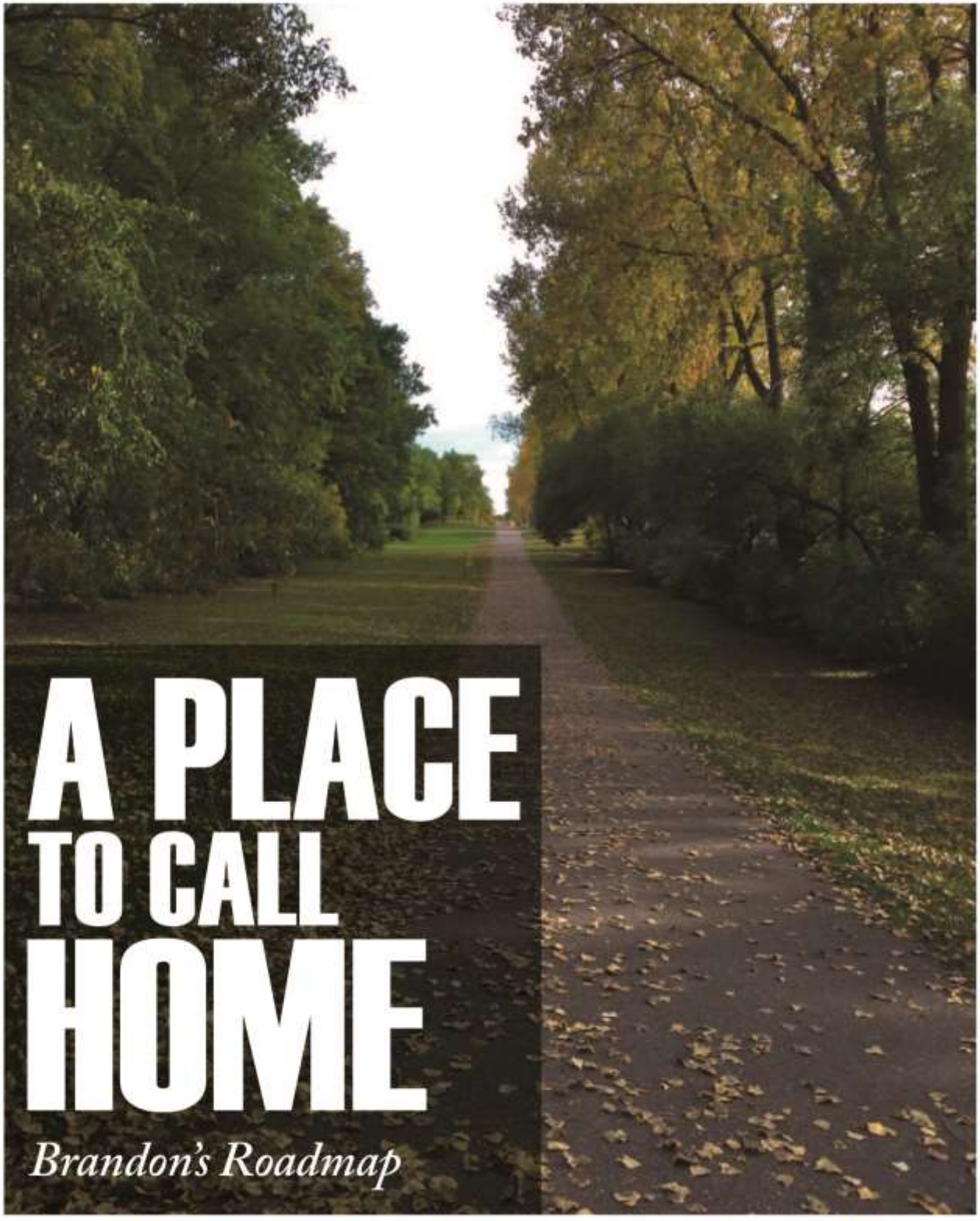


A PLACE TO CALL HOME

Brandon's Roadmap

National Learning Community on Youth Homelessness
Communauté nationale d'apprentiss sur l'itinerance des jeunes

Neighbourhoods Alive!
Manitoba

BNRC

A WAY HOME
VERS UN CHEZ-SOI
CANADA

Acknowledgements

The Brandon Neighbourhood Renewal Corporation & A Place to Call Home Steering Committee would like to formally acknowledge A Way Home Canada for having the vision to create the Mobilizing Local Capacity to End Youth Homelessness Program, (MLC); The MLC program would not be possible without generous seed funding from the Catherine Donnelly Foundation and support from the Home Depot Canada Foundation.

We would also like to thank Chris Cooper for leading the Place to Call Home Community Art Project, steering committee members and youth from our focus groups and research, for partnering with us on this project.

Founding Steering Committee

Brandon Neighborhood Renewal Corporation (BNRC)
Carly Gasparini and Marty Snelling, General Managers
Naomi Leadbeater, Community Development Coordinator
Susan Spring, Brandon Homelessness Partnering Strategy Coordinator
Brandon Friendship Centre – *Gail Cullen, Executive Director (co-chair)*
Westman Youth for Christ – *Dwayne Dyck, Executive Director (co-chair)*
Brandon Correctional Centre – *Jodi Chubaty, Assistant Superintendent of Programs*
Brandon School Division –*Greg Malazdrewicz, Associate Superintendent*
Brandon Police Services – *Constable Grant McKay*
Brandon University – *Dr. Renee Robinson, Associate Professor*
Brandon Urban Aboriginal People's Council – *Jason Gobeil, Aboriginal Community Coordinator*
Career and Employments Youth Services – *Shirley Hammond, Project Coordinator*
Child and Family Services – *Breanna Dick*
At Risk Youth Program – *David Long*
City of Brandon – *Richard Greer, Community Development Coordinator*
A Way Home – *Mary Jane McKitterick, Community Planning Manager*
LaBuick & Co. – *Tanya LaBuick, Senior Principal*
Neelin High School Off-Campus – *Pat Vera*
On the Side Graphics – *Tyler Stephens, Senior Designer/Founder*

Please note that A Place to Call Home's Steering Committee has since grown to over 30 members from 25 different organizations in Brandon, Manitoba. This group continues to work together on the implementation and evaluation of recommendations of this document.

