Land Acknowledgement

Homeward Trust respectfully acknowledges our place here on Treaty 6 Territory, the traditional and ancestral lands of many First Nation, Métis and Inuit people. We acknowledge the diverse Indigenous Peoples of this land which include the Cree, Blackfoot, Dene, Iroquois, Anishinaabe/Saulteaux /Ojibwa, Nakota Sioux, Inuit, Métis and many others whose footsteps have marked this land for time immemorial. Those whose stories, languages and culture continue to thrive today. We acknowledge ourselves as visitors living and working in this Territory.
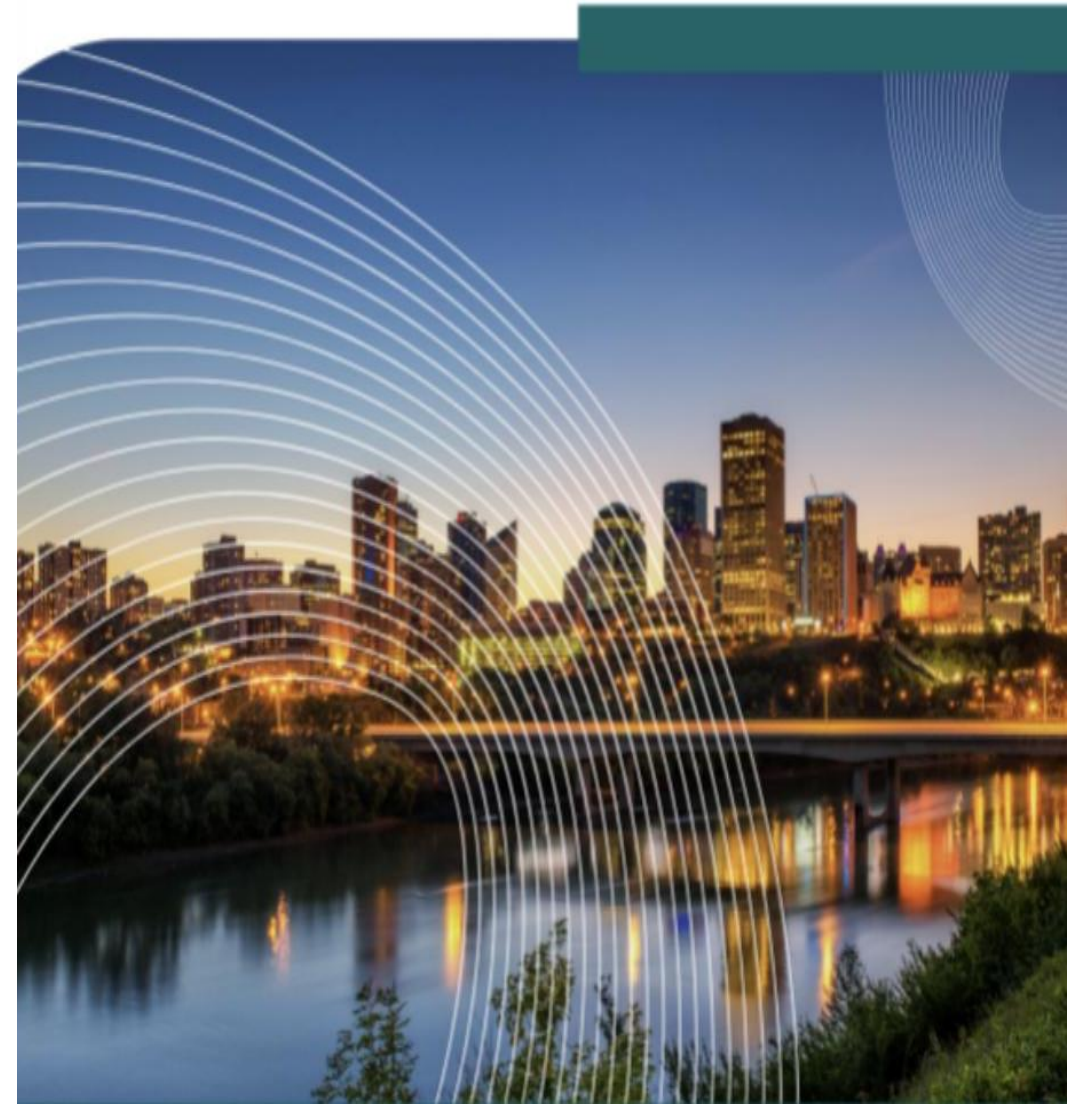
Overview

About Me & Homeward Trust

The Edmonton Context

Current State

AGILE Methodology

Future State

Jackie Liu

Chief Impact Officer, Homeward Trust
Edmonton

Comprehensive Approach

Leads efforts to end homelessness in Edmonton
- Responsible for stewarding provincial and local plans to end homelessness

- Stewards and directs funding from 3 orders of government to meet community priorities
- Ensures compliance and contract reporting
- Invests in programs, housing supply, and community capacity

- System planning
- Community leadership
- Data and knowledge management (HMIS)
- Evaluation
- Innovation

Implementation
- Community planning and engagement
- Review and investment in what works
- Taking risks and learning

The Scale of the Work

2010 — Less than 35 programs, projects and interventions were supported by the Edmonton Housing Trust Fund.

2023

Over 100 Programs, Projects & Interventions supported by Homeward Trust.

Over 16,000 housings since the 1st housing first program

Over 1800 Individuals can currently be supported by housing programs with **currently 644 Supportive Housing** spaces, and more are on the way

Current State

Current Data Ecosystem

Database **Excel** **SPSS** **Tableau Prep** **Tableau Public & Server**

ETO

Report
Report
Report
Report
Report

Agency Custom Reports

Datasets

Analysis

Dataset transformation

Data linking

External/internal data

Dashboards

Workbooks

Analysis

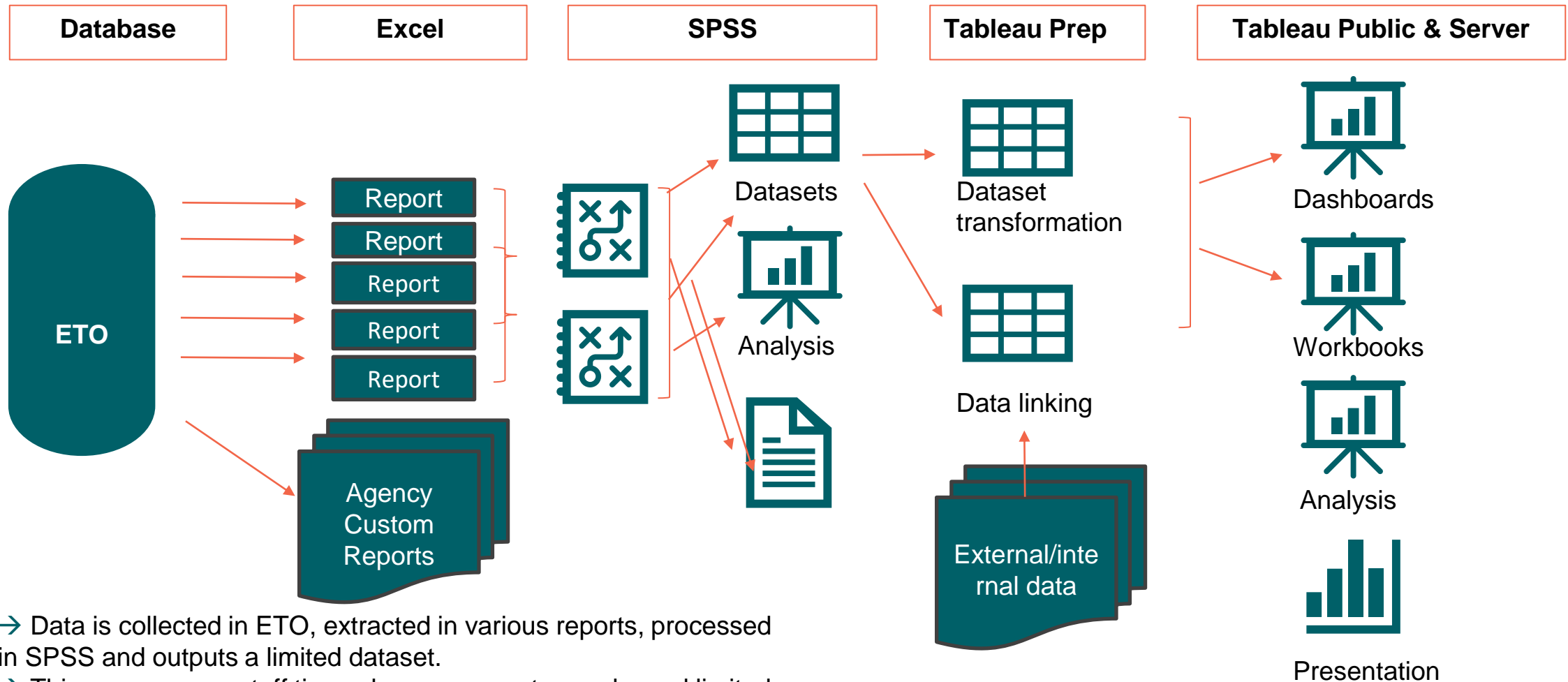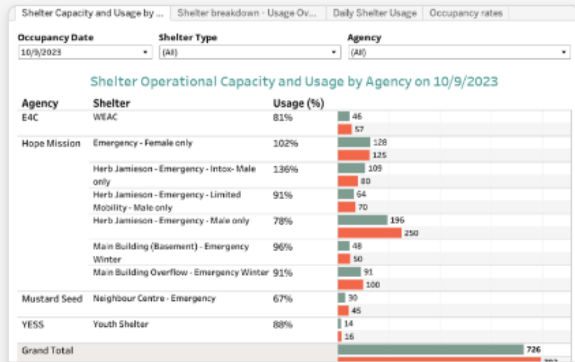Presentation

