



Human Resources and
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Community Plan 2007-2009

Homelessness Partnering Strategy

Framework

Community: Medicine Hat, Alberta

Region: Alberta/NWT/Nunavut

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Canada 

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Who should complete this Framework?

As is the case with all community planning efforts, the Community Plan cannot be completed by a single individual in isolation. It is the expectation of the Homelessness Partnering Secretariat (HP Secretariat) that completion of this Plan will be led by the Community Advisory Board (CAB), Community Entity (CE), Community Coordinator and/or relevant subcommittees in each of the designated communities through consultation with each community's homelessness stakeholders (as identified by each community).

We recognize that some communities may have set aside funds to hire a consultant to complete some or all of the information compilation and interviews with stakeholders. This is not an issue as long as the CAB/CE, Coordinator and/or relevant subcommittees continue to play an active role in the process.

Use of the word "Community" in the Framework

As there are two very different delivery models for the HPS, and nuances in delivery within each designated community, we have chosen to use the word "community" throughout this Framework to cover all possible homelessness strategy structures. For the purposes of the Framework, whenever "community" is used, it refers to the homelessness strategy structure in place in your community and, more specifically, the group of individuals or stakeholders, committee or series of committees in your community with lead responsibility for community planning, implementation and decision-making relative to your homelessness strategy.

Component One: Community Profile

Element 1 – POPULATION, HOUSING AND INCOME DYNAMICS

1.1 – Demographic and Socio-Economic Trends

Please reflect on the demographic and socio-economic trends in your community over the past few years and briefly describe the population, housing and income dynamics that affect your community. Please refer to the “A” Series Tables you have completed in the Data Tools, as well as the information you provided in the Community Plan Assessment (CPA).

Medicine Hat has experienced unprecedented growth in the past few years. This is due to a number of factors (1) booming Alberta economy; (2) being the first city on the Trans Canada Highway as you enter Alberta from points east; (2) the last city on the Crowsnest Highway from southern British Columbia and the United States; (4) a meat packing plant located in Brooks, 70 miles west of Medicine Hat, that hires in excess of 1,400 people per year and has insufficient housing in that locale for these workers; and (5) being the community with the lowest cost of living in the province.

This has resulted in very low vacancy rates for rental units; rental housing increasing at a rate of 3 – 6% per year, depending on the unit size; house prices increasing at 25 – 35% per year; new home construction at an unprecedented pace leaving very little residential land available for purchase. It has also meant that persons from outside of Alberta have coming looking to make their fortune. They arrive having spent all of their money getting here and frequently have compounding issues (mental illness, addictions, few job skills). As a result they spend a month or more in the local homeless shelter while they work, accumulating enough funds to obtain rental housing. Too often the job does not work out, the paycheck stops coming in and the accommodations are lost, leaving them homeless again and without funds to return to their point of origin.

One surprising trend is the influx of visible minorities to Medicine Hat in search of employment. This group provides a distinct set of issues relating to language, job skills, mental health, and ability to use modern appliances. Visible minorities now make up one-third of the homeless population in Medicine Hat.

1.2 – Upcoming Demographic and Socio-Economic Trends

Please describe how your community expects these dynamics to change over the next 2 years. Are there trends which you foresee will continue or change?

The province of Alberta has sent the message that if you don't have a place to live before you come to Alberta, don't come. So far that message has done little to deter the in-migration. What is likely to have a greater effect is the rising cost of living, and the increasing economic fortunes of other provinces.

It is likely that the monthly cost of renting a home in Medicine Hat will rise. The City of Medicine Hat owns its own utilities. A distinct advantage to living in Medicine Hat has been the low utility rate as a result of subsidization. The City of Medicine Hat has made a decision to stop subsidizing utility rates, choosing to recover the actual cost of providing the utilities. It is expected that the impact of this decision will be reflected in rising rental rates in the coming years.

The cost of land and the cost of construction are prohibiting the development of low cost multi-family housing. As a result we do not expect the rental vacancy rate to increase while the cost of rental housing will increase. This will continue to place a strain on the homeless shelter and transitional housing that is available.

1.3 – Policy and Structural Trends

Please describe any recent changes in the policy and regulatory environment you work within. This includes government structures at the local or provincial/territorial level, and changes to legislation or regulations which may affect homelessness and housing. Do you anticipate additional changes in this environment that could affect your community's activities regarding homelessness in the next two years?

The City of Medicine Hat's decision to charge the actual cost for utilities, as described in 1.2, is the only policy that will have a negative impact on the homeless. There is a movement on behalf of the business owners in the downtown core to prohibit loitering on the downtown streets. Of course, the majority of this loitering would be by the homeless or those at risk of homelessness. It remains to be seen how the City will choose to deal with this issue. The Province of Alberta has made a distinct commitment to the homeless via funding for homelessness initiatives and funding for affordable housing which should have a positive effect on dealing with homelessness.

Element 2 – TRENDS IN HOMELESSNESS AND THE RISK OF HOMELESSNESS

2.1 – Homelessness Trends

Referring to your completed “B” Series tables, please *profile, identify and explain the trends* in each of your community’s homeless and at-risk populations, as well as any trends you foresee for the next two years. In completing your analysis, please consider the current profile of each population or sub-population (Table B.2) as well as the socio-economic factors in the “A” Series tables. The HP Secretariat recognizes that many communities may not have data (numbers or estimates) for each of these populations or they may not collect data on the population groupings as listed here. If this is the case for your community, please consult the Guide on how to complete this element.

a. Population at risk of homelessness

As indicated in table B.3 the data being used to count the population at risk of homelessness are the Salvation Army Family Support Centre statistics. It can be seen by table B.1 that in 2006 fewer people required the assistance of the Salvation Army than in the past. This is likely a reflection of the low unemployment rate in Medicine Hat thanks to the strong provincial economy. It is expected that this trend will continue to March 2009.

b. Hidden homeless population

It is extremely rare to find homeless persons living in an abandoned building in Medicine Hat. Undoubtedly, there are people living in temporary housing arrangements with strangers, friends or families but we have no means of counting these people. We are also very comfortable that these people are accessing community services such as the food bank, the hot meal program, etc.

c. Living on the street population (also make specific reference to the sub-population chronically living on the street in your community)

This population is essentially non-existent in Medicine Hat or at least exist in numbers that do not warrant special consideration. Those who find themselves on the street are referred to the homeless shelters for support.

d. Short-term or crisis sheltered population (also make specific reference to the episodically sheltered sub-population in your community)

Homeless shelter use has increased through the years. As long as the Alberta economy continues to attract potential employees we would expect this to continue. Even if the Alberta economy begins to downturn, it is expected that the meat packing plant in Brooks will continue to attract potential employees to the area, many of whom will require shelter and transitional housing services. The episodically sheltered now count for about one-third of shelter usage. Funds received from the Alberta Government will be used to address this group and move them to permanent housing with supports.

e. Supportive housed population

Only those with some experience of homelessness or risk of homelessness are being considered in the population group. There are certainly persons with mental illness or development or physical disabilities that will require permanent housing with on-going supports but those are provided by agencies outside of the homeless realm. It is expected that along with the short-term or crisis sheltered this group will receive the most attention in the coming years.