Community Researchers

Ms. Michelle Lemoine, BA, BEd, MRD (Cand.)
Mark Anderson, Private Consultant
Naomi Leadbeater, Community Development Coordinator, BNRC

Contents

Executive Summary 4

Executive Summary
How to use this document
Goals

Goal 1: Prevention 6
Strategies
Local Actions

Goal 2: Housing and Supports 11
Strategies
Local Action

Overview of Priorities, Goals and Strategies 14

Goal 3: Integrated System of Care 22
Strategies
Local Action

Goal 4: Integrated Systems Planning 26
Strategies
Local Action

Moving Forward 28

Acronyms, Appendices & Sources 30

Executive Summary

Implementing the strategies necessary to end youth homelessness is not a simple or straight-forward process. It is a multi-step process, and requires learning, testing, gathering information, and evaluating progress along the way. ***A Place to Call Home: Brandon's Plan to End Youth Homelessness, (The Plan)*** is ambitious and bold in its recommendations. To achieve all we have set out to do and truly change the landscape around youth homelessness, we have to work together, and much like a young person learning to drive, we must educate ourselves and others along the way.

This strategic framework is based on data gathered at the local level, and support from national partners including A Way Home. For more information on research methods, and Brandon specific research and data, please see ***A Place to Call Home: Brandon's Plan to End Youth Homelessness.***

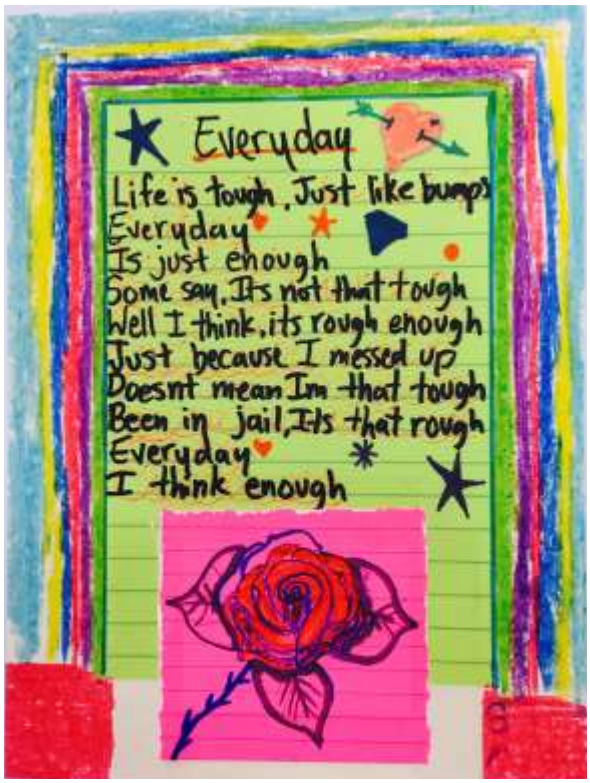
A Place to Call Home: Brandon's Roadmap to End Youth Homelessness carries on the work and recommendations laid out in The Plan.

Without the work of many individuals locally, regionally and nationally, this work would not have been possible. The Place to Call Home Steering Committee would like to extend sincere thanks to the MLC Steering Committee of A Way Home, Kelly Holmes, Executive Director of RaY and chair of End Youth Homelessness Winnipeg, and David French, Human Services, Province of Alberta for they work they did that was most certainly above and beyond their regular job duties. We would also like to thank Chris Cooper for her role in guiding the Community Art Project, A Place to Call Home. All of the art in this document is from this project, and artist information can be found in the sources at the end.

It is easy with an issue as important as youth homelessness, to gather together service providers who work directly with homeless and vulnerable youth. What has made this process different, is that in addition to service providers we have included those who have the ability to affect change in systems, including health care, school administration and provincial government while ensuring that the voice of youth is heard.

Governing this document, and all future documents are the Key Considerations listed on page 8 of The Plan. Most poignantly, and after the recent findings of the Point in Time Count held April 13, 2016; it is clear that the implementation of this plan must not only be supported, but be led by our Indigenous community and leaders. The Place to Call Home Steering Committee is pleased to announce, that The Brandon Friendship Centre will lead the implementation of this plan and continue to chair the local steering committee moving forward. It should be noted, that even where not explicitly stated, the responses to youth homelessness must at all times be culturally safe and appropriate, and include cultural teachings and healing for indigenous youth and families.

It is important to note that the local actions listed in this document are not the only local actions necessary to make this plan successful. They are merely a starting point, and should members of the community, or other organizations wish to participate, the steering committee is always open to new members.



Prevention

Goal: Prevent youth from becoming homeless.

Housing and Supports

Goal: Youth will have access to a continuum of affordable housing to meet their needs, with a range of support options that enable youth to successfully transition to adulthood.

Locally Integrated System of Care

Goal 3: Youth will receive the same supports and services, assessment, and level of care, regardless of where they enter the system.

Integrated Systems Planning

Goal 4: Youth systems will be integrated locally, provincially and nationally to provide services to youth in a timely fashion with adequate resources.