→ Data is collected in ETO, extracted in various reports, processed in SPSS and outputs a limited dataset.
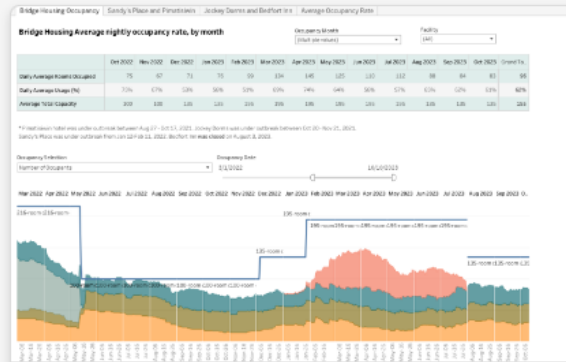→ This means more staff time, slow response to needs, and limited adaptability

Current State…..
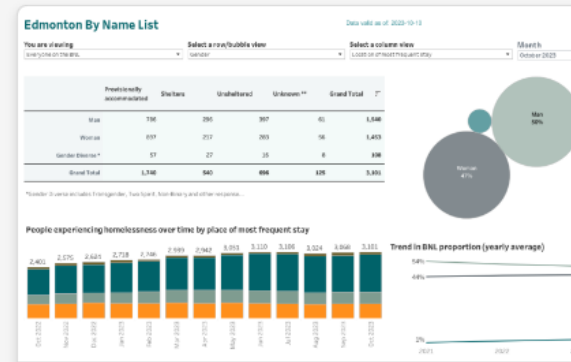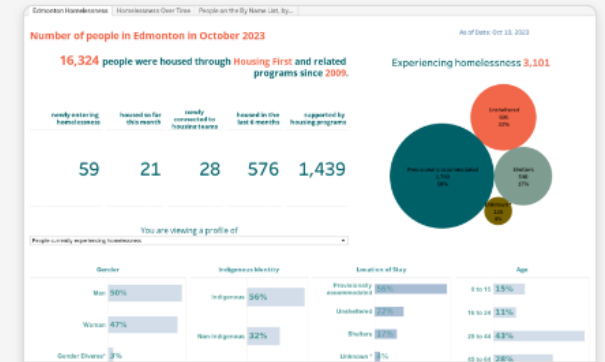
Number of people in Edmonton in October 2023

16,324 people were housed through **Housing First** and related programs since **2009**.

Experiencing homelessness 3,101

newly entering homelessness	housed so far this month	newly connected to housing teams	housed in the last 6 months	supported by housing programs
59	21	28	576	1,439

Unsheltered
696
22%

Provisionally accommodated
1,740
56%

Shelters
540
17%

Unknown *
125
4%

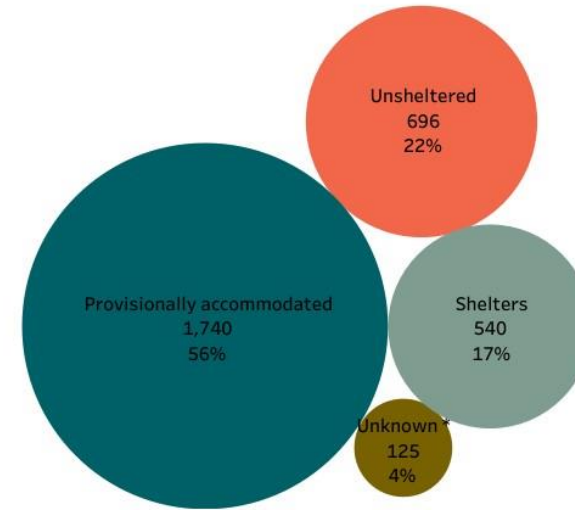You are viewing a profile of

People currently experiencing homelessness

Gender

Man	50%
Woman	47%
Gender Diverse*	3%

* includes Transgender, Two Spirit, Non-Binary and other response

Indigenous Identity

Indigenous	56%
Non-Indigenous	32%
No Response	11%

Location of Stay

Provisionally accommodated	56%
Unsheltered	22%
Shelters	17%
Unknown *	4%

* Files are under review and will be updated as new information becomes available.

Age

0 to 15	15%
16 to 24	11%
25 to 44	43%
45 to 64	28%
65+	3%

Search for views, metrics, workbooks, and more

BNL and CA
Owner **Martina Tessema**

Home
Favorites
Recents
Shared with Me
Recommendations
Collections
Explore

New

Select All

Content Type: All

Sort By: Type

BNL

BNL Overtime - 2018 - 2022

BNL Prior Dec 2020

BNL Yearly 2018-2023

CA monthly

CAPartners

Drowning in Dashboards…..115 in total since 2018

Explore   All Projects ▾

New ▾   Select All   ⊞ ▾   Sort By: Name (a–z) ↑ ▾   ☰ ▾   ▽

		Type	↑ Name	Actions	Projects	Workbooks	Views	Data sources	Owner	Created
☐	☆	📁	Archive	⋯	0	4	39	0	Martina Tessema	May 8, 2023, 12:58 PM
☐	☆	📁	BNL and CA	⋯	0	14	73	0	Martina Tessema	Feb 8, 2019, 2:58 PM
☐	☆	📁	Bridge Housing	⋯	0	2	19	0	Martina Tessema	Oct 22, 2020, 10:04 AM
☐	☆	📁	CaseLoad	⋯	0	4	41	0	Martina Tessema	Aug 25, 2020, 3:06 PM
☐	☆	📁	Data Quality Assurance	⋯	0	1	20	0	Martina Tessema	Apr 11, 2023, 4:01 PM
☐	☆	📁	Default	⋯	0	3	12	0		Mar 23, 2018, 9:47 AM
☐	☆	📁	Emergency Shelter Usage	⋯	0	6	17	0	Martina Tessema	Nov 10, 2020, 12:32 PM
☐	☆	📁	Encampment Response	⋯	0	5	41	0	Martina Tessema	Oct 29, 2020, 2:34 PM
☐	☆	📁	EPS	⋯	0	1	7	0	Martina Tessema	Nov 19, 2021, 10:03 AM
☐	☆	📁	Expo Centre	⋯	0	3	5	0	Martina Tessema	Aug 26, 2020, 10:14 AM
☐	☆	📁	Finance	⋯	0	6	20	0	Martina Tessema	Aug 26, 2020, 10:56 AM

Agile being a methodology of work...but also being agile in the interpretation of our world.....

About Edmonton Context

→ **Economic Downturn**: Job losses in oil & gas → Rise in homelessness and funding needs.

→ **COVID-19**: Economic impact → Affected housing supply & intervention delivery.

→ **Policy Changes**: Shifts in government → Affects funding and homelessness rates.