Element 3 – COMMUNITY ASSETS ANALYSIS

3.1 – Assets

Referring to Tables C.1 and C.2, please comment on the nature and availability of your community assets or resources for the next two years (2007-2009) e.g. do you expect the assets in your community to be maintained at the same level, or do you expect some assets to grow or be reduced?

The top priorities for the community are to maintain the existing resources especially homeless shelters while also addressing the need for permanent housing with supports. Based on the commitment of the Provincial Government and the City of Medicine Hat we should see the addition of 50 affordable housing units with supports.

Component Two: Issues and Priorities

Element 4 – ISSUE IDENTIFICATION

4.1 – Issues and related homeless and at-risk populations

Based on the *Moving Forward* section of your CPA, your updated Community Profile, as well as consultation with a broad range of community stakeholders, please list below the main issues which must be addressed in your community in order to prevent and reduce homelessness. To support your work, you may use Worksheet - D in the Data Tools.

Four “Issue” tables have been included in the *Framework*. As a first step, copy and paste as many supplementary tables as you need to ensure that each of your identified issues has its own numbered table, and then complete the tables.

Issue # 1
a. Please briefly describe the <i>issue</i> :
Some families are experiencing great stress due to parent – child conflict. This conflict can escalate to the point of the child being evicted from the household by the parents or the child decides on their own to leave. In either case you have a homeless youth who, without the proper supports, could be beginning a lifetime of homelessness. A support system needs to be in place to first, prevent the family conflict from escalating to a point of homelessness and second, to provide supports to those youth who are homeless.
b. Affected Homeless and at-risk population For this issue, please select the most affected at-risk or homeless population. You may select more than one.
<input checked="" type="checkbox"/> <i>At-risk</i> of homelessness <input type="checkbox"/> <i>Hidden homeless</i> <input type="checkbox"/> <i>Living on the street</i> <input type="checkbox"/> <i>Chronically living on the street</i> (subpopulation) <input checked="" type="checkbox"/> <i>Short-term or crisis sheltered</i> <input type="checkbox"/> <i>Episodically sheltered</i> (subpopulation) <input type="checkbox"/> <i>Supportive housed</i> <input type="checkbox"/> Not Applicable (The issue does not involve direct service provision to homeless and at-risk individuals.)
c. Population characteristics Please briefly outline the key characteristics of the at-risk or homeless population(s) who are most affected by the issue (as in Table B.2 in the <i>Data Tools</i>). Again, if the issue does not involve direct service provision to homeless and at-risk individuals, write “N/A”.
Youth under the age of 18 years.

Issue # 2
a. Please briefly describe the <i>issue</i> :
Alberta’s population is expected to continue to grow. As a result many people will end up in Medicine Hat requiring emergency shelter and supports to obtain and retain permanent housing.
b. Affected Homeless and at-risk population For this issue, please select the most affected at-risk or homeless population. You may select more than one.
<input type="checkbox"/> <i>At-risk</i> of homelessness <input type="checkbox"/> <i>Hidden homeless</i> <input type="checkbox"/> <i>Living on the street</i> <input type="checkbox"/> <i>Chronically living on the street</i> (subpopulation) <input checked="" type="checkbox"/> <i>Short-term or crisis sheltered</i> <input checked="" type="checkbox"/> <i>Episodically sheltered</i> (subpopulation) <input type="checkbox"/> <i>Supportive housed</i> <input type="checkbox"/> Not Applicable (The issue does not involve direct service provision to homeless and at-risk individuals.)

Issue # 2
individuals.)
c. Population characteristics Please briefly outline the key characteristics of the at-risk or homeless population(s) who are most affected by the issue (as in Table B.2 in the <i>Data Tools</i>). Again, if the issue does not involve direct service provision to homeless and at-risk individuals, write “N/A”.
Predominantly single males, without savings and an income. May also be persons who are new in their job and require shelter until savings can be accumulated for obtaining rental housing.
Issue # 3
a. Please briefly describe the <i>issue</i> :
Some people require psycho-social supports in order that they may retain the housing they occupy.
b. Affected Homeless and at-risk population For this issue, please select the most affected at-risk or homeless population. You may select more than one.
<input type="checkbox"/> <i>At-risk</i> of homelessness <input type="checkbox"/> <i>Hidden homeless</i> <input type="checkbox"/> <i>Living on the street</i> <input type="checkbox"/> <i>Chronically living on the street</i> (subpopulation) <input type="checkbox"/> <i>Short-term or crisis sheltered</i> <input type="checkbox"/> <i>Episodically sheltered</i> (subpopulation) <input checked="" type="checkbox"/> <i>Supportive housed</i> <input type="checkbox"/> Not Applicable (The issue does not involve direct service provision to homeless and at-risk individuals.)
c. Population characteristics Please briefly outline the key characteristics of the at-risk or homeless population(s) who are most affected by the issue (as in Table B.2 in the <i>Data Tools</i>). Again, if the issue does not involve direct service provision to homeless and at-risk individuals, write “N/A”.
Individuals and families with low income, low social skills, often accompanied by mental illness and/or addiction.
Issue # 4
a. Please briefly describe the <i>issue</i> :
Medicine Hat is relatively new at addressing homelessness. As such there needs to be a mechanism for enabling organizations and individuals to work collaboratively, cooperatively, and cohesively while addressing all aspects of the housing continuum.
b. Affected Homeless and at-risk population For this issue, please select the most affected at-risk or homeless population. You may select more than one.
<input type="checkbox"/> <i>At-risk</i> of homelessness <input type="checkbox"/> <i>Hidden homeless</i> <input type="checkbox"/> <i>Living on the street</i> <input type="checkbox"/> <i>Chronically living on the street</i> (subpopulation) <input type="checkbox"/> <i>Short-term or crisis sheltered</i> <input type="checkbox"/> <i>Episodically sheltered</i> (subpopulation) <input type="checkbox"/> <i>Supportive housed</i> <input checked="" type="checkbox"/> Not Applicable (The issue does not involve direct service provision to homeless and at-risk individuals.)
c. Population characteristics Please briefly outline the key characteristics of the at-risk or homeless population(s) who are most affected by the issue (as in Table B.2 in the <i>Data Tools</i>). Again, if the issue does not involve direct service provision to homeless and at-risk individuals, write “N/A”.
N/A

Element 5 – COMMUNITY PLAN PRIORITIES

5.1 – Community Plan priorities 2007 to 2009

From the issues outlined in Element 4, please identify those your community will focus on as priorities for the next two years (2007-2009). To support your work, you may use Worksheet – D in the *Data Tools*.

Two Community Priority tables have been included by default in the *Framework*. As a first step, copy and paste as many supplementary tables as you need to ensure that each priority has its own numbered table, and then complete the tables.