How to Use The Roadmap

This roadmap is part of a series of documents produced by the A Place to Call Home, Brandon Steering Committee. The first document in this series was published in April of 2016 & titled ***A Place to Call Home: Brandon's Plan to End Youth Homelessness,*** (The Plan). This document, ***A Place to Call Home: Brandon's Roadmap,*** (The Roadmap) serves as a strategic framework for implementing the goals and recommendations of The Plan. Subsequently, the Steering Committee will publish an implementation document as well as regular evaluations of progress made on specific local action items. The goal of these documents is to aid the public and youth sector in public awareness, future funding, promising practices, and ultimately realize the goal of preventing and ending youth homelessness in Brandon.

This document outlines the four priorities, (Prevention, Housing and Supports, Integrated System of Care and Integrated Systems Planning), that the steering committee wants to address to prevent, reduce and end youth homelessness. Each goal is accompanied by strategies to make that goal successful, and each section ends with local actions that the steering committee has identified thus far.

For reference, Strategies and goals are numbered as follows:

- ⇒ Prevention Strategy 1, Local Actions 1.1—1.x
- ⇒ Housing Strategy 1, Local actions 1.1—1.x and so forth.
- ⇒ An overview graphic of all priorities, goals and strategies is provided on pages 14-15.

Prevention

Goal: Prevent youth from becoming homeless.

Youth homelessness prevention is a critical component of ***A Place to Call Home Steering Committee's*** efforts to end youth homelessness in Brandon. Prevention means working upstream with youth and their families, communities and government institutions, before homelessness becomes a problem. It is important to shift our collective focus to prevention, while continuing to fund and support existing and further measures in housing and support areas, and responding to emergencies in a more timely fashion. By shifting focus to prevention, the stress placed on housing, supports, and emergency responses will be lessened, and will allow those systems to better serve youth in crisis and those who experience homelessness.

Prevention Strategy 1

Develop new, and strengthen existing, family reconnect programs that help young people to remain in place in their communities and, that are accessible to all youth.

Family conflict is a theme that emerged in focus groups with young people in Brandon at risk of or experiencing of homelessness, (Brandon Youth Housing, 2015). We also know from young people, researchers and practitioners in communities across Canada and internationally, that family conflict is a significant cause of youth homelessness. Family First is an approach that recognizes the value of the family in the lives of young people and the potential of reconciling damaged relationships to prevent young people leaving home in the first place.

Family reconnection programs that operate from within a Family First approach, prevent youth homelessness by addressing the root causes of conflict in the family with mediation and supports for mental health, substance abuse, and domestic violence within the family. (Family Matters: Homeless Youth & Eva's Initiative's Family Reconnect Program).

Family reconnection programs help young people who are in crisis and have left home due to family conflict, reconnect with family members when it is safe and appropriate to do so. They can also act as an ongoing connection to natural supports, (see Housing and Supports Strategy 2).

A key consideration for The Plan, (pg 8) is the use of culturally appropriate responses led by Brandon's Indigenous communities. Through the planning process, the local committee learned that there is a strong Indigenous tradition of valuing families and community in Brandon that is distinct. In the future, the community needs to build up or renew to support of culturally appropriate Indigenous led family reconnect programming.

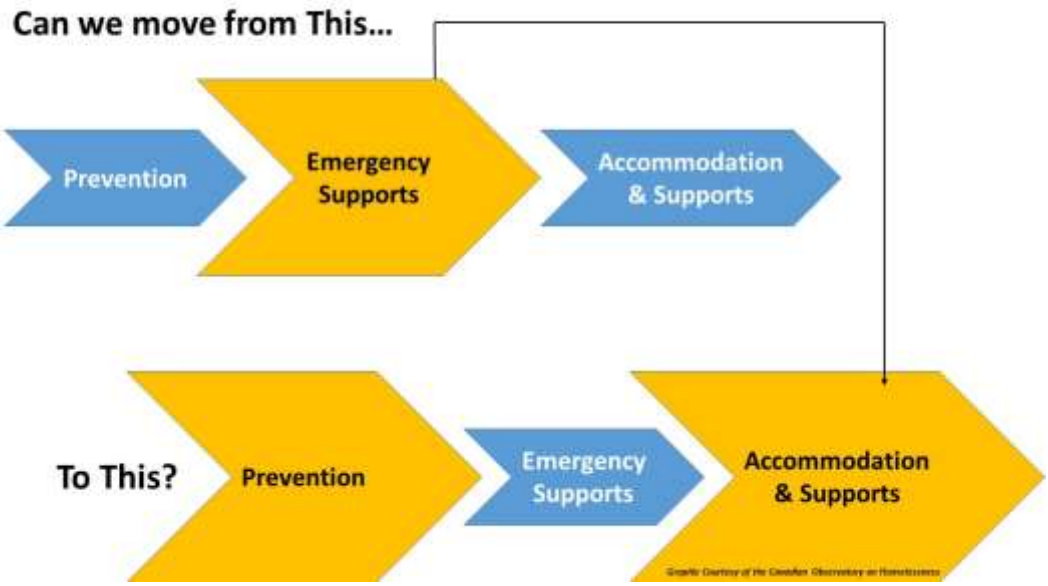
Local Actions

1.1 Work with The Brandon Friendship Centre and other community partners to re-vamp or establish new family reunification programs and advocate for culturally safe practices that include family reunification.

1.2 Work with community organizations such as Youth for Christ and the Brandon Friendship Centre to develop and formally adopt a Family First philosophy when working with at-risk and homeless youth.

1.3 Procure funding to increase family supports through community agencies for early intervention on domestic violence, substance abuse, and mental health by connecting them with existing services.

1.4 Partner with the Community Mobilization Hub to ensure longevity and sustainability of this highly successful preventative model.



Prevention Strategy 2

Work with Child and Family Services agencies, local corrections and mental health services to develop coordinated plans to help youth move out of institutional care and make successful transitions in their lives.

