessing shelters.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	\$600,000 budgeted; additional O&M requirements met through ECE
<b>Lead Agency</b>	NWTHC, NGOs
<b>Action Steps</b>	Project is currently underway

**Rationale:**

The Government of the Northwest Territories, through the NWT Housing Corporation, has committed \$600,000 in its 2016/2017 budget to the expansion of shelter spaces at Yellowknife’s overnight shelters. This will entail the renovation of space at the Yellowknife Women’s Society and Salvation Army buildings, to create semi-independent living spaces, which will free up emergency shelter spaces. At the time of the April forum, the GNWT’s 2016/2017 budget had not yet been released, but the funding that was announced is a positive development, and the Working Group felt that this type of investment should be continued to maximize capacity at the overnight shelters and to better address gaps in the housing spectrum. A funding stream from the Department of Education, Culture and Employment will cover operational costs for these additional spaces.

<b>Recommendation 7: Creation of a Street Outreach Services (S.O.S.) program and sobering centre/detox facility</b>	
<b>Category</b>	Immediate Problem Solving
<b>Weighted Score</b>	151
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Short Term <ul style="list-style-type: none"> <li>• Within 6 months</li> </ul>
<b>Priority</b>	High (1 <sup>st</sup> Tier)
<b>Agencies</b>	H&SS, JUS, RCMP, CITY, NGO, IND
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Fewer calls to RCMP and emergency responders;</li> <li>• Fewer Emergency Room visits;</li> <li>• Help programming at shelters by reducing strain on resources;</li> <li>• Increase safety of homeless individuals.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	SOS Component: Approximately \$300,000 per year Sobering Centre: TBD
<b>Lead Agency</b>	CITY, GNWT, RCMP
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Research costs;</li> <li>• Define project scope;</li> <li>• Consult further with CAB once details are finalized;</li> <li>• Issue a Request For Proposals for the SOS service;</li> <li>• Determine a location and staffing requirements for a sobering centre/detox facility;</li> <li>• Launch services.</li> </ul>

**Rationale:**

The past several years have seen a massive increase in calls for service to the RCMP and the City of Yellowknife’s ambulance service to assist homeless and/or publicly intoxicated individuals. Sheltering agencies and the Stanton Hospital’s Emergency Room have seen a concurrent growth in the use of their facilities by these same individuals. The Working Group recognized that these service providers are not the appropriate vehicles for most of the individuals in need of assistance. Many communities have established safe ride programs, where paid staff with access to some form of vehicle routinely circulate through the community’s streets, assisting individuals in need and in some cases, transporting them to the appropriate facility, be it a shelter, hospital or a medically supervised sobering centre. Yellowknife currently lacks the last option, therefore the Working Group is recommending the

creation of a Street Outreach Services or safe ride program, and also the establishment of a sobering centre or detox facility.

The Working Group anticipates that the establishment of these dual, interconnected services will have a significant impact on improving the health and safety of individuals at risk, on reducing calls to police and emergency responders, and will considerably reduce the strain on the Stanton Territorial Hospital’s Emergency Room and on emergency shelters. As well, this should contribute to reducing the prominence of public intoxication that has been a concern to many Yellowknifers.

**References:**

Shelter House, Thunder Bay, ON – Street Outreach Services  
<http://www.shelterhouse.on.ca/article/sos-program-480.asp>

American College of Emergency Physicians – Sobering Centres  
<https://www.acep.org/clinical---practice-management/sobering-centers/>

<b>Recommendation 8: Extension of overnight shelter hours to close the gap in shelter hours</b>	
<b>Category</b>	Immediate Problem Solving
<b>Weighted Score</b>	149
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Short Term
<b>Priority</b>	High (1 <sup>st</sup> Tier)
<b>Agencies</b>	NWTHC, ECE, H&SS, JUS, RCMP, CITY, NGO, IND, ABORIGINAL
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Interconnected benefit to all organizations;</li> <li>• Alleviate pressure on Day Shelter;</li> <li>• Reduce stress on clientele; no need to relocate at certain hours;</li> <li>• More consistent service to clientele.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	Approximately \$450,000 per year
<b>Lead Agency</b>	CITY, NWTHC, H&SS, NGOs
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• Determine potential programming/costing;</li> <li>• Continue discussions with H&amp;SS about renewal of day shelter contract;</li> <li>• Negotiate terms and cost of shelter hours extension.</li> </ul>

**Rationale:**

One of the most obvious gaps in the services provided to Yellowknife’s homeless population is the gap in sheltering hours between the overnight shelters and the day shelter. Currently, from 7:00 am to 9:00 am, from 12:00 pm to 1:00 pm, and from 5:00 pm to 7:00 pm, there are no sheltering services provided. This increases the vulnerability of many homeless persons and places them at higher risk for harm; as well, it has forced many to seek refuge from the elements (particularly during the winter) in shops, the Centre Square Mall, banking vestibules and the public library.