Community Plan Priority # 1
a. Statement of the priority Please copy the issue statement from Element 4.
Some families are experiencing great stress due to parent – child conflict. This conflict can escalate to the point of the child being evicted from the household by the parents or the child decides on their own to leave. In either case you have a homeless youth who, without the proper supports, could be beginning a lifetime of homelessness. A support system needs to be in place to first, prevent the family conflict from escalating to a point of homelessness and second, to provide supports to those youth who are homeless.
b. Focus on the at-risk or homeless population Of the populations identified in b. and C. in Element 4, will your priority focus on all of them?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No - <i>Please describe the groups which your priority will address.</i>
c. Rationale Please provide the rationale for identifying this issue as a priority for 2007-2009. In the rationale, please refer to the “Moving Forward” section of your CPA, your updated Community Profile and the HPS objectives.
There is some indication that those who experience homelessness in their youth will become homeless as adults. Our intention in addressing this priority is to prevent homelessness among youth particularly where it is a result of parent-child conflict. There is also great indication that homeless youth are particularly vulnerable for a host of additional social problems that can be prevented if we keep them housed with their family and provide support for the family.
d. Funding used How will your community priority be funded for the next two years?
<input checked="" type="checkbox"/> HPS funding (may also include other, leveraged funding sources) <input type="checkbox"/> No HPS funding
e. Activity area Please select the activity area to which the priority relates by marking an “X” in the appropriate area. Please note that your priority may apply to more than one area:
<input checked="" type="checkbox"/> Continuum of Housing and Supports
<input type="checkbox"/> Knowledge and Communication (including Data Collection)
<input type="checkbox"/> Community Development

Community Plan Priority # 2	
a. Statement of the priority Please copy the issue statement from Element 4.	
Alberta's population is expected to continue to grow. As a result many people will end up in Medicine Hat requiring emergency shelter and supports to obtain and retain permanent housing.	
b. Focus on the at-risk or homeless population Of the populations identified in b. and C. in Element 4, will your priority focus on all of them?	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No - <i>Please describe the groups which your priority will address.</i>	
c. Rationale Please provide the rationale for identifying this issue as a priority for 2007-2009. In the rationale, please refer to the "Moving Forward" section of your CPA, your updated Community Profile and the HPS objectives.	
Medicine Hat's vacancy rate hovers between .7 and 1.7 percent. Rental costs are increasing. The population continues to grow as people come to Alberta in search of employment. Until there is sufficient affordable housing, the homeless shelter will provide an integral service and serve as a "single point of entry" for many requiring assistance to obtain and retain housing.	
d. Funding used How will your community priority be funded for the next two years?	
<input checked="" type="checkbox"/> HPS funding (may also include other, leveraged funding sources) <input type="checkbox"/> No HPS funding	
e. Activity area Please select the activity area to which the priority relates by marking an "X" in the appropriate area. Please note that your priority may apply to more than one area:	
<input checked="" type="checkbox"/> Continuum of Housing and Supports	
<input type="checkbox"/> Knowledge and Communication (including Data Collection)	
<input type="checkbox"/> Community Development	

Community Plan Priority # 3	
a. Statement of the priority Please copy the issue statement from Element 4.	
Some people require psycho-social supports in order that they may retain the housing they occupy.	
b. Focus on the at-risk or homeless population Of the populations identified in b. and C. in Element 4, will your priority focus on all of them?	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No - <i>Please describe the groups which your priority will address.</i>	
c. Rationale Please provide the rationale for identifying this issue as a priority for 2007-2009. In the rationale, please refer to the "Moving Forward" section of your CPA, your updated Community Profile and the HPS objectives.	
People occupying social housing are arguably the most vulnerable of the "at risk" population. They are in social housing due to poor financial circumstances and frequently battle mental illness/addiction/severe social stressors. By providing psycho-social supports these people can increase their independence and be linked with necessary community support services that will	

Community Plan Priority # 3
increase their likelihood of avoiding eviction/homelessness.
d. Funding used How will your community priority be funded for the next two years?
<input checked="" type="checkbox"/> HPS funding (may also include other, leveraged funding sources) <input type="checkbox"/> No HPS funding
e. Activity area Please select the activity area to which the priority relates by marking an “X” in the appropriate area. Please note that your priority may apply to more than one area:
<input checked="" type="checkbox"/> Continuum of Housing and Supports
<input type="checkbox"/> Knowledge and Communication (including Data Collection)
<input type="checkbox"/> Community Development

Community Plan Priority # 4
a. Statement of the priority Please copy the issue statement from Element 4.
Medicine Hat is relatively new at addressing homelessness. As such there needs to be a mechanism for enabling organizations and individuals to work collaboratively, cooperatively, and cohesively while addressing all aspects of the housing continuum.
b. Focus on the at-risk or homeless population Of the populations identified in b. and c. in Element 4, will your priority focus on all of them?
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No - <i>Please describe the groups which your priority will address.</i>
c. Rationale Please provide the rationale for identifying this issue as a priority for 2007-2009. In the rationale, please refer to the “Moving Forward” section of your CPA, your updated Community Profile and the HPS objectives.
Financial resources to address homelessness are scarce with sustainability issues. Therefore, it is incumbent upon those working in the field of homelessness to ensure that they are working collaboratively, cooperatively, and cohesively in order that these financial resources be put to the best use. By working together effectively the organizations can ensure the best services are in place across the housing continuum.
d. Funding used How will your community priority be funded for the next two years?
<input checked="" type="checkbox"/> HPS funding (may also include other, leveraged funding sources) <input type="checkbox"/> No HPS funding
e. Activity area Please select the activity area to which the priority relates by marking an “X” in the appropriate area. Please note that your priority may apply to more than one area:
<input type="checkbox"/> Continuum of Housing and Supports
<input type="checkbox"/> Knowledge and Communication (including Data Collection)
<input checked="" type="checkbox"/> Community Development

Component Three: Community Plan Outcomes

Element 6 – OUTCOMES RELATED TO COMMUNITY PRIORITIES

6.1 – Continuum of Housing and Supports: Priorities and Related Objectives

For each of the issues identified as community priorities under the Continuum of Housing and Supports, please identify the objective(s) and the related outcomes your community plans to achieve by 2009.

To support your work, you may use Worksheet – E in the Data Tools.

In this section:

6.1.1 is **required** for priorities your community will fund under the HPS

6.1.2 is **optional** for priorities your community will not fund under the HPS, but wishes to include in the *Plan*.

Two Community Priority tables have been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

CONTINUUM OF HOUSING AND SUPPORTS	
6.1.1 – Community Priorities funded under the HPS	
Community Priority # 1	
a. Please state the exact wording of the issue identified as a community priority:	
Some families are experiencing great stress due to parent – child conflict. This conflict can escalate to the point of the child being evicted from the household by the parents or the child decides on their own to leave. In either case you have a homeless youth who, without the proper supports, could be beginning a lifetime of homelessness. A support system needs to be in place to first, prevent the family conflict from escalating to a point of homelessness and second, to provide supports to those youth who are homeless.	
b. Statement of Objective Please state the objective your community plans to achieve by 2009:	
To provide emergency shelter for homeless and at-risk youth while providing support services to enable the youth to avoid homelessness.	
c. Measurement Strategy	
c.1	Indicator(s) Please identify the specific measure of the progress your community plans to make toward meeting your objective. Please use the indicators from Annexes C and D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.
	<ol style="list-style-type: none"> Maintain length of stay for youth in the shelter at less than 15 days. Transitioning in housing status: provide respite for families in crisis by emergency housing youth and then moving youth to appropriate housing placement.
c.2	Data Sources Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annexes C and D for suggestions for data sources.
	<ol style="list-style-type: none"> Using internal tracking system, record the number of days stay for each youth that enters the shelter. Using internal tracking system, record the discharge information for each of the youth.
c.3	Current Situation or Baseline (OPTIONAL) Please indicate:
	<ol style="list-style-type: none"> the current situation or baseline against which you will measure your progress; and the strategy used to determine your baseline if you do not have a current level:
	<ol style="list-style-type: none"> 52 of 59 (88%) of youth in 2006-07 stayed for less than 15 days. Average length of stay was 6.4 days. 69% of youth had planned discharges which can be taken to mean that the discharge was appropriate.