Studies show that the key systems charged with supporting the most vulnerable youth; child welfare, youth justice, and mental health, contribute significantly to youth homelessness. (Manitoba Children's Advocate, 2012, State of Homelessness, 2014, Coming of Age). Coordination within a system of care is essential to ensure that discharge policies and practices include coordinated plans to transition young people from institutions into stable, supported housing. Necessary supports include life skills development, financial supports, psychological and emotional supports, access to education and employment, and health services before and during their transition from government care. These interventions involve partnerships between, government, child protection services, and community-based service providers who have experience and expertise in working with at risk youth.

Local Actions

2.1 Increase collaboration between child welfare agencies that operate in Brandon to ensure all agencies are aware of different mandates & coordinate with community partners such as U-Turn, The Brandon Friendship Centre and others.

2.2 Collaborate with the Government of Manitoba to determine changes to the system of care that will allow for more support for youth as they transition from corrections, child welfare, and other systems to adulthood.

2.3 Ensure all transitional plans are coordinated and integrated across the system of care, focusing on the information sharing across the sector and housing and supports. (Coming of Age, 2014)

2.4 Collaborate with child welfare agencies working in Brandon to procure funding for support staff to develop transition plans with youth aging out of care with culturally appropriate supports and individualized planning that is youth led.

2.5 Partner with Brandon Correctional Services to ensure that youth leaving corrections have transition plans in place that are culturally appropriate, individualized, and youth led.

2.6 Collaborate with Prairie Mountain Health staff to find, or re-allocate resources to develop transition plans with youth exiting mental health and addictions facilities.

2.7 The system of care partners will work to determine what, if any, exit planning and resources are offered to youth in crisis who report to the emergency room.

Prevention Strategy 3

Increase awareness and information available for schools, community agencies, and the general public about the causes of youth homelessness and their solutions.

In Manitoba, community organizations play a role of informing the public about the causes and solutions for youth homelessness. A community response with support from nonprofit youth-serving organizations in Brandon can play a key role by delivering education to youth in schools. This includes peer education and support which helps to reduce stigma and offer youth strategies to help other students they may feel are in trouble.

An effective response to youth homelessness involves commitment from the whole community including landlords, employers, service providers, police, hospitals, neighbours, schools and families. Increasing public awareness about why young people become homeless and the respective solutions that our community is willing to provide to help young people succeed, will ensure that a community-wide response is well supported.

Local Actions

3.1 Create a public awareness campaign that can be implemented by Youth Revolution students within the Brandon School Division and to the general public by the Place to Call Home Steering Committee and partners and ensure the voices of Indigenous youth are included.

3.2 Take part in national media campaigns which will include partnerships with End Youth Homelessness Winnipeg, End Homelessness Winnipeg, HPS Community Entities, Raising the Roof, The Push for Change Campaign and the A Way Home Coalition.

3.3 Participate in the Push for Change campaign. This campaign will make its way through Brandon Manitoba in April/May of 2017 and is led by a formerly homeless youth, Joe Roberts. Currently, an initial steering committee has been formed between Kiwanis Brandon, the BNRC, BUAPC, and the City of Brandon.

3.4 Partner with The Marquis Project and other community organizations to deliver a pilot project with Neelin Off-Campus students using the Human Rights Code and the Manitoba Education Curriculum for Global Issues: Citizenship and Sustainability course comparing human rights of homeless youth locally and globally.

3.5 Explore opportunities for at risk and vulnerable youth to serve as peer supports with the Brandon Aboriginal Youth Activity Centre.

3.6 Continue working with Brandon University on a Community Based Participatory Action Research Project ***This is My Life*** focusing on the rights and voices of homeless indigenous youth in our community.

Prevention Strategy 4

Develop early intervention resources in schools targeted at youth in crisis, and youth experiencing poverty.

Schools provide regular contact with adults, (teachers, coaches, guidance counsellors), who are often the first to observe the early signs of domestic violence or mental health and addiction issues that can put youth at risk. By supporting school-based interventions that identify at risk youth, we can reduce the number of young people who become homeless. Once youth are identified, schools can work with community partners to connect youth to appropriate supports.

Studies, (Coming of Age 2014, Youth Reconnect Works, 2014) show that if youth are diverted from becoming street involved or leaving their communities altogether to seek services, they are significantly less likely to become homeless long-term and acquire the associated lifetime negative outcomes, (chronic adult homelessness, low high school completion rates, high unemployment, substance abuse, addictions, involvement with the law etc). Key supports include finding stable housing and remaining connected to their schools, employment, friends and reconnecting with family if desired and safe to do so.