→ **System Discharges**: Increased exits from public systems → Higher demand for interventions.

→ **Societal Attitudes**: Growing awareness → Affects public support for strategies.

→ **Housing Costs**: Rising faster than incomes → More people need housing and funding.

→ **Shelter Status**: Increase in unsheltered, decrease in sheltered → Affects intervention types.
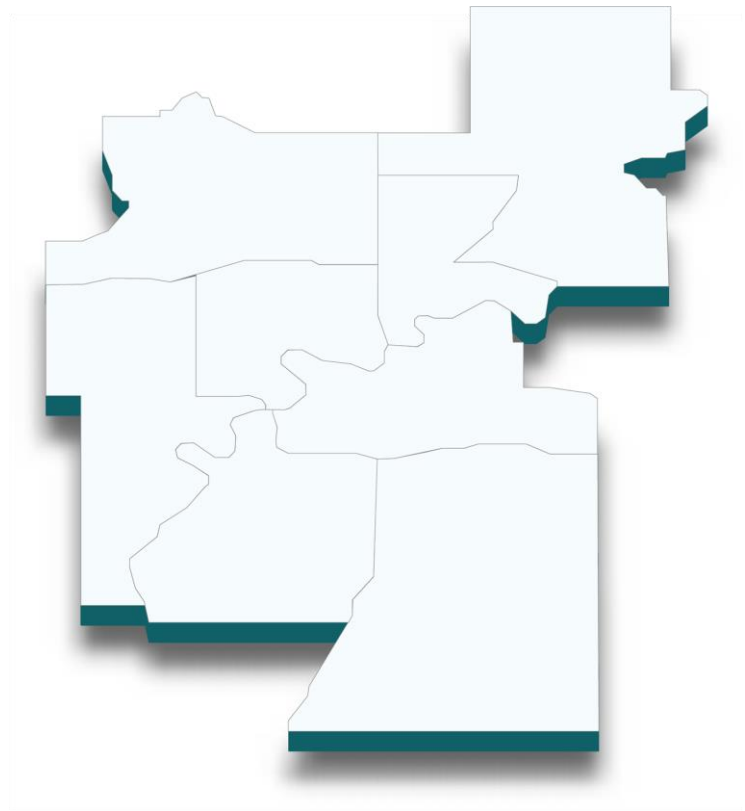
Systems Planning Framework 2023:

Systemic Shift to Using Data to Understand on-the Ground Changes

Inflow

Optimization

Outflow
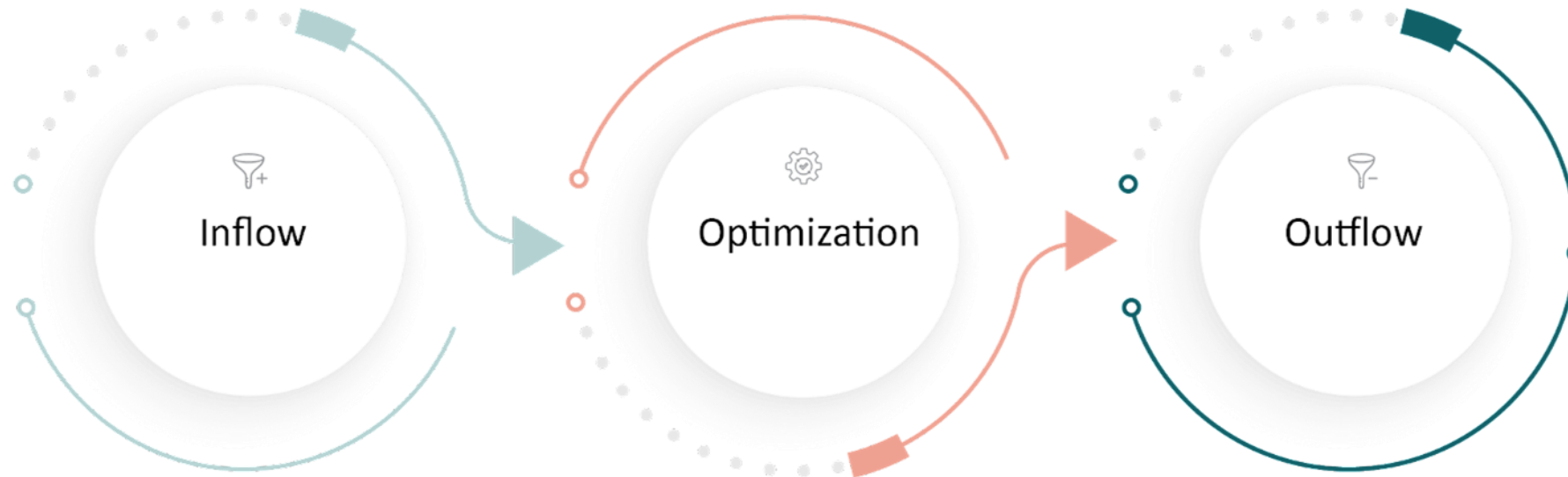
Homelessness Prevention & Response Ecosystem

Understanding our Role in Social Safety Net Ecosystem
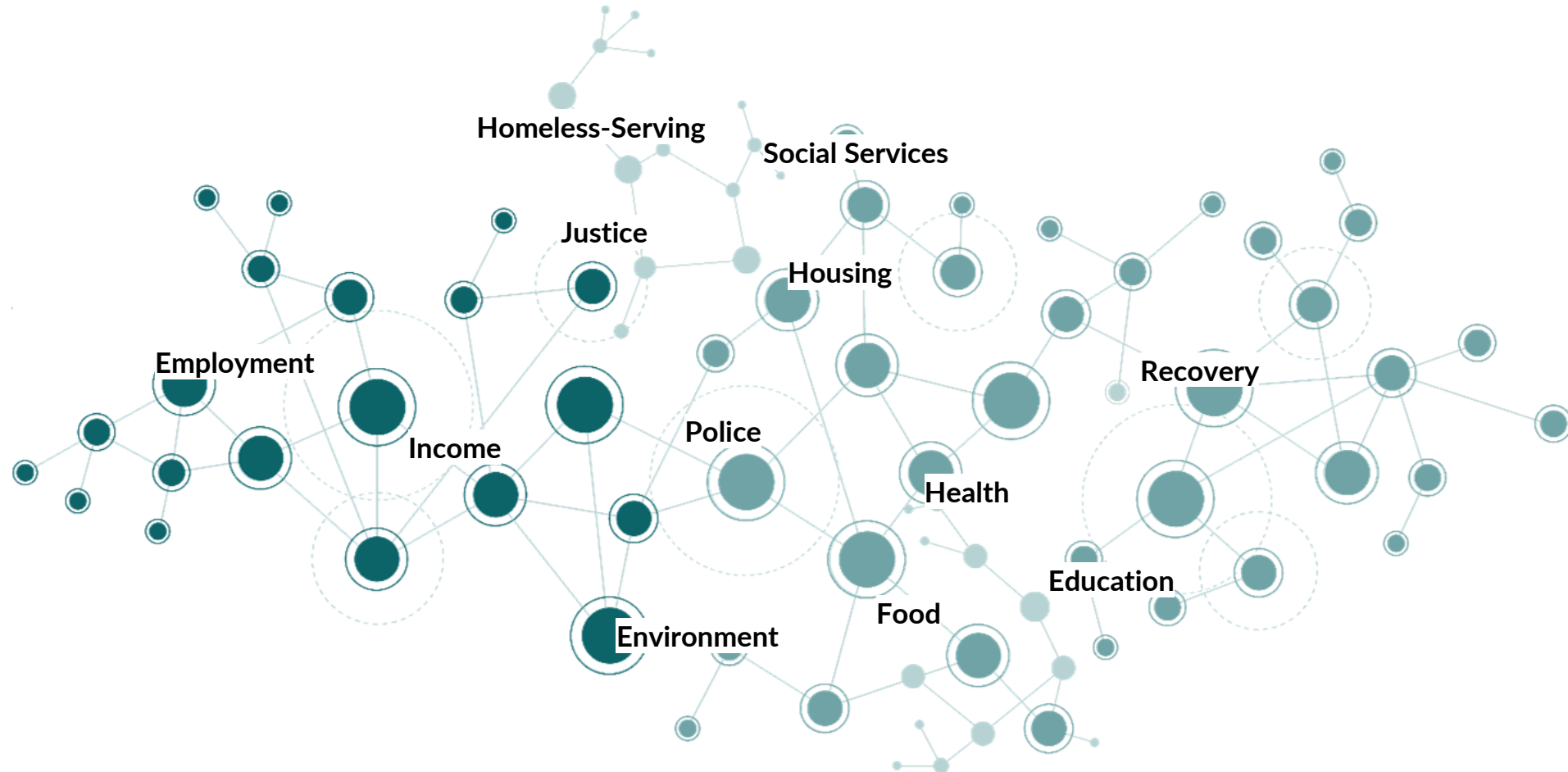
Edmonton in the Broader Context