CONTINUUM OF HOUSING AND SUPPORTS	
6.1.1 – Community Priorities funded under the HPS	
Community Priority # 1	
c.4 Target(s)	
Please indicate the <i>specific results you hope to achieve</i> in relation to this objective.	
<ol style="list-style-type: none"> To maintain the percentage of youth staying less than 15 days. To maintain the average length of stay of youth in the shelter before discharge. To increase the percentage of youth with planned discharges. 	
d. Generic Outcomes	
Please select the generic outcome which is related to this objective:	
<input checked="" type="checkbox"/> Reduction of homelessness and transitions to housing stability	<input type="checkbox"/> Social integration
<input checked="" type="checkbox"/> Prevention of homelessness	<input type="checkbox"/> Improvement in service quality or service capacity

CONTINUUM OF HOUSING AND SUPPORTS	
6.1.1 – Community Priorities funded under the HPS	
Community Priority # 2	
a. Please state the <i>exact wording</i> of the issue identified as a community priority:	
Alberta's population is expected to continue to grow. As a result many people will end up in Medicine Hat requiring emergency shelter and supports to obtain and retain permanent housing.	
b. Statement of Objective	
Please state the objective your community plans to achieve by 2009:	
To provide emergency shelter and support services designed to move people from shelter to other forms of more permanent housing.	
c. Measurement Strategy	
c.1 Indicator(s)	
Please identify the <i>specific measure</i> of the progress your community plans to make toward meeting your objective. Please use the indicators from Annexes C and D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.	
<ol style="list-style-type: none"> Maintain the average length of stay at the shelter at less than 10 days. Reduce recidivism rate. Transition shelter users to greater housing stability. Housing maintenance: The majority of those transitioned to housing stability have maintained that stability three months after placement. Number of individuals whose income has improved after receiving relevant services. 	
c.2 Data Sources	
Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annexes C and D for suggestions for data sources.	
1 -5. Use internal tracking system to track the data.	
c.3 Current Situation or Baseline (OPTIONAL)	
Please indicate:	
a) the <i>current situation or baseline</i> against which you will measure your progress; and	
b) the <i>strategy used</i> to determine your baseline if you do not have a current level:	
<ol style="list-style-type: none"> 2006 – 07 – 7.3 days 2006 – 07 – 35.2% recidivism No baseline data No baseline data 2006 – 07 – 21% of shelter users maintained or found employment while at the shelter. 	

<p>CONTINUUM OF HOUSING AND SUPPORTS</p> <p>6.1.1 – Community Priorities funded under the HPS</p>	
<p>Community Priority # 2</p>	
<p>c.4 Target(s)</p>	
<p>Please indicate the <i>specific results you hope to achieve</i> in relation to this objective.</p>	
<ol style="list-style-type: none"> To maintain the average length of stay at less than 10 days. To reduce the recidivism rate from 35.2% To transition the majority of shelter users (does not include the transient users) to appropriate housing. The majority of those transitioned to appropriate housing are still in appropriate housing three months later. To assist the majority of shelter users (does not include the transient users) in obtaining employment and/or some other type of income. 	
<p>d. Generic Outcomes</p> <p>Please select the generic outcome which is related to this objective:</p>	
<p><input checked="" type="checkbox"/> Reduction of homelessness and transitions to housing stability</p> <p><input type="checkbox"/> Prevention of homelessness</p>	<p><input checked="" type="checkbox"/> Social integration</p> <p><input type="checkbox"/> Improvement in service quality or service capacity</p>

<p>CONTINUUM OF HOUSING AND SUPPORTS</p> <p>6.1.1 – Community Priorities funded under the HPS</p>	
<p>Community Priority # 3</p>	
<p>a. Please state the <i>exact wording</i> of the issue identified as a community priority:</p>	
<p>Some people require psycho-social supports in order that they may retain the housing they occupy.</p>	
<p>b. Statement of Objective</p> <p>Please state the objective your community plans to achieve by 2009:</p>	
<p>Program participants are able to retain their housing.</p>	
<p>c. Measurement Strategy</p>	
<p>c.1 Indicator(s)</p> <p>Please identify the <i>specific measure</i> of the progress your community plans to make toward meeting your objective. Please use the indicators from Annexes C and D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.</p>	
<ol style="list-style-type: none"> Program participants achieve the goals they've established for themselves in their individual service plan. Program participants demonstrate improvements in the various determinants of housing stability. As a result of providing support services people in social housing are able to maintain their housing status. 	
<p>c.2 Data Sources</p> <p>Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annexes C and D for suggestions for data sources.</p>	
<ol style="list-style-type: none"> Goal Attainment Scale Modified version of the Massachusetts Family Self-Sufficiency Scales and Ladders Assessment Follow up and internal tracking. 	

<p>CONTINUUM OF HOUSING AND SUPPORTS</p> <p>6.1.1 – Community Priorities funded under the HPS</p>	
<p>Community Priority # 3</p>	
<p>c.3 Current Situation or Baseline (OPTIONAL) Please indicate: a) the current situation or baseline against which you will measure your progress; and b) the strategy used to determine your baseline if you do not have a current level:</p>	
<p>1. Using GAS – 52.5% of those who had their goals evaluated once achieved or exceeded their goals. 72.7% of those who had their goals evaluated more than once achieved or exceeded their goals. 2. Using Mass. Scale – 81.3% remained at baseline or improved upon baseline in the Housing area. 77.3% remained at baseline or improved in the Health area. 86.5% remained at baseline or improved in the Income area. 90.9% remained at baseline or improved in the Employment area. 3. No baseline data.</p>	
<p>c.4 Target(s) Please indicate the specific results you hope to achieve in relation to this objective.</p>	
<p>1. To maintain the current results as measured by GAS. 2. To maintain the current results as measured by the Mass. Scales. 3. To have the majority of those in the program maintaining or increasing their housing stability as evidenced by three month tenure.</p>	
<p>d. Generic Outcomes Please select the generic outcome which is related to this objective:</p>	
<p><input checked="" type="checkbox"/> Reduction of homelessness and transitions to housing stability <input checked="" type="checkbox"/> Prevention of homelessness</p>	<p><input checked="" type="checkbox"/> Social integration <input type="checkbox"/> Improvement in service quality or service capacity</p>

6.1.2 – Community priorities not funded under the HPS

Note: This Section is optional. We have provided an additional table should your community wish to include priorities that are not funded under the HPS. Please follow the instructions for section 6.1 - Continuum of Housing and Supports: Priorities and Related Objectives. If your community does not identify any priorities not funded under the HPS, please indicate so in the space below (e.g. ‘We included only our priorities funded under the HPS’) and delete the table.

To support your work, you may use Worksheet – E in the Data Tools.