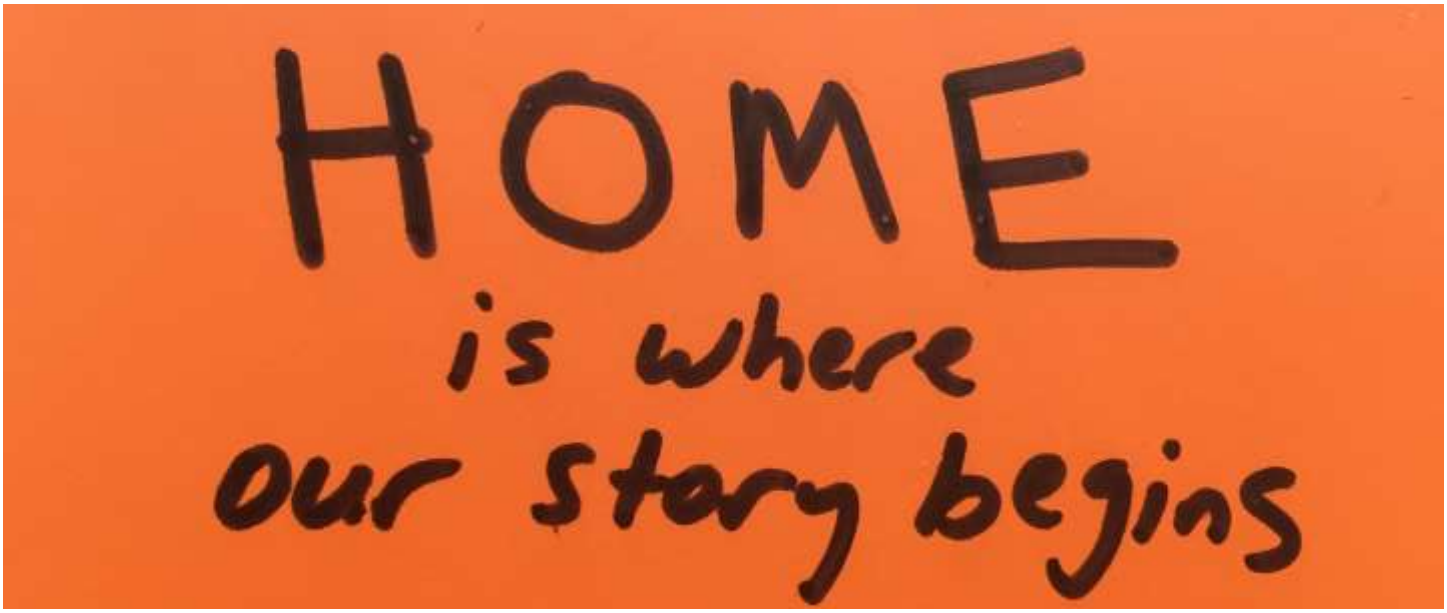
Local Actions

4.1 Build on existing work of the Community Mobilization Hub in schools and successful school based programs elsewhere to support early interventions.

4.2 Work to add extra resources for early intervention on domestic violence, substance abuse and mental health in schools and alternative school settings where needed.

4.3 Collaborate with the Brandon School Division to develop early intervention supports in schools for youth at risk including:

⇒ Build resilience and skills that improve cognitive processes and behaviors.
⇒ Increase supports for domestic violence intervention in schools.
⇒ Increase support & availability of community programs such as nurse practitioners and teen health clinics in schools.
⇒ Increase Mental health supports in schools.



Prevention Strategy 5

Develop Host Homes as a diversion from group homes or emergency shelters.

Host Homes provide young people with temporary shelter – usually in a community member's home - so they are able to remain in school and stay connected to their natural supports when a family crisis occurs. Youth and their families are provided with appropriate community-based case management and family reunification or are moved into Host Homes in a safe and planned way. Host Homes are usually a short term interventions that divert young people from long stays in emergency shelters or from leaving their communities to find services. Host Homes works well for LGBTQ2S youth and younger youth who are at greater risk of violence and abuse in shelters or when street involved.

In Brandon, Host Homes are also being explored as a longer term solution to meet the needs of Indigenous youth who are younger, (16-19) would not thrive in regular transitional housing or independent living but would benefit more from living within a family household with access to Indigenous cultural supports. In this model, a young person may live with an Indigenous Host Home family for months, even years with wrap around cultural supports from the community to support the healthy transition to adulthood as defined by that young person and their community.

Local Actions

5.1 Support the development of a Host Homes toolkit with tools to develop Host Homes locally through work with the A Way Home Coalition.

5.2 Determine the number of existing homes that could be considered Host Homes in Brandon.

5.3 Identify and assist at least one local agency to develop a minimum of Host Home site in Brandon.

5.4 Assist agencies such as the Sexuality Education Resource Centre, (SERC), to procure funding for Host Homes and other forms of respite housing for a variety of targeted populations as needed; including, but not limited to, Indigenous, LGBT2SQ and newcomer youth.

5.5 Determine the need for Host Homes and what target populations may be best suited to this type of early prevention measure.

Housing and Supports

Goal: Youth will have access to a continuum of affordable housing to meet their needs, with a range of support options that enable youth to successfully transition to adulthood.

The second goal of ***A Place to Call Home: Brandon's Plan to End Youth Homelessness*** is to ensure youth have access to a continuum and variety of affordable housing options to meet their needs along with individualized supports to ensure their success at maintaining housing. This goal includes implementing effective strategies to help youth leave homelessness as quickly as possible with supports to transition into adulthood and wellbeing. There is a need for unique responses to youth as many existing programs, services, and facilities do not support young people experiencing homelessness with complex needs. Furthermore, the demand for housing in existing services including public, non-profit, and private housing is high and supply is limited.

Housing Strategy 1

Expand the definition of Housing First to include a framework of Housing First for Youth.

Currently the city of Brandon is implementing a Housing First strategy as part of the commitment to longer term solutions towards ending chronic homelessness. However there are key differences when applying Housing First to youth because the needs of youth experiencing homelessness are different than those associated adult homeless populations, requiring different solutions. The types of accommodation, (see Housing Strategy 2) and the range of supports are more extensive than the typical Housing First approaches because the goal is to link supports to housing options that take into account adolescent development. (A Safe and Decent Place to Live, 2014) The focus of Housing First for Youth is not merely a successful transition to independent living, but a healthy transition to adulthood through a positive youth development orientation.

Client centered case management is essential to Housing First For Youth in order to organize and coordinate the delivery of the individualized age appropriate services. Housing First case management matches the young person to the supports they need to obtain and maintain appropriate housing while assisting their transition to adulthood and achieve an optimum quality of life developing plans, enhancing life skills, addressing health and mental health needs, engaging in meaningful activities and building social and community relations. (Coming of Age, 2014)

The core principles of Housing First For Youth (Canadian Observatory on Homelessness Policy Brief, 2016) which underpin the strategies in the following housing and supports goal are:

- ⇒ Immediate access to housing with no housing readiness requirements.
- ⇒ Youth choice and self determination for both accommodation and supports.
- ⇒ Positive youth development orientation that supports healthy transitions to adulthood.
- ⇒ Individualized and client-driven supports that address housing stability, health and mental health needs and life skills.
- ⇒ Social and community integration that reduces isolations, stigma and connection to natural supports.