Alberta

Edmonton

HIGH concentration of core housing need (30%+ income on shelter)

Shelter costs 30% or more %
Quintile

1   5
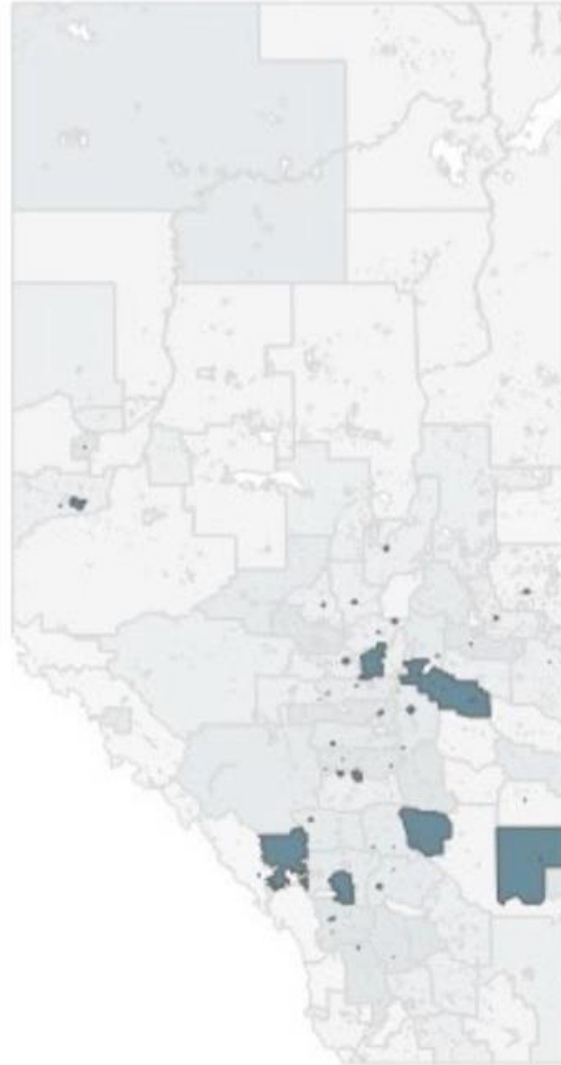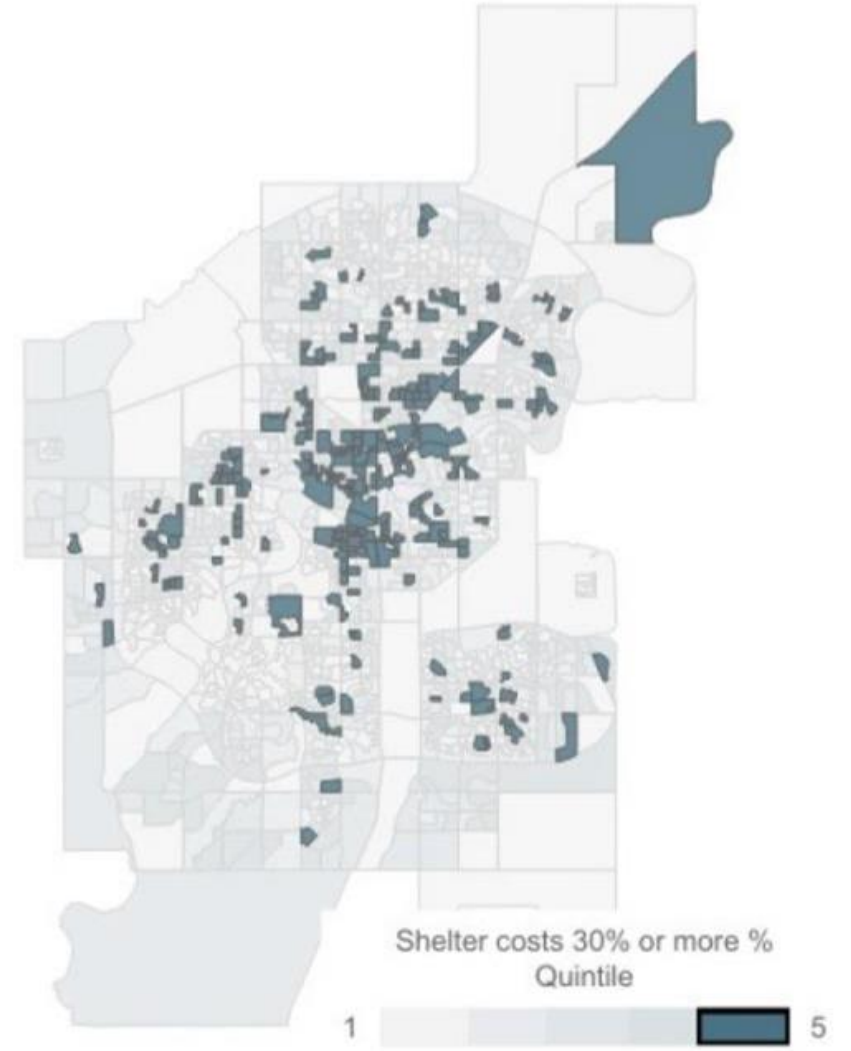
Housing Affordability & Competition for Lower End Stock

Affordable Housing Crisis

→ Deepens due to COVID-19 impact.

→ **4,710** households in core housing need and experiencing deep poverty (<$20,000 income).

Edmonton's Growth & Unmet Needs

→ Among Canada's fastest-growing cities.

→ Pressure on low-end rental stock → Displacement.

Displacement & Homelessness

→ **70%** have lived in Edmonton for 5 years or more (PIT 2022).

→ Local displacement alongside migration into homelessness.

July 2023/Avg Rent / Sq Foot vs. Unit Type

Unit Type	July 2023/Avg Rent / Sq Foot
1 bedroom	$1.86
2 bedroom	$1.61
3+ bedroom	$1.50
Bachelor	$2.67
All Residential	$1.72
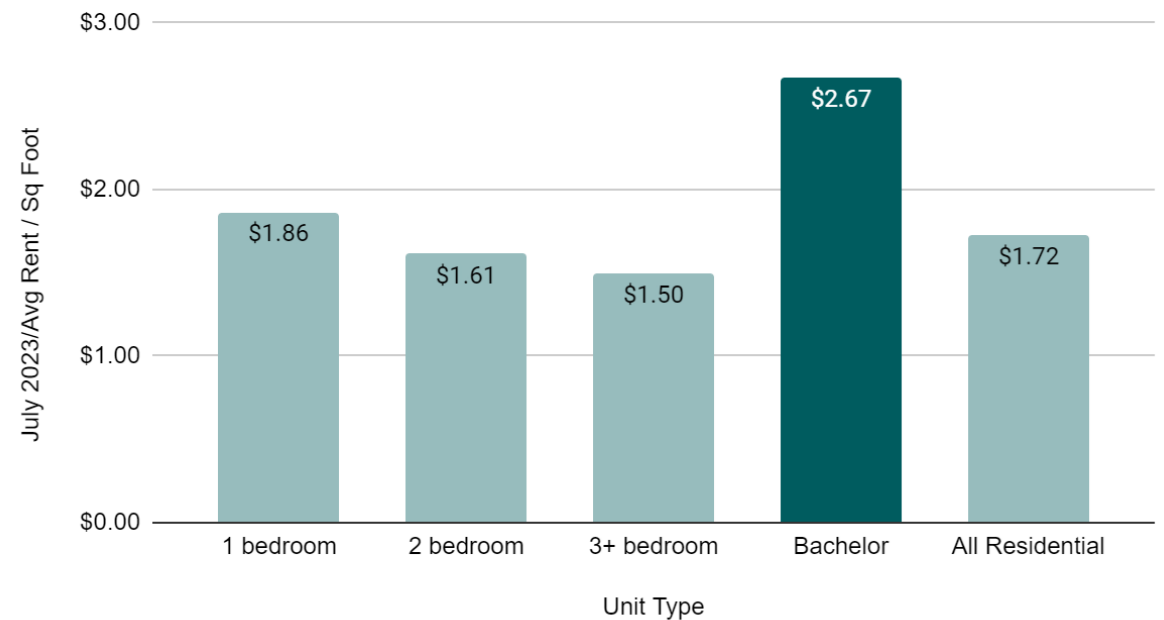
Speed to Housing Slowing > Bottleneck Effect

Slowed speed in time to housing in 2023 (60% vs 48% housed within 45 days 2019 vs 2023).