Only one Community Priority table has been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

CONTINUUM OF HOUSING AND SUPPORTS	
6.1.2 – Community Priorities not funded under the HPS	
Community Priority # 1	
a. Please state the exact wording of the issue identified as a community priority:	
b. Statement of Objective Please state the objective your community plans to achieve by 2009:	
c. Measurement Strategy	
c.1	Indicator(s) Please identify the specific measure of the progress your community plans to make toward meeting your specific objective. Please use the indicators from Annexes C and D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.
c.2	Data Sources Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annexes C and D for suggestions for data sources.
c.3	Current Situation or Baseline (OPTIONAL) Please indicate: a) the current situation or baseline against which you will measure your progress; and b) the strategy used to determine your baseline if you do not have a current level:
c.4	Target(s) Please indicate the specific results you hope to achieve in relation to this objective.
d. Generic Outcomes Please select the generic outcome which is related to this objective:	
<input type="checkbox"/> Reduction of homelessness and transitions to housing stability	<input type="checkbox"/> Social integration
<input type="checkbox"/> Prevention of homelessness	<input type="checkbox"/> Improvement in service quality or service capacity

6.2 – Knowledge and Communication: Priorities and Related Objectives

For each of the issues identified as community priorities under Knowledge and Communication, please identify the objective(s) and the related outcomes your community plans to achieve by 2009.

To support your work, you may use Worksheet – E in the Data Tools.

In this section:

6.2.1 is **required** for priorities your community will fund under the HPS

6.2.2 is **optional** for priorities your community will not fund under the HPS, but wishes to include in the *Plan*.

Only one Community Priority table has been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

KNOWLEDGE AND COMMUNICATION	
6.2.1 – Community Priorities funded under the HPS	
Community Priority # 1	
a. Please include below the exact wording of the issue identified as a community priority:	
b. Statement of Objective Please state the objective your community plans to achieve by 2009:	
c. Measurement Strategy	
c.1	Indicator(s) Please identify the specific measure of the progress your community plans to make toward meeting your objective. Please use the indicators from Annex D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.
c.2	Data Sources Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annex D for suggestions for data sources.
c.3	Target(s) if applicable Please indicate the specific results you hope to achieve in relation to this objective.

6.2.2 – Community Priorities not funded under the HPS

Note: This Section is optional. We have provided an additional table should your community wish to include priorities that are not funded under the HPS. Please follow the instructions for section 6.2 – Knowledge and Communication: Priorities and Related Objectives. If your community does not identify any priorities not funded under the HPS, please indicate so in the space below (e.g. ‘We included only our priorities funded under the HPS’) and delete the table.

To support your work, you may use Worksheet – E in the Data Tools.

Only one Community Priority table has been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

KNOWLEDGE AND COMMUNICATION	
6.2.2 – Community Priorities not funded under the HPS	
Community Priority # 1	
a.	Please state the exact wording of the issue identified as a community priority:
b.	Statement of Objective Please state the objective your community plans to achieve by 2009:
c.	Measurement Strategy
c.1	Indicator(s) Please identify the specific measure of the progress your community plans to make toward meeting your objective. Please use the indicators from Annex D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.
c.2	Data Sources Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annex D for suggestions for data sources.
c.3	Target(s) if applicable Please indicate the specific results you hope to achieve in relation to this objective.

6.3 – Community Development: Priorities and Related Objectives

For each of the issues identified as community priorities under Community Development, please identify the objective(s) and the related outcomes your community plans to achieve by 2009.

To support your work, you may use Worksheet – E in the Data Tools.

In this section:

6.3.1 is **required** for priorities your community will fund under the HPS

6.3.2 is **optional** for priorities your community will not fund under the HPS, but wishes to include in the *Plan*.

Only one Community Priority table has been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

COMMUNITY DEVELOPMENT	
6.3.1 – Community Priorities funded under the HPS	
Community Priority # 1	
a. Please state the exact wording of the issue identified as a community priority:	Medicine Hat is relatively new at addressing homelessness. As such there needs to be a mechanism for enabling organizations and individuals to work collaboratively, cooperatively, and cohesively while addressing all aspects of the housing continuum.
b. Statement of Objective Please state the objective your community plans to achieve by 2009:	Community agencies will demonstrate cooperation, collaboration and coordination in addressing all aspects of the housing continuum.
c. Measurement Strategy	
c.1 Indicator(s) Please identify the specific measure of the progress your community plans to make toward meeting your objective. Please use the indicators from Annex D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.	The number of community relationships will be maintained or increased.
c.2 Data Sources Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annex D for suggestions for data sources.	1. Count the number of community relationships. 2. Endorsement of community plan by municipality. 3. Inclusive decision making on investment choices.
c.3 Target(s) if applicable Please indicate the specific results you hope to achieve in relation to this objective.	1. To maintain or increase the number of community relationships. 2. To have the community plan endorsed by the City of Medicine Hat. 3. To involve stakeholders on a committee that makes recommendations on priorities and funding.

6.3.2 – Community Priorities not funded under the HPS

Note: This Section is optional. We have provided an additional table should your community wish to include priorities that are not funded under the HPS. Please follow the instructions for section 6.3 – Community Development: Priorities and Related Objectives. If your community does not identify any priorities not funded under the HPS, please indicate so in the space below (e.g. ‘We included only our priorities funded under the HPS’) and delete the table.

To support your work, you may use Worksheet – E in the Data Tools.

Only one Community Priority table has been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

COMMUNITY DEVELOPMENT	
6.3.2 – Community Priorities not funded under the HPS	
Community Priority # 1	
a.	Please state the <i>exact wording</i> of the issue identified as a community priority:
b.	Statement of Objective Please state the objective your community plans to achieve by 2009:
c.	Measurement Strategy
c.1	Indicator(s) Please identify the <i>specific measure</i> of the progress your community plans to make toward meeting your objective. Please use the indicators from Annex D in the <i>Reference Guide</i> as well as any additional indicators which your community has identified.
c.2	Data Sources Please indicate the sources of information that will be used to measure the selected indicator(s). Please refer to Annex D for suggestions for data sources.
c.3	Target(s) if applicable Please indicate the <i>specific results you hope to achieve</i> in relation to this objective.

Element 7 – HPS GENERIC OUTCOMES

There are four groups of HPS Generic Outcomes:

- 1) Reduction of homelessness and transition to housing stability
- 2) Prevention of homelessness
- 3) Social integration
- 4) Improvement in service quality or service capacity

Please complete the Baseline and Target columns of this table. The targets are for the community-level outcomes your community expects to achieve by 2009. Note that Baseline data is not required for all the outcomes.