To address this gap, and to improve the service model for the homeless, the Working Group strongly recommends the extension of hours at the two overnight shelters (the Salvation Army and the Yellowknife Women’s Society) to a 24 hour service model. Such an extension would have numerous benefits, including reducing the strain on the day shelter and perhaps providing opportunities to enhance programming at that facility. It would also help improve the provision of services to homeless individuals by increasing the ability of the sheltering agencies to provide more consistent services to those in need. Moving to a 24 hour service model would also significantly reduce the stress felt by many clientele, who are required to relocate multiple times throughout the day, often in very harsh conditions.

Depending on the resources required, the Working Group determined that a two-stage proposal could be put forward, with the overnight shelters extending their hours to close the gap with the day shelter (between the hours of 5:00 p.m. – 7:00 p.m.), with the second stage encompassing 24-hour coverage.

<b>Recommendation 9: Establish a Central Intake location for those with housing needs and/or mental health and addictions issues</b>	
<b>Category</b>	Research and Monitoring and Case Management
<b>Weighted Score</b>	100
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Long Term <ul style="list-style-type: none"> <li>• 12 – 24 months</li> </ul>
<b>Priority</b>	Low
<b>Agencies</b>	NWTHC, ECE, H&SS, JUS, RCMP (Missing Persons), CITY (CAB potentially), NGO, IND (donated space), ABORIGINAL
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved referrals and resource sharing;</li> <li>• Ease of access to service;</li> <li>• Better coordination;</li> <li>• Improved data collection.</li> </ul>

<b>Costs &amp; Other Resource Considerations</b>	Space in a centralized location; staffing; IT database (real time connection/accessed at multiple locations)
<b>Lead Agency</b>	Inter-Agency Committee
<b>Action Steps</b>	More research required

**Rationale:**

One of the major themes at the Forum and in the Working Group’s discussions was the need to better understand the nature of homelessness in Yellowknife and the underlying issues facing homeless individuals. A lack of consistent data collection has contributed to this problem. Additionally, the apparent lack of coordination of services amongst the many service providers in the city contributes to a fragmented spectrum of programs, with no clear path for those in need to access these services. The Working Group agreed that through the establishment of a central intake location for individuals with housing needs and/or mental health and addictions issues, integrated case management could be used to better serve clients by improving referrals and resource sharing. The centralized collection of data would assist all agencies in understanding and addressing the issues that many homeless people are facing. The creation of a space such as this would also alleviate the pressure on sheltering agencies, which are currently tasked with the collection and entry of data.

The Working Group acknowledged that at present, the creation of a central intake location might create unrealistic expectations, as the availability of housing in Yellowknife is not at the stage where it can meet the demand that exists. The Working Group therefore felt that this should be a longer-term action item, as the implementation of the Housing First model and the creation of additional semi-independent supported living spaces over the next 1-2 years may facilitate the creation of a central intake location in approximately two years.

<b>Recommendation 10: Harm Reduction Pilot Project: Managed Alcohol Program</b>	
<b>Category</b>	Attitude Change
<b>Weighted Score</b>	124
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Long Term
<b>Priority</b>	Low
<b>Agencies</b>	H&SS, NGO

<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Addresses health and safety issues;</li> <li>• Decreases emergency room visits;</li> <li>• Reduces calls for police and emergency responders;</li> <li>• Reduces violent behaviour.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	To be determined
<b>Lead Agency</b>	H&SS
<b>Action Steps</b>	Further discussion with regional health council/clinical services

**Rationale:**

There is considerable evidence (see references below) that harm reduction programs can have positive health effects for individuals suffering from severe addiction issues. In Yellowknife’s context, the primary addiction of the homeless population is alcohol, creating violent behaviour and many health-related issues that put the homeless at significant risk. Other impacts of these addictions-related issues include a significant number of calls for service to the RCMP and the Yellowknife ambulance service. The Stanton Territorial Hospital’s Emergency Room has also seen a significant increase in hospital visits due to alcohol-related incidents.

The Working Group is recommending the establishment of a harm reduction pilot project, and more specifically, a managed alcohol program (MAP). A MAP provides a rationed amount of alcohol over a period of time to individuals suffering from alcohol addiction. This method has been shown to reduce binge drinking and the consumption of non-beverage alcohol (which brings with it a whole host of other health and behavioural issues). As mentioned, there is a growing body of evidence that shows that MAPs are effective in stabilizing individuals with severe addictions, providing them with the opportunity to access other services, and reducing the strain on police, emergency responders and emergency rooms. The Working Group strongly believes that the GNWT’s Department of Health and Social Services should undertake an assessment on what a MAP would look like in Yellowknife, and consider launching a pilot project. The Working Group understands this will require a communication/information campaign to be welcomed in the community.