68% increase in inflow into homelessness (2019 vs. 2022) BNL.
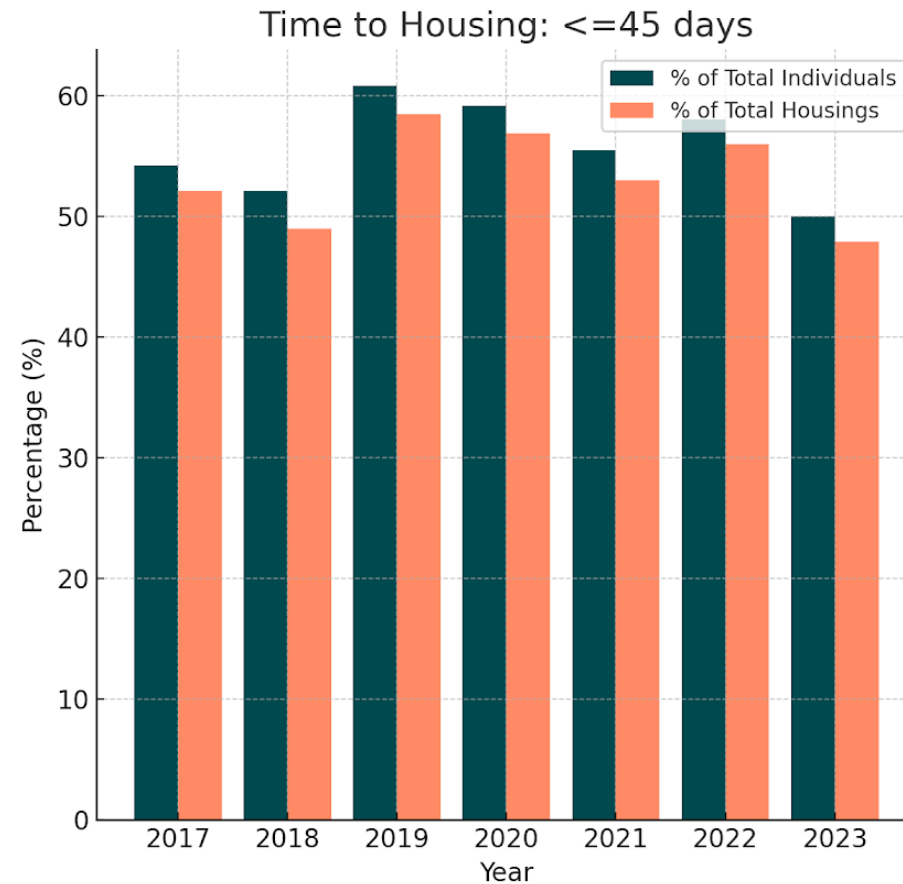
Complexity Impacting Program & System Results

**Significant variance in successful housing across program types at exit
> Impacted by broader systemic factors.**

Shelter & Encampment Crisis
100% fill rate in shelters as of July 2023.
700 estimated sleeping rough in public spaces.

Synthetic Drug & Mental Health Crisis
84% report substance use; 66% report mental health issues.
Increasing complexity in needs and chronic homelessness.

Hidden Homelessness & Support Networks
Fraying of informal support networks due to COVID.

Indigenous Overrepresentation
Ten-fold overrepresentation.
65% in violence-against-women shelters; 57% in correctional services are Indigenous.

Systems Planning Framework

Purpose of the Systems Planning Framework to A Whole-of-Systems Approach

An encompassing blueprint for stakeholders, focused on targeted and comprehensive programs, policies, and initiatives to address homelessness.

Importance of Systems Approach:
Holistic and integrated, recognizing the complex factors affecting homelessness.

Cross-sector collaboration among government, NGOs, and community organizations.

Key Components of Framework:
Range of program types, sub-types, and sub-sub-types.

Tailored to unique needs and circumstances of individuals and families.

Row Labels	Count of Program Sub-Type
Assertive Community Treatment	2
Clinical Support	1
Contingency Support Program:	1
Coordinated Access	1
Crisis Response Coordination	2
Financial Supports	2
Homelessness Diversion	19
Homelessness Prevention	2
Intensive Case Management	11
Interim Housing	8
Rapid Rehousing	7
Short-Term Supportive Housing	6
Supportive Housing	15
Supportive Services	2
Grand Total	79

Row Labels	Count of System Component
⊟Assertive Community Treatment	
Assertive Community Treatment	2
⊟Clinical Support	
Clinical Support	1
⊟Contingency Support Program:	
Exceptional Cost Assistance	1
⊟Coordinated Access	
Coordinated Access	1
⊟Crisis Response Coordination	
Encampments Response	2
⊟Financial Supports	
Rental Assistance	1
Support Services and Prevention	1
⊟Homelessness Diversion	
Supported Referral	19
⊟Homelessness Prevention	
Encampments Response	1
Prevention and Diversion Services for Youth	1
⊟Intensive Case Management	
Housing Outreach	2
Intensive Case Management	9
⊟Interim Housing	
Bridge Housing	7
Short-Term Supportive Housing	1
⊟Rapid Rehousing	
Intensive Case Management	1
Rapid Rehousing	2
Youth Housing First	4
⊟Short-Term Supportive Housing	
Short-Term Supportive Housing	6
⊟Supportive Housing	
Affiliate Site	1
Scattered/Market Housing model	1
SLALA (Supportive Living) 2	1
SLALA (Supportive Living) 3	2
Supportive Housing 1	2
Supportive Housing 2	6
Supportive Housing 3	2
⊟Supportive Services	
Supportive Services	1
Voluntary Trusteeship and Financial Literac	1
Grand Total	**79**

Introducing Agile

What Is Agile?

Agile is Principle- and Value-Based
https://agilemanifesto.org/principles.html

Source: https://medium.com/informationartist/agile-manifesto-explained-visually-d2fb07211373
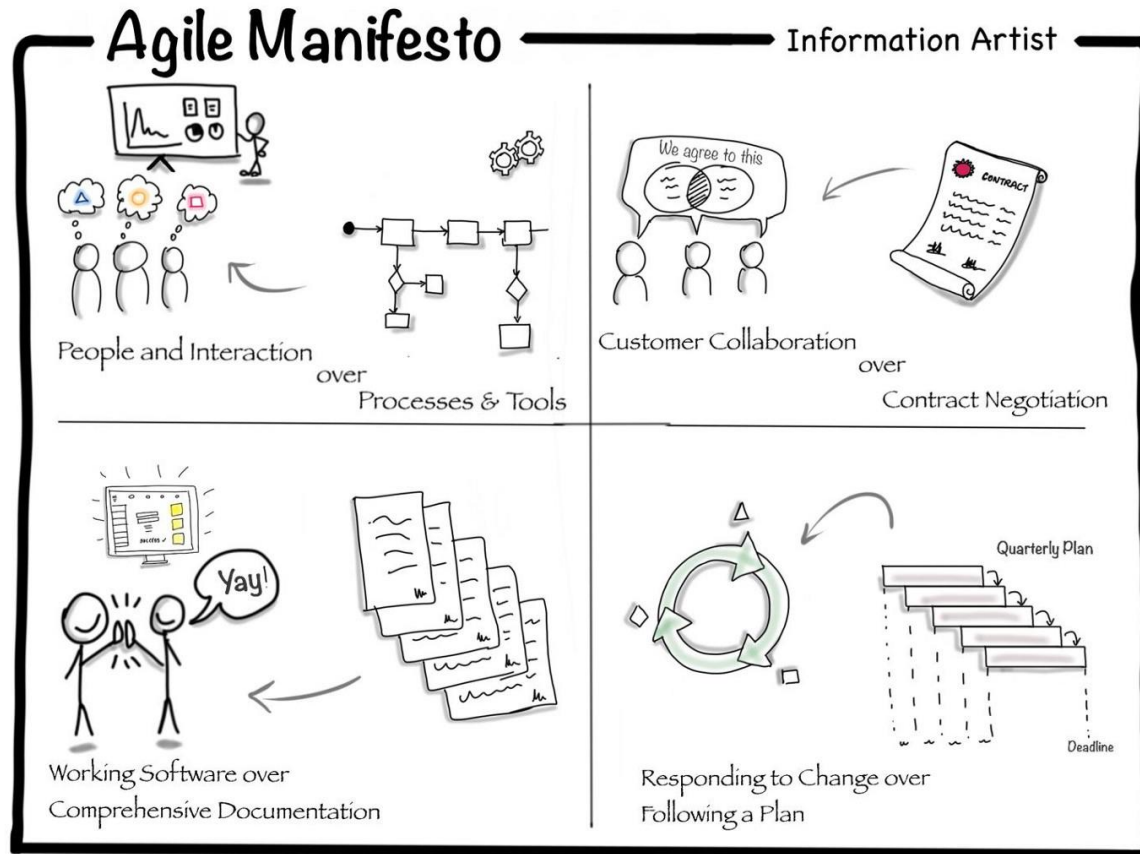
12 Agile Principles