HPS Generic Outcome #1: Reduction of homelessness and transitions to housing stability		
Indicators	First Measurement Period (Nov 1, 2007 – Feb 29, 2008)	Second Measurement Period (Nov 1, 2008 – Feb 28, 2009)
1.1 Shelter use		
1.1.1 Number of different people using shelters		
1.1.2 Average length of stay in shelters		
1.1.3 Occupancy rate of shelter beds		

HPS Generic Outcome #1: Reduction of homelessness and transitions to housing stability		
Indicators	Current Situation or Baseline (April 1, 2006 – March 31, 2007)	Target (April 1, 2007 – March 31, 2009)
1.2 Changes in housing status		
1.2.1 Transitions in housing status: <i>Number of individuals who have moved from homelessness toward greater housing stability</i>		
1.2.2 Housing maintenance: <i>Number of individuals (from 1.2.1) who have maintained their housing for a 3-month follow-up period after receiving housing placement services</i>		

HPS Generic Outcome #2: Prevention of Homelessness		
Indicators	Current Situation or Baseline (April 1, 2006 – March 31, 2007)	Target (April 1, 2007 – March 31, 2009)
2.1 Housing Retention		
2.1.1 Number of individuals who have retained their housing for a 3-month follow-up period after receiving housing loss prevention services		
2.2 Housing placement		
2.2.1 Transitions in housing status: <i>Number of individuals who have experienced transitions toward greater housing stability as a result of housing placement services prior to discharge into the community from a health facility, the criminal justice system, or the child welfare system.</i>		
2.2.2 Housing maintenance: <i>Number of individuals (from 2.2.1) who have maintained their housing for a 3-month follow-up period after receiving housing placement services</i>		

HPS Generic Outcome #3: Social Integration		
Indicators	Current Situation or Baseline (April 1, 2006 – March 31, 2007)	Target (April 1, 2007 – March 31, 2009)
3.1	Changes in income	
3.1.1	Number of individuals whose income improved due to receiving relevant services	
3.2	Changes in employment status	
3.2.1	Number of individuals whose employment status improved due to receiving relevant services	
3.3	Participation in volunteer work	
3.3.1	Number of individuals going from non-participation to participation in volunteer work due to receiving relevant services	
3.4	Participation in education	
3.4.1	Number of individuals whose educational attainment improved due to receiving relevant services	

HPS Generic Outcome #4: Improvement in service quality or service capacity						
Indicators	Current Situation or Baseline (March 31, 2007)		Target (April 1, 2007 – March 31, 2009)			
	Number of beds/units		Number of beds/units <u>renovated or improved</u>		Number of beds/units <u>added</u>	
4.1	Beds	Units	Beds	Units	Beds	Units
4.1.1	30					
4.1.2	96 ¹	46				
4.1.3	9	1				

HPS Generic Outcome #4: Improvement in service quality or service capacity		
Indicators	Current Situation or Baseline (March 31, 2007)	Target (April 1, 2007 – March 31, 2009)
4.1	Service Quality/ Service Capacity	
4.1.4		Number of Services added

¹This number is determined by counting the number of bedrooms in each unit. However, the actual capacity of each unit could be expanded depending on the size of the household occupying the unit.

Component Four: Implementation Strategies

Element 8– IMPLEMENTATION STRATEGIES FOR THE COMMUNITY PRIORITIES

8.1 – Continuum of Housing and Supports: Priorities and Related Strategies

For each objective in the Continuum of Housing and Supports, please identify the strategies that your community will implement in the course of the next two years to achieve the planned outcomes.

In this section:

8.1.1 is **required** for priorities your community will fund under the HPS

8.1.2 is **optional** for priorities your community will not fund under the HPS, but wishes to include in the *Plan*.

Two Community Priority tables have been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

CONTINUUM OF HOUSING AND SUPPORTS	
8.1.1 – Community Priorities funded under the HPS	
Community Priority # 1	
a. Please state the exact wording of the community priority and related objective:	
<ul style="list-style-type: none"> • Priority: Some families are experiencing great stress due to parent – child conflict. This conflict can escalate to the point of the child being evicted from the household by the parents or the child decides on their own to leave. In either case you have a homeless youth who, without the proper supports, could be beginning a lifetime of homelessness. A support system needs to be in place to first, prevent the family conflict from escalating to a point of homelessness and second, to provide supports to those youth who are homeless. • Objective: To provide emergency shelter for homeless and at-risk youth while providing support services to enable the youth to avoid homelessness. 	
b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.	
Continued operation of the Inn Between Youth Shelter with the provision of supports to families and youth experiencing crisis due to family conflict.	
c. Please identify the sectors in your community that will potentially be involved in the implementation of this strategy, and the expected relationships among these sectors. To support your work, you may use <i>Worksheet - F</i> in the Data Tools. (Sector refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of relationships , please refer to the definitions in Annex A).	
The relationship with the Southeastern Alberta Children and Family Services Authority will be maintained for the cost sharing of the shelter expenses.	
d. Please indicate what proportion of your HPS funding will be allocated to the implementation strategy under this objective. (This information will also be in <i>Table G.2</i> in the Data Tools.)	
<ul style="list-style-type: none"> • Total HPS funding that your community will allocate to total projects <ul style="list-style-type: none"> ○ HPI Designated communities: \$ 415,856 ○ HPI Aboriginal partnerships: \$ 0 • Amount and percentage of the HPS funding allocated to this objective <ul style="list-style-type: none"> ○ HPI Designated communities <ul style="list-style-type: none"> ▪ \$ 80,000 ▪ 19.24% 	

<p>CONTINUUM OF HOUSING AND SUPPORTS</p> <p>8.1.1 – Community Priorities funded under the HPS</p>
<p>Community Priority # 1</p> <ul style="list-style-type: none"> ○ HPI Aboriginal partnerships <ul style="list-style-type: none"> ▪ \$ 0 ▪ 0.0%
<p>e. Please identify any other sources of financial or in-kind support that will be invested for this objective:</p>
<p>Southeastern Alberta Children and Family Services Authority, Service Club</p>

<p>CONTINUUM OF HOUSING AND SUPPORTS</p> <p>8.1.1 – Community Priorities funded under the HPS</p>
<p>Community Priority # 2</p>
<p>a. Please state the <i>exact wording</i> of the community priority and related objective:</p> <ul style="list-style-type: none"> • Priority: Alberta’s population is expected to continue to grow. As a result many people will end up in Medicine Hat requiring emergency shelter and supports to obtain and retain permanent housing. • Objective: To provide emergency shelter and support services designed to move people from shelter to other forms of more permanent housing.
<p>b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.</p> <p>Continued operation of the Salvation Army Family Support Centre providing emergency shelter and psycho-social supports to enable people to transition to more permanent housing.</p>
<p>c. Please identify the sectors in your community that will potentially be involved in the implementation of this strategy, and the expected relationships among these sectors. To support your work, you may use <i>Worksheet - F</i> in the Data Tools. (<i>Sector</i> refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of <i>relationships</i>, please refer to the definitions in Annex A).</p> <p>Government of Alberta will provide funding and representation on the Advisory Board. Palliser Health Region will provide funding and representation on the Advisory Board. (mental health and public health) Service clubs will provide funding. The general public will provide donations. The Society of St. Vincent de Paul will provide representation on the Advisory Board. The City of Medicine Hat will provide funding and representation on the Advisory Board. Churches will provide funds and representation on the Advisory Board.</p>
<p>d. Please indicate what proportion of your HPS funding will be allocated to the implementation strategy under this objective. (This information will also be in Table G.2 in the Data Tools.)</p> <ul style="list-style-type: none"> • Total HPS funding that your community will allocate to total projects <ul style="list-style-type: none"> ○ HPI Designated communities: \$ 415,856 ○ HPI Aboriginal partnerships: \$ 0 • Amount and percentage of the HPS funding allocated to this objective <ul style="list-style-type: none"> ○ HPI Designated communities <ul style="list-style-type: none"> ▪ \$ 100,000 ▪ 24.05% ○ HPI Aboriginal partnerships <ul style="list-style-type: none"> ▪ \$ 0 ▪ 0%

CONTINUUM OF HOUSING AND SUPPORTS
8.1.1 – Community Priorities funded under the HPS
Community Priority # 2
e. Please identify any other sources of financial or in-kind support that will be invested for this objective:
Government of Alberta, service clubs, health region, general public, Salvation Army fund raising, churches.