Local Actions

1.1 Work with local agencies including Manitoba Metis Federation of Southwestern Manitoba, that provide Housing First services to adopt both the philosophy and definition of Housing First for Youth.

1.2 Ensure Family Reconnection supports are available to youth experiencing homelessness as part of their continuous case management through Brandon Housing First and connected agencies.

1.3 Investigate public and private partnerships to develop rent supplements for youth who are Housing First clients.

1.4 Ensure adequate and appropriate supports are in place to facilitate transitions to adulthood regardless of the organization involved or the type of housing.

Housing Strategy 2

Expand housing options to include returning home, transitional housing, permanent supportive housing, and independent living.

Housing First for Youth provides a continuum of housing options that include returning home, permanent supportive housing, transitional housing, and independent living. Youth may move back and forth on this continuum before finding the most suitable housing for them as they transition to adulthood and independent living.

Returning Home - Opportunities to return home should be explored in the initial contact with service providers. Options to return home must be accompanied with case management for the family and the young person to resolve conflicts. If returning home is not a safe or desired possibility, other housing options are considered. Opportunities to remain connected to natural supports in ways other than returning home should be considered. (See Prevention Strategy #1.1)

Transitional Housing within a Housing First for Youth approach creates optimal conditions for youth to learn independence and to develop into healthy adults. Transitional housing with flexible time limits and a range of individualized youth focused supports allows young people the time they need to transition to independent living. Brandon has transitional housing providers with flexible time limits and age appropriate supports specifically, Youth For Christ and the Brandon Friendship Centre. These organizations continue to strengthen their models to support the transition to healthy adulthood and independent living however they experience backlogs due to the lack of affordable housing for young people once they are ready to live independently. In addition there is a need to increase resources to strengthen supports for education, employment, life skills and complementary supports that contribute to the development of healthy adults, such as, social relationships, meaningful engagement and cultural engagement.

Permanent Supportive Housing is a more integrated model of housing and services for individuals with complex and co-occurring issues where the clinical services and landlord role are often performed by the same organization." (A Safe and Decent Place to Live, 2015, p 19).

Independent Living - Living independently with supports, either in market rent units or social housing is an important part of the housing continuum and the model of accommodation that fits most closely with traditional Housing First. As with transitional housing, not all independent living should be considered eligible for Housing First For Youth. Individualized follow up supports for as long as the young person needs them are critical to the success of this model of accommodation.

Sufficient affordable housing is required for transitional housing to be successful so that young people can move into independent housing when they are ready. Increasingly transitional housing providers have formalizing partnerships and relationships with builders, property management companies and landlords to provide affordable scattered site apartments specifically for young people who are ready to leave residential transitional housing but still require follow up supports. Currently a lack of available affordable housing in Brandon means that young people are remaining in transitional housing beyond when they are ready to live independently.

Image Courtesy of the Canadian Observatory on Homelessness

Local Actions

2.1 Maintain supports while youth move across the housing continuum that allow for flexible lengths of stay.

2.2 Ensure the number of transitional, independent and permanent supportive housing meets demand by monitoring ongoing needs, demographics, and migration patterns.

2.3 Develop a landlord strategy in partnership with Brandon Housing First to ensure a range of independent housing options are available and affordable for youth that includes:

⇒ Ensuring that Housing First workers and support workers are able to quickly intervene and mediate between landlords and tenants as a strategy for preventing evictions.

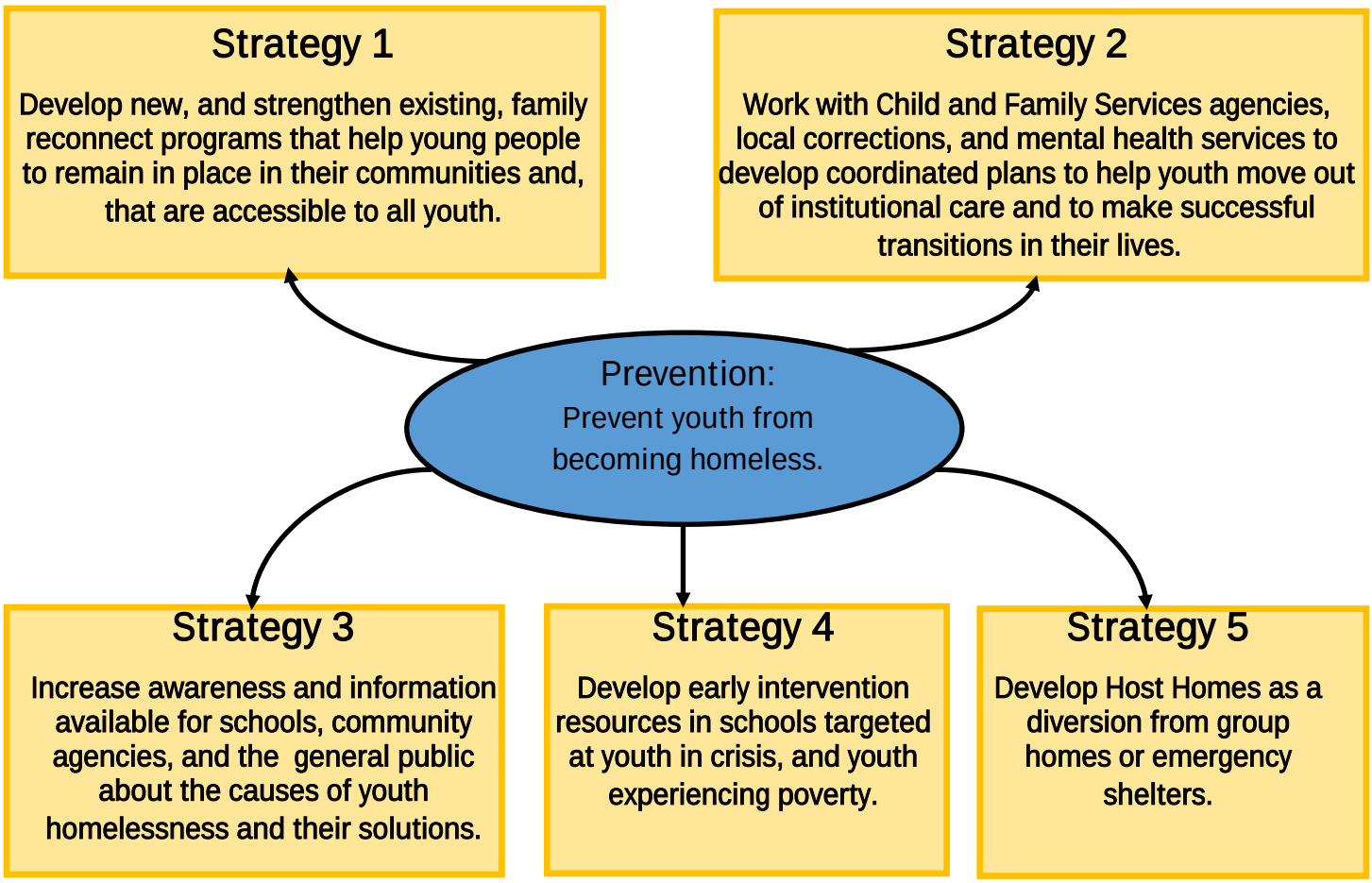
⇒ Housing support workers focus on supporting tenancy while remaining impartial.