1. Continuous customer satisfaction
2. Welcome changing requirements throughout
3. Frequent delivery of working solutions
4. Constant collaboration with the business
5. Support, trust, and motivate the people involved
6. Enables face-to-face interactions
7. Progress is measured by working solution
8. Agile processes to support a consistent pace
9. Attention to technical detail enhances agility
10. Simplicity – Do just enough to get the job done
11. Self-organizing teams encourage great architectures, requirements, and designs
12. Regular reflections on becoming more effective

Agile Scrum Values

Courage
Scrum Team members have courage to do the right thing and work on tough problems

Focus
Everyone focuses on the work of the Sprint and the goals of the Scrum Team

Commitment
People personally commit to achieving the goals of the Scrum Team

Respect
Scrum Team members respect each other to be capable, independent people

Openness
The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

Which value(s) do you resonate with the most?

Scrum Process
At Homeward Trust

2-Week Sprint

Scrum Review + Retrospective

Product Owner

Team

Scrum Master

Backlog Refinement

Sprint Planning

Sprint Backlog

Completed Work

Our Journey

Homeward Trust's Data & Analytics has a maturing scrum process, currently running at Sprint 16 (as of November 2023).

Corporate direction for all teams:

2-week Sprints

Sprint 1
Start Date: March 23
End Date: Apr 5

Sprint 2
Start Date: Apr 6
End Date: Apr 19

Sprint 3
Start Date: Apr 20
End Date: May 3

Sprint 4
Start Date: May 4
End Date: May 17

Owner	Assignee	Project	Tasks	Time Estimate	Actual Time (F	Political Priori	Urgency (1 dro	Status
Liam, Alain, Tracy	Tracy	Shelter Interview Data	Test power automate so that the spreadsheet automatically updates shelter mapping data for Tableau					Not completed
Alain	Tracy	Test Data Team Member Har	Find a method and test it out to see if it works for easily creating and maintaining a handbook for how to jump into c					ongoing
Tracy	Tracy	Training	Technical training ongoing (SPSS, ETO, Tableau) orientation to fullset through annual review, dem				2	Ongoing
Alain, Jackie, Alina	Tracy	Research Committee (Topic:	Find out what we need to know to inform research agenda - internally have discussion					Started
Jackie, Alina, Alain	Tracy	Research Committee ACTIO	start a spreadsheet with Rebecca V. to compile information about current and upcoming research projects in the co					Started
Jackie, Alina, Alain	Tracy	Research Committee ACTIO	Prep to share the AI-generated literature review from Karto at the next meeting for discussion.					Not Started
Jackie, Alina, Alain	Tracy	Research Committee ACTIO	Update Jackie: committee will consider using some of its community research funds to hire someone locally to do a					Not Started
Jackie, Alina, Alain	Tracy	Research Committee ACTIO	work on designing a survey to gather information from other organizations about research they are conducting.					Not Started
Alain, Jackie	Tracy	Participate Satisfaction	create a checklist to say what we need to do to get it going (similar to ARCH checklist/workplans)					Not Started
Tracy	Tracy	ARCH Project Workplan	Continue to work on ARCH workplan/workstructure					Ongoing
			completed an update and emailed it out regarding the ARCH application and prep for project startup					complete
Jackie, Alina, Alain	Tracy	ARCH Project Workplan	Get ready for next steps to take action on when we recieve approval to move forward with the project					Ongoing
			Started mapping out groups, indivicuals and engagements within the project to help describe better					Started
Jackie, Alina, Alain	Tracy	ARCH Project Workplan: Ind	Use IAC briefing note to incorporate indigenous leardership support into all stages of ARCH workplans					completed
Jackie, Alina, Alain	Tracy	ARCH Project Workplan	Go through ARECCI online tool to ensure ethics is on track					Not Started
Jackie, Alina, Alain	Tracy	ARCH Project Workplan: Co	Create templates for regular internal and committee updates					Started
Jackie, Alina, Alain	Tracy	ARCH Project Workplan: Co	Create boiler plates for introduction to the project in emails, slides, recruitment, calls for proposals, etc.					Started
Jackie, Alina, Alain	Tracy	ARCH Project Workplan: Tea	Update job descriptions for recruiting research team with as much experience in Indigenous research as possible					Completed
Jackie, Alina, Alain	Tracy	ARCH Project Workplan: Pro	Create call for proposals and criteria for vetting/including programs so that we can get the most appropriate progra					Started
Jackie, Alina, Alain	Tracy	ARCH Project Workplan: Support	Completion of signing agreement/answer Denis email about misalignment between portal and budget template					complete
Jackie, Alain	Tracy	CAEH Conference	Prep for Friday review with SLT					complete
Alain	Martina	Fullset generation	Generate fullset for data (October 7, 2023)					Complete
Alain	Martina	Dashboards Updates	Update all dashboards related to BNL and CA					Complete
Alain	Martina	Dashboards Updates	Update New Housings					Complete

Evolving Data Approaches

Current State:

- **SPSS**
- **6,000 lines of code**
- **Data set limited to 30 months only**
- **Limited reported and analytical capability**
- **Limited externalization of data**

Future State:

- **Python**
- **600 lines of code**
- **Clean, time un-limited data set**
- **Dynamic system reporting**
- **Self-serve agency dashboards**