CONTINUUM OF HOUSING AND SUPPORTS
8.1.1 – Community Priorities funded under the HPS
Community Priority # 3
a. Please state the <i>exact wording</i> of the community priority and related objective:
<ul style="list-style-type: none"> • Priority: Some people require psycho-social supports in order that they may retain the housing they occupy. • Objective: Program participants are able to retain their housing.
b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.
Continued operation of the Social Housing Outreach Program providing psycho-social support services to households in social housing.
c. Please identify the sectors in your community that will potentially be involved in the implementation of this strategy, and the expected relationships among these sectors. To support your work, you may use Worksheet - F in the Data Tools. (<i>Sector</i> refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of <i>relationships</i> , please refer to the definitions in Annex A).
Government of Alberta will provide funding for additional outreach workers. Salvation Army will participate on an intake committee for transitional housing.
d. Please indicate what proportion of your HPS funding will be allocated to the implementation strategy under this objective. (This information will also be in Table G.2 in the Data Tools.)
<ul style="list-style-type: none"> • Total HPS funding that your community will allocate to total projects <ul style="list-style-type: none"> ○ HPI Designated communities: \$ 415,856 ○ HPI Aboriginal partnerships: \$ 0 • Amount and percentage of the HPS funding allocated to this objective <ul style="list-style-type: none"> ○ HPI Designated communities <ul style="list-style-type: none"> ▪ \$ 177,390 ▪ 42.66% ○ HPI Aboriginal partnerships <ul style="list-style-type: none"> ▪ \$ 0 ▪ 0%
e. Please identify any other sources of financial or in-kind support that will be invested for this objective:
Medicine Hat Community Housing Society, Alberta Government.

8.1.2 – Community priorities not funded under the HPS

Note: This Section is optional. We have provided an additional table should your community wish to include priorities and related objectives not funded under the HPS in the *Plan*. Please follow the instructions for section 8.1 - Continuum of Housing and Supports: Priorities and Related Strategies. If your community does not identify any priorities and objectives not funded under the HPS, please indicate so in the space below (e.g. ‘We included only our priorities funded under the HPS’) and delete the table.

Only one Community Priority table has been added by default in the *Framework*. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

<p>CONTINUUM OF HOUSING AND SUPPORTS</p> <p>8.1.2 – Community Priorities not funded under the HPS</p>
<p>Community Priority # 1</p>
<p>a. Please state the exact wording of the community priority and related objective:</p>
<ul style="list-style-type: none"> • Priority: • Objective:
<p>b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.</p>
<p>c. Please identify the sectors in your community that will potentially be involved in the implementation of this strategy, and the expected relationships among these sectors. To support your work, you may use <i>Worksheet - F</i> in the <i>Data Tools</i>. (Sector refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of relationships, please refer to the definitions in Annex A).</p>
<p>d. Please identify the sources of financial support that will be invested for this objective:</p>

8.2 – Knowledge and Communication: Priorities and Related Strategies

For each objective under Knowledge and Communication, please identify the strategies that your community will implement in the course of the next two years to achieve the planned outcomes.

In this section:

8.2.1 is **required** for priorities your community will fund under the HPS

8.2.2 is **optional** for priorities your community will not fund under the HPS, but wishes to include in the *Plan*.

Only one Community Priority table has been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

KNOWLEDGE AND COMMUNICATION	
8.2.1 – Community Priorities funded under the HPS	
Community Priority # 1	
a. Please state the exact wording of the community priority and related objective:	
<ul style="list-style-type: none"> • Priority: • Objective: 	
b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.	
<p>c. Please identify the sectors in your community that will be potentially involved in the implementation of this strategy and the expected relationships among these sectors. To support your work, you may use Worksheet – F in the Data Tools. (Sector refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of relationships, please refer to the definitions in Annex A).</p>	
d. Please indicate what proportion of your HPS funding will be allocated to the implementation strategy under this objective (This information will also be in Table G.2 in the Data Tools.):	
<ul style="list-style-type: none"> • Total HPS funding that your community will allocate to total projects <ul style="list-style-type: none"> ○ HPI Designated communities: \$ ○ HPI Aboriginal partnerships: \$ • Amount and percentage of the HPS funding allocated to this objective <ul style="list-style-type: none"> ○ HPI Designated communities <ul style="list-style-type: none"> ▪ \$ ▪ % ○ HPI Aboriginal partnerships <ul style="list-style-type: none"> ▪ \$ ▪ % 	
e. Please identify any other sources of financial or in-kind support that will be invested for this objective:	

8.2.2 – Community Priorities not funded under the HPS

Note: This Section is optional. We have provided an additional table should your community wish to include priorities and related objectives not funded under the HPS in the *Plan*. Please follow the instructions for section 8.2 – Knowledge and Communication: Priorities and Related Strategies. If your community does not identify any priorities and objectives not funded under the HPS, please indicate so in the space below (e.g. ‘We included only our priorities funded under the HPS’) and delete the table.

Only one Community Priority table has been added by default in the *Framework*. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

KNOWLEDGE AND COMMUNICATION 8.2.2 – Community Priorities not funded under the HPS
Community Priority # 1
a. Please state the exact wording of the community priority and related objective:
<ul style="list-style-type: none"> • Priority: • Objective:
b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.
c. Please identify the sectors in your community that will potentially be involved in the implementation of this strategy, and the expected relationships among these sectors. To support your work, you may use Worksheet – F in the Data Tools. (Sector refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of relationships , please refer to the definitions in Annex A).
d. Please identify the sources of financial support that will be invested for this objective:

8.3 – Community Development: Priorities and Related Strategies

For each objective under Community Development, please identify the strategies that your community will implement in the course of the next two years to achieve the planned outcomes.

In this section:

8.3.1 is **required** for priorities your community will fund under the HPS

8.3.2 is **optional** for priorities your community will not fund under the HPS, but wishes to include in the *Plan*.

Only one Community Priority table has been added by default in this section. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

COMMUNITY DEVELOPMENT	
8.3.1 – Community Priorities funded under the HPS	
Community Priority # 1	
a. Please state the exact wording of the community priority and related objective:	<ul style="list-style-type: none"> • Priority: Medicine Hat is relatively new at addressing homelessness. As such there needs to be a mechanism for enabling organizations and individuals to work collaboratively, cooperatively, and cohesively while addressing all aspects of the housing continuum. • Objective: Community agencies will demonstrate cooperation, collaboration and coordination in addressing all aspects of the housing continuum.
b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.	The Medicine Hat Community Housing Society’s Homeless and Community Housing Coordinator will participate in a number of community committees and advisory boards. Additionally, the Coordinator will work to bring together various community agencies to address specific issues relating to homelessness and housing. This may include developing partnerships for service delivery.
c. Please identify the sectors in your community that will be potentially involved in the implementation of this strategy and the expected relationships among these sectors. To support your work, you may use Worksheet – F in the Data Tools. (Sector refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of relationships , please refer to the definitions in Annex A).	All community agencies and government departments with a stake in homelessness and housing will be encouraged to work together collaboratively, cooperatively, and in a coordinated fashion.
d. Please indicate what proportion of your HPS funding will be allocated to the implementation strategy under this objective (This information will also be in Table G.2 in the Data Tools.):	<ul style="list-style-type: none"> • Total HPS funding that your community will allocate to total projects <ul style="list-style-type: none"> ○ HPI Designated communities: \$ 415,856 ○ HPI Aboriginal partnerships: \$0 • Amount and percentage of the HPS funding allocated to this objective <ul style="list-style-type: none"> ○ HPI Designated communities <ul style="list-style-type: none"> ▪ \$ 58,466 ▪ 14.06% ○ HPI Aboriginal partnerships <ul style="list-style-type: none"> ▪ \$ 0 ▪ 0%
e. Please identify any other sources of financial or in-kind support that will be invested for this objective:	Contribution of human resources and time by participating community agencies and government departments.