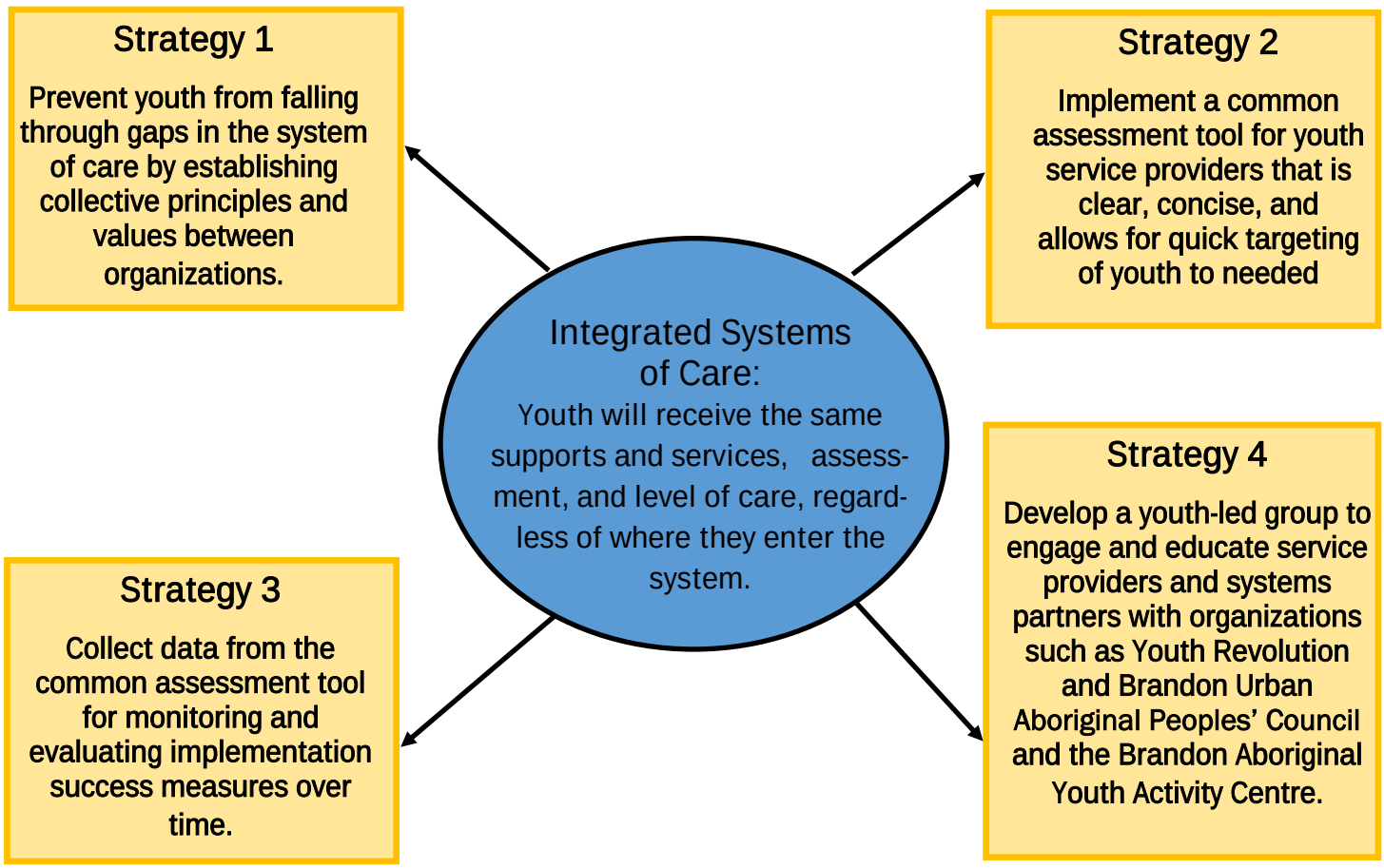
⇒ Case managers serve as advocates for housing clients.

2.4 Develop lease conversion options for youth who may need a cosigner to access housing initially, but who can then successfully transition to independence.