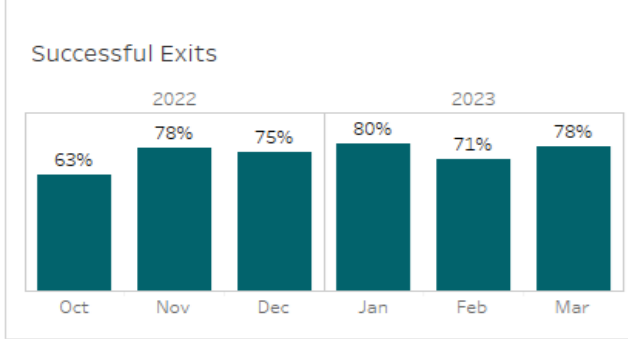# Future State

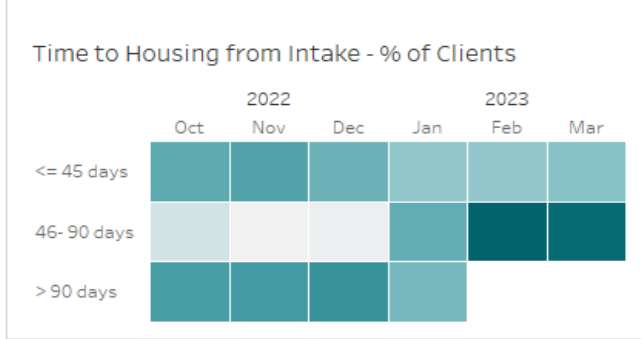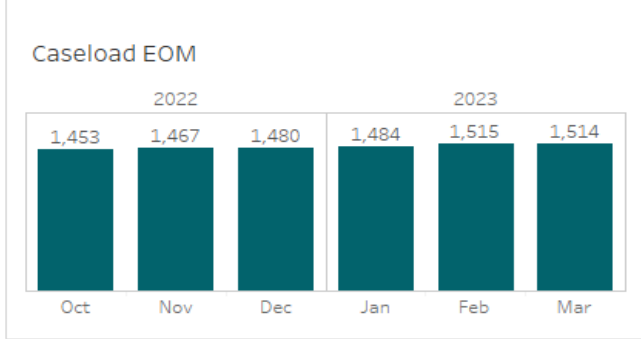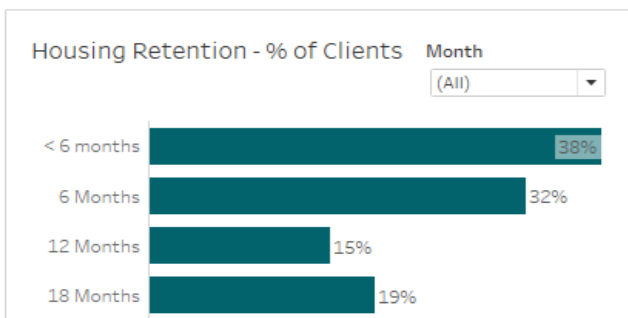**Understanding the State of Homelessness**

Automated "System" Dashboards
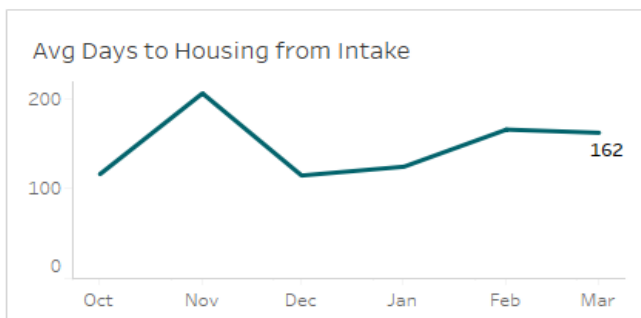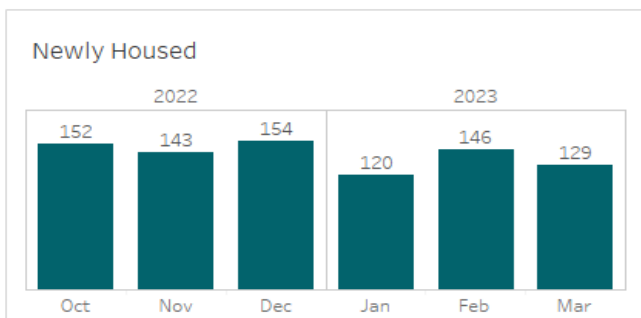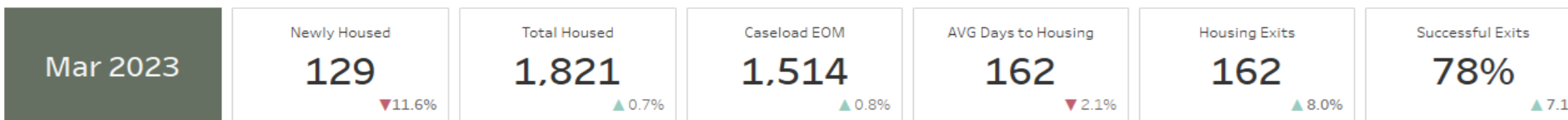
Targeted Team–Based Dashboards
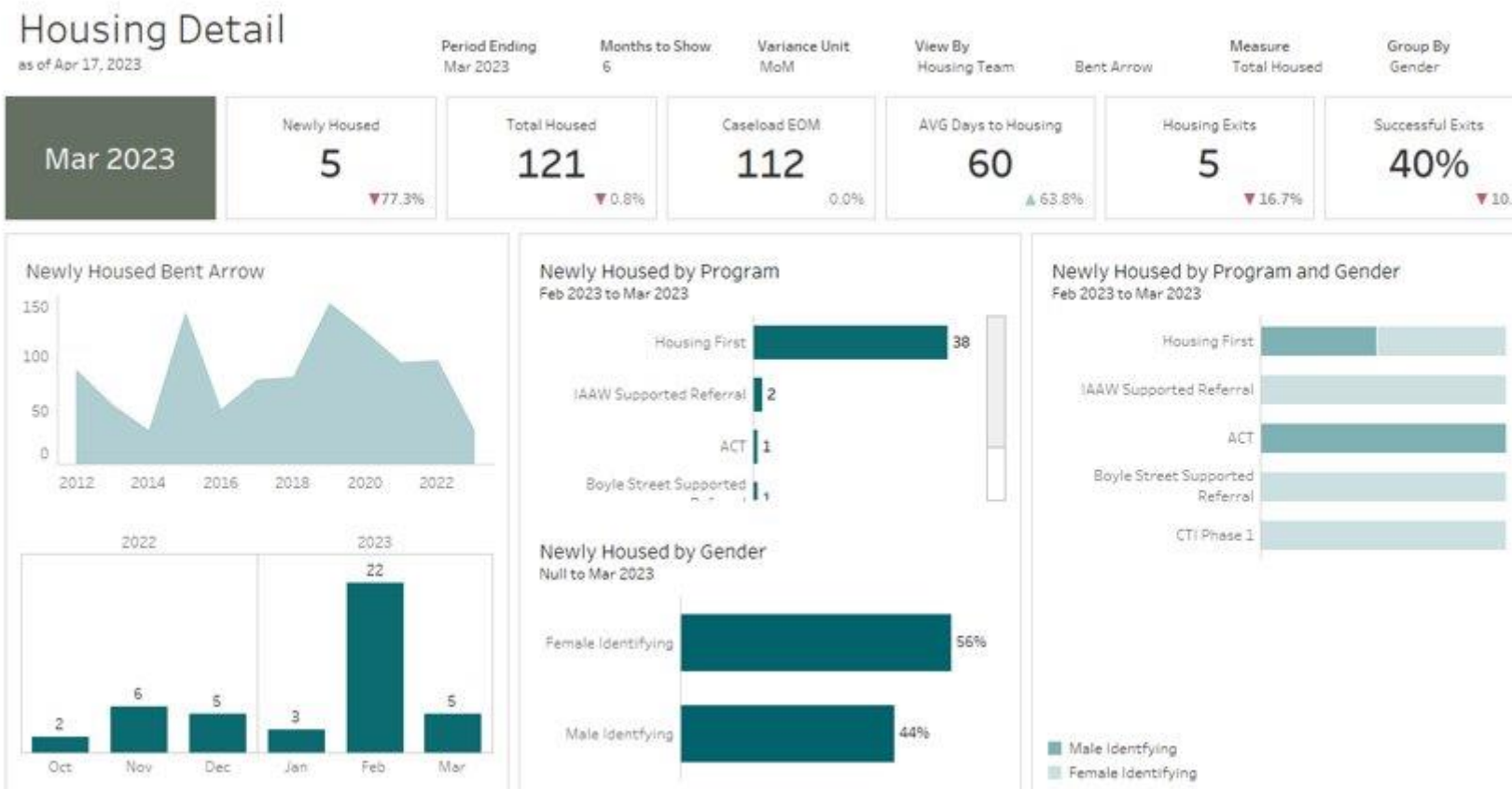
Predictive Models

Linear regression model to represent the relationship between these variables and the need for housing interventions.

$$\text{Need for Housing Interventions } (Y) = \beta_0 + \beta_1(I) + \beta_2(L) + \beta_3(U) + \beta_4(MH) + \beta_5(E) + \beta_6(M) + \beta_7(O) + \epsilon$$

Inflow Rate of Homelessness (I): The number of new entries into homelessness each month.

Average Length of Homelessness (L): The average number of days people remain homeless.

Unemployment Rate (U): A potential economic driver of homelessness.

Mental Health and Addiction Indicators (MH): The number of homeless individuals with self-reported mental health or addiction issues.

Emergency Shelter Occupancy Rate (E): The percentage of emergency shelter beds occupied each month.

Migration Patterns (M): Net migration into the city, which might influence homelessness rates.