8.3.2 – Community Priorities not funded under the HPS

Note: This Section is optional. We have provided an additional table should your community wish to include priorities and related objectives not funded under the HPS in the *Plan*. Please follow the instructions for section 8.3 – Community Development: Priorities and Related Strategies. If your community does not identify any priorities and objectives not funded under the HPS, please indicate so in the space below (e.g. ‘We included only our priorities funded under the HPS’) and delete the table.

Only one Community Priority table has been added by default in the *Framework*. First, copy and paste **as many tables as you have objectives** (grouped according to priority) and then complete the tables.

COMMUNITY DEVELOPMENT	
8.3.2 – Community Priorities not funded under the HPS	
Community Priority # 1	
a. Please state the <i>exact wording</i> of the community priority and related objective:	
<ul style="list-style-type: none"> • Priority: • Objective: 	
b. Please describe the programs, services or activities your community intends to develop or enhance to meet this objective and achieve the expected outcome.	
<p>c. Please identify the sectors in your community that will potentially be involved in the implementation of this strategy, and the expected relationships among these sectors. To support your work, you may use Worksheet – F in the Data Tools. <i>(Sector</i> refers to: the various levels of government, Aboriginal communities or organizations, homelessness agencies, mainstream agencies, private sector, etc. For types of <i>relationships</i>, please refer to the definitions in Annex A).</p>	
d. Please identify the sources of financial support that will be invested for this objective:	

Component Five: Developing and Communicating the Community Plan

Element 9 – COMMUNITY PLAN DEVELOPMENT AND APPROVAL PROCESS

a. Please describe your *homelessness initiative's planning process*, describing:

- who was involved or engaged in the development of the community plan;
- the organizational structure in place to facilitate the development of the community plan at its various stages (community profile, issue and priority identification, objectives and outcomes, etc.)

Three methods of community consultation were employed. The predominant method was via focus group. In total, six focus groups were conducted with a total of 54 participants. Focus groups were held with:

- Palliser Health Region Social Work department
- Mental Health consumers and mental health workers
- Salvation Army Family Support Centre staff
- Saamis Immigration Services Association, English as a second language class
- Tenants of the Medicine Hat Regional Social Housing Agency
- Participants of the Hot Lunch Program operated by the Salvation Army

One public forum was held at the Medicine Hat Public Library. Thirteen people attended this event. There were representatives from community agencies, people who have experienced homelessness or who were at risk of becoming homeless, and interested citizens.

Seven residents of the Salvation Army Family Support Centre (homeless shelter) provided their views via questionnaire.

The process with all these groups and methods of consultation was to provide information on the previous consultative process, the existing priorities, and how those priorities were addressed. Following the presentation, the participants were asked for their views on three questions:

- Of the existing housing and homeless programs and services in Medicine Hat, which are the most effective and why do you consider them effective?
- Are there additional housing and homelessness programs, services or resources needed in Medicine Hat?
- Money is limited. Considering the existing housing and homeless programs and those that are needed, what would be your priorities for funding?

The data was gathered from this consultative process and a series of priorities were presented to the Board of Directors of the Medicine Hat Community Housing Society. Based on these priorities the Board of Directors determined which services and programs they would fund with the various sources of funding they administer.

The top priority was “With the continuation of the SCPI and the Alberta Homelessness Initiative, continue to financially support the existing homeless programs in Medicine Hat.” Meeting this priority will take \$415,856 or 81.6% of the HPS budget for Medicine Hat. With the addition of administrative expenses there is very little remaining. As such no request for proposals was initiated to meet the community’s priorities.

The organizations selected by the Medicine Hat Community Housing Society to receive HPS funds are provided with a detailed program evaluation plan including, in some cases, the outcome measurement tools. These organizations provide the Housing Society with an annual report based on the evaluation plan.

- b. Has the community plan been approved? By whom? (Community of stakeholders? Community Advisory Board (CAB)? Community Entity?)

The community plan has been approved by the Board of Directors of the Medicine Hat Community Housing Society. It will be presented to the Homeless and Community Housing Committee of the Housing Society for ratification. The community plan will also be presented to the City of Medicine Hat for ratification.

Element 10 – COMMUNICATING THE COMMUNITY PLAN

Please describe your community’s strategy to communicate the homelessness plan and priorities to: a) the homeless and at-risk populations; b) the homelessness agency sectors; c) the mainstream agency sectors; d) the private sector; e) the public and e) elected officials.

If available, please attach your communication plan.

There is no formal communication plan relating to this Community Plan. However, communication will take place as follows:

- Presentation to the City of Medicine Hat for ratification at their discretion. (this will deal with elected officials).
- Presentation to the Homeless and Community Housing Committee of the Medicine Hat Community Housing Society and the Crisis Assistance Network (this will deal with homeless agency sectors and mainstream agency sectors).

Component Six: Sustainable Development

Element 11 – FINANCIAL AND NON-FINANCIAL RESOURCES

- a. Please complete Table H, to identify the sources and amounts of matching funds or in-kind contributions secured by your community for the implementation of your homelessness initiative for the next two years. Please attach letters of confirmation.

Note that this step is not required for Aboriginal Community Entities.

- b. Does your community have a funding strategy to increase its financial and non-financial resources for the next two years?

What efforts will your community make to increase the number of different sources or amounts?

There is no formal funding strategy in place. However, the Medicine Hat Community Housing Society is working in concert with the other six Community Based Organizations in Alberta to increase funding and enhance programs. Each of the organizations receiving homeless funds from the Medicine Hat Community Housing Society is working to diversify their funding sources but this is difficult.

Element 12 – HUMAN RESOURCES

- a. Please describe your community strategies for developing knowledge and skills related to strategic planning, fundraising, public awareness, etc.

No strategy.

- b. Please describe your community strategies to address human resources stability within the homelessness sector to improve the effectiveness of this sector.

This has only recently been recognized as an issue by the community as the labor market is very strong leading employees and potential employees to higher paying jobs.

If available, please include a plan with your submission. Let us know if your community would be willing to share information on your human resources strategies with other communities

Element 13 – ENVIRONMENTAL INITIATIVES

Please describe your community strategies to address environmental sustainability in capital projects (e.g. incorporating energy efficiency into capital project designs) or operating projects (e.g. recycling and conservation education).

The Medicine Hat Community Housing Society in concert with the City of Medicine Hat has recently submitted a proposal to the Government of Alberta for funding for 50 units of affordable housing. The contractor of this development is working to achieve a Gold standard in Built Green criteria.

If available, please include a plan with your submission. Let us know if your community would be willing to share information on your environmental initiatives with other communities

The Last Word