2.5 Develop toolkits and resources for landlords that encourage them to develop positive relationships with youth at risk who are supported through system of care and Housing First for Youth.

2.6 Seek to employ or continue to employ youth housing coordinator(s) to assist with accessing resources and mediating between landlords and tenants.


Strategy 1
Develop new, and strengthen existing, family reconnect programs that help young people to remain in place in their communities and, that are accessible to all youth.
Strategy 2
Work with Child and Family Services agencies, local corrections, and mental health services to develop coordinated plans to help youth move out of institutional care and to make successful transitions in their lives.
Prevention:
Prevent youth from becoming homeless.
Strategy 3
Increase awareness and information available for schools, community agencies, and the general public about the causes of youth homelessness and their solutions.
Strategy 4
Develop early intervention resources in schools targeted at youth in crisis, and youth experiencing poverty.
Strategy 5
Develop Host Homes as a diversion from group homes or emergency shelters.


Strategy 1
Prevent youth from falling through gaps in the system of care by establishing collective principles and values between organizations.
Strategy 2
Implement a common assessment tool for youth service providers that is clear, concise, and allows for quick targeting of youth to needed
Integrated Systems of Care:
Youth will receive the same supports and services, assessment, and level of care, regardless of where they enter the system.
Strategy 3
Collect data from the common assessment tool for monitoring and evaluating implementation success measures over time.
Strategy 4
Develop a youth-led group to engage and educate service providers and systems partners with organizations such as Youth Revolution and Brandon Urban Aboriginal Peoples' Council and the Brandon Aboriginal Youth Activity Centre.

Housing and Supports:

Youth will have access to a continuum of affordable housing to meet their needs, with a range of support options that enable youth to successfully transition to adulthood.

Housing Strategies

1: Expand the definition of Housing First to include a framework of Housing First for Youth.

2: Expand housing options to include returning home, transitional housing, permanent supportive housing, and independent living.

3: Ensure there is sufficient emergency housing that is youth specific and refocus mandate to ensure young people are integrated into a system of care, quickly rehoused, or reunited with family.

4: Ensure that the needs of LGBT2SQ youth who experience homelessness are being met and that housing options are inclusive, safe spaces.

5: Work with community partners to ensure that there is enough affordable, permanent housing available for all young people who require it.

Support Strategies

1. Increase employment and income opportunities for youth that include job training, life skills, income generation, and that pair susceptible youth with mentors in the community.

2. Encourage agencies to offer and expand education and life-skills training for at-risk youth.

3. Increase access to information for all youth, using multiple communications strategies to improve their ability to navigate systems.

4. Develop creative arts and other alternative programming that is youth friendly, barrier free and offers a creative outlet for youth.

5. Expand mobile health care supports for youth ages 16 – 19, by collaborating with multiple agencies including; drop ins, schools, and the regional health authority.

Integrated Systems Planning:

Youth systems will be integrated locally, provincially and nationally to provide services to youth in a timely fashion with adequate resources.

Strategy 1

Assist with research and development for a provincial plan to end youth homelessness that focuses on providing resources in youth's home communities.

Strategy 2

Advocate for efficient provincial system of care across rural and remote communities.

Strategy 3

Use the Place to Call Home Steering Committee as a conduit to provide information to government systems that affect at risk youth, to develop more efficient pathways and service delivery across the province.

Strategy 4

Promote expanded services in rural and remote communities by sharing data and planning collaboratively across all systems provincially and federally.

Housing Strategy 3

Ensure there is sufficient emergency housing that is youth specific and refocus mandate to ensure young people are integrated into a system of care, quickly rehoused, or reunited with family.

In Brandon emergency housing services, currently consist of Samaritan House, YWCA (VAW), and CMHA. Their mandate, like most communities, is to respond to immediate needs of people in housing crisis (bed, food, clothing etc), and they currently play an important role helping people move out of homelessness. Capacity rates, indicate that emergency housing services are often full and turn away significant numbers each year, (The Plan, p17).

The emergency services sector is a significant entry point into Brandon's youth homelessness system of care and could play an even greater role in increasing the number of pathways out of homelessness for young people.

Opportunities include adapting service priorities to include youth focused outreach for young people who do not frequent services, connecting young people with case management immediately upon entry, rapid rehousing supports, (rental/income support, access to housing), and the opportunity for family reunification. Measureable targets will shorten stays while ensuring that no young person is discharged into homelessness.

Local Actions

3.1 Determine opportunities and which agencies are best suited to provide youth focused outreach for those who do not frequent services.

3.2 Develop rapid re-housing targets with measurements to evaluate the length of time youth spend homeless before finding stable housing.

3.3 Develop and ensure supports for youth can be delivered individually and enhance protective factors and resiliency. Ensure appropriate community or cultural supports at Brandon's 9 self-contained emergency shelter units.

3.4 Expand supports for outreach services.

3.5 Evaluate the need for more community or cultural supports at Brandon's 9 self-contained emergency shelter units. Brandon's lack of a permanent 'bed on floor' shelters results in these units being used as short-term transitional housing

Housing Strategy 4

Ensure that the needs of LGBT2SQ youth who experience homelessness are being met and that housing options are inclusive, safe spaces.

Providing housing and supports for LGBT2SQ youth who are at risk of homelessness, and at greater risk of violence when living on the street, has it's own unique requirements. A recent report ***No Safe Place to Go*** by Dr. I Alex Abramovich recommends that shelters and transitional housing for LGBT2SQ youth be:

- ⇒ Accountable for fostering safe spaces regardless of sexual or gender identity.
- ⇒ Adopt harm reduction approaches.
- ⇒ Consider the growing connections between youth who identify with more than one marginalized population.
- ⇒ Offer increased staff training for housing and support workers on issues related to LGBT2SQ youth.

Local Actions