Other Factors (O): Other relevant factors such as cost of living, wage growth vs housing price growth, etc.

AI–Enabled Reporting

Encampment Program Interim Evaluation

Dataset

Spanning from January 1, 2017, to April 17, 2023, the plan's implementation period has involved multiple stakeholders working collaboratively to create sustainable solutions.

The data and visualizations in this report reflect the progress and challenges encountered in various programs, specifically focusing on the unsheltered category. By examining these insights, we hope to identify areas of success, and potential improvement and align our future actions with the continuing commitment to reducing homelessness.

Dataset

Key Insights

Encampment Outreach serves clients with high needs - long histories of unsheltered homelessness. This does not seem to align with the Mastersheet's categorization of the program as focused on Moderate needs and being on the lower intensity of ICM (ICM-1).

Outcomes related to housing stability are poorer than rapid re-housing and other Housing First models. This is likely due to the focus on unsheltered populations despite the initial design focused on moderate acuity.

Encampment clients have much lower rates of exit to stable housing and higher rates of return to homelessness than other models. This may be likely due to the program's target population, but also likely due to the lack of proper flow given the focus on connecting clients to other housing/ support services.

Incarceration and deaths are fairly low as exits; the higher rate of exit to shelters suggests some retain the ability/willingness to utilize shelters if needed comparatively to other programs.

The Encampment Outreach population appears to be those with lengthy histories of unsheltered homelessness - despite the fact that their exit to shelter is relatively high compared to other programs. This may be a feature of the program design.

Briefing Note

Unsheltered Housing Efforts 2021-2022

April 14, 2023

6th floor, 10242 – 105 Street
Territory of Treaty No. 6
Edmonton, Alberta
T5J 3L5

P: 780.496.2630
E: info@homewardtrust.ca
W: homewardtrust.ca
@HomewardTrust

homeward trust
edmonton

→ Unsheltered homelessness has a total count of **606 individuals**, which is 24% of the total number of people enumerated.

→ There were **275 people** enumerated as unsheltered individuals in encampments.

| Total Unsheltered	Sub-Category	Total Sub-Category	Sub-Category as Percent of Count Total
606 (24%)	Unsheltered in a Public Space	270	11%
	Unsure (outdoor location)	61	2%
	Encampment - Surveyed	198	8%
	Encampment - Observed	77	3%

Responding to Complex Needs in Unsheltered Population

It is important to note that the unsheltered population is not exclusively sleeping in encampments - and the data on program intake does not specifically capture the exact rough sleeping location. Nonetheless, the following trends can be surmised:

→ A total of **685 housings** of unsheltered individuals were completed across place-based and scattered site housing options Homeward Trust provides oversight on from Jan. 2021 to Dec. 2022.

→ Of these, **97%** were in scattered housing options; only **22 housings (3%)** could be made into supportive housing.

Place-Based & Scattered Site Housings of Unsheltered Edmontonians 2021-2022

Program Type
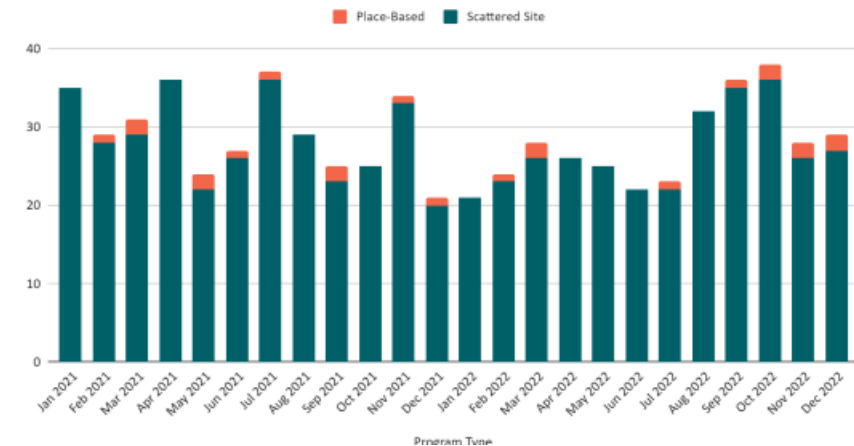
Peer support: Engaging with peer support groups, such as 12-step programs or other mutual aid groups, can provide valuable emotional support and practical guidance for maintaining sobriety.

Harm reduction services: Programs such as needle exchanges, supervised consumption sites, and overdose prevention education can minimize the risks associated with ongoing substance use.

Life skills training: Assistance with developing life skills, such as budgeting, cooking, and self-care, can help individuals regain independence and improve their overall functioning.

Job training and employment assistance: Programs that provide job training, education, and employment assistance can help individuals achieve financial stability and reintegrate into society.

Aftercare and relapse prevention: Ongoing support, case management, and relapse prevention planning can help individuals maintain their recovery and avoid returning to substance use.

Here's an overview of how the chronic use of various substances might affect service provision and housing efforts:

Substance	Effects During Use	Detox Process	Long-term Effects of Chronic Use	Often Mixed With
Methamphetamine (Meth)	Increased alertness, euphoria, hyperactivity, decreased appetite	Acute withdrawal may include depression, anxiety, fatigue, cravings	Cognitive impairment, heart disease, psychosis, dental problems	Heroin ("Goofball")
Xylazine	Sedation, hypotension, slowed heart rate	Likely requires medical supervision to manage symptoms	Not well-studied in humans, but potentially serious health risks	Heroin, Fentanyl
Benzodiazepines (Benzos)	Sedation, reduced anxiety, muscle relaxation	Withdrawal can be severe and potentially life-threatening, often involves medical supervision and gradual tapering	Cognitive impairment, dependence, potential for overdose if combined with other depressants	Opioids, Alcohol
Fentanyl	Euphoria, pain relief, sedation	Acute withdrawal symptoms similar to other opioids, medical supervision often needed	Dependence, increased risk of overdose, slowed breathing, death	Heroin, Cocaine ("Speedball")
Carfentanil	Extreme euphoria, pain relief, sedation (Note: Carfentanil is extremely potent and often fatal in humans)	Similar to other opioids but potentially more severe due to high potency	Similar to other opioids but with greater risk due to potency	Other opioids (often without the user's knowledge)
Cocaine	Increased alertness, euphoria, increased heart rate and blood pressure	Acute withdrawal may include depression, anxiety, fatigue, increased appetite,	Heart disease, stroke, cognitive impairment, dependence	Heroin ("Speedball"), Fentanyl

		unpleasant dreams		
MDMA (Ecstasy)	Increased energy, empathy, euphoria, sensory enhancement	Acute withdrawal may include depression, fatigue, loss of appetite	Possible cognitive impairment, heart disease, dependence	Other stimulants, hallucinogens, ketamine

Methamphetamine (Meth)

- **Services**: Individuals using meth often need a range of services, including substance use treatment, mental health care, medical care (for issues like dental problems and skin sores), and assistance with basic needs like food and clothing. Because meth use can lead to aggressive or violent behavior, services may need to be delivered in a way that ensures the safety of staff and other clients.

- **Housing**: Housing options that provide a stable, supportive environment are ideal. This could include "housing first" approaches, which provide housing without preconditions, as well as supportive housing that includes on-site services.

Xylazine

- **Services**: The sedative effects of xylazine may require services to be delivered at a slower pace, with repeated instructions or reminders. Overdose prevention and response, including access to naloxone, is crucial.

- **Housing**: Stable housing is important for individuals using xylazine, as the sedative effects of the drug can increase vulnerability to harm or exploitation on the streets.

Benzodiazepines (Benzos)

- **Services**: Individuals using benzos may require mental health services, substance use treatment, and medical care for issues like falls or other injuries sustained while under the influence. Overdose prevention and response are important, as is monitoring for signs of withdrawal.

- **Housing**: Stable housing with on-site services can provide a safer environment for individuals using benzos, reducing the risk of harm and exploitation.

Fentanyl and Carfentanil

- **Services**: Given the extremely high risk of overdose, services for individuals using fentanyl or carfentanil need to prioritize overdose prevention and response, including access to naloxone. Substance use treatment, mental health care, and basic needs services are also important.

Thank You!

—— Jackie Liu

Chief Impact Officer

Homeward Trust

jliu@homewardtrust.ca

homewardtrust.ca | @homewardtrust