**References:**

Wet Shelters: The Benefits and Risks Associated with Alcohol-Administering Homeless Shelters - A Scoping Review  
[http://www.jedc.org/forms/wet\\_shelters\\_BCstudy.pdf](http://www.jedc.org/forms/wet_shelters_BCstudy.pdf)

A Cost-Benefit Analysis of a Canadian Managed Alcohol Program  
<http://www.uvic.ca/research/centres/carbc/assets/docs/report-a-cost-benefit-analysis-of-a-canadian-map.pdf>



Kwae Kii Win Managed Alcohol Centre, Thunder Bay, ON  
<http://www.shelterhouse.on.ca/article/kwae-kii-win-managed-alcohol-centre-497.asp>

Towards Alcohol Harm Reduction and Housing Stability: Preliminary Findings of Thunder Bay Managed Alcohol Program  
<http://www.uvic.ca/research/centres/carbc/assets/docs/ppt-map-thunderbay.pdf>

University of Victoria Centre for Addictions Research of BC: Managed Alcohol Programs  
<http://www.uvic.ca/research/centres/carbc/projects/map/index.php>

### Priority Area 3: Long Term Planning and Strategic Framework Development

<b>Recommendation 11: Development of a 10 Year Plan to address Homelessness in Yellowknife</b>	
<b>Category</b>	Planning and Evaluation
<b>Weighted Score</b>	162
<b>Time Frame (Short &gt; 6 months; Med 6-12 months; Long 12-24 months)</b>	Medium term
<b>Priority</b>	High
<b>Agencies</b>	NWTHC, ECE, H&SS, JUS, RCMP, CITY (CAB), IND, NGO, ABORIGINAL (All organizations for a comprehensive plan)
<b>Impact &amp; Outcomes</b>	<ul style="list-style-type: none"> <li>• Provides long term vision;</li> <li>• Analysis of systemic and overarching issues related to homelessness;</li> <li>• Help better define organizations roles and responsibilities.</li> </ul>
<b>Costs &amp; Other Resource Considerations</b>	Consulting costs; to be determined
<b>Lead Agency</b>	CITY (CAB)
<b>Action Steps</b>	<ul style="list-style-type: none"> <li>• CAB to determine if this is a project they want to initiate;</li> <li>• Identify appropriate experts;</li> <li>• Develop Terms of Reference;</li> <li>• Issue Request for Proposals;</li> <li>• Development of Plan.</li> </ul>

**Rationale:**

The Working Group recognized that it had neither the time nor the resources to develop a comprehensive long-term strategy to mitigate homelessness in Yellowknife. One of the challenges identified at the Forum and by the Working Group is that to date, the CAB’s community plan is geared towards the federal funding that is available for homelessness projects, and therefore it does not necessarily take a broader, long-term approach to mitigating or ending homelessness. The Working Group is consequently recommending that the CAB, in collaboration with all front line agencies, lead the development of a 10 Year Plan to address homelessness in Yellowknife. This work would require professional expertise, of which there are several individuals and firms throughout the country who would be qualified to undertake this work.

**Determining Priority Items:**

Based on a mutually agreed-upon Decision Matrix, the Working Group reviewed each established priority and determined the total weighted score. Priorities with the higher weighted score would be considered “high” priorities to move forward with in the short term. It should be noted that some action items with little to no cost might be advanced in the near term, even if they did not score as highly as some other recommendations.

<b>Priority</b>	<b>Total Weighted Score</b>
1. Establishment of an Inter-Agency Committee	129
2. Continued support for the Housing First Model	144
3. Invest in Emergency Shelters to expand and maximize capacity	152
4. Creation of a Street Outreach Services (SOS) Program	151
5. Extension of overnight shelter hours; close the gap in shelter hours	149
6. Explore the Hub Model of community safety and crime prevention	112
7. Harm Reduction Pilot Project: Managed Alcohol Program	124
8. Review the Terms of Reference of the Community Advisory Board on Homelessness and expand membership to include more representation from	119
9. Facilitate the donation of goods and services to front-line agencies	112
10. Establish a Central Intake location for those with housing needs and/or mental health and addictions issues	100
11. Development of a 10 Year Plan to address Homeless in Yellowknife	162

**Appendix A: Report on the Homelessness in Yellowknife:  
Community Partnership Forum**

[http://nwthc.gov.nt.ca/sites/default/files/2016\\_homelessness\\_in\\_yellowknife -  
community partnership forum - summary 0.pdf](http://nwthc.gov.nt.ca/sites/default/files/2016_homelessness_in_yellowknife_-_community_partnership_forum_-_summary_0.pdf)

**Appendix B: Decision Matrix**

<b>1 = Very poor</b> <b>2 = Poor</b> <b>3 = OK</b> <b>4 = Good</b> <b>5 = Very Strong</b>	<b>Criteria</b>	<b>Weighting</b>
	Meets needs of YK's homeless population	5
	Policy/program framework exists to support	5
	Contributes meaningful information & awareness to our knowledge/understanding of YK's homeless population	3
	Sustainable resources currently exist (\$, people)	5
	Mandated/ lead agency is clear (and has capacity to proceed)	2
	The necessary partners can engage to achieve this	3
	Addresses community concerns	5
	Supports safety of YK's homeless population and all citizens	5
	Achievable quick win/immediate impact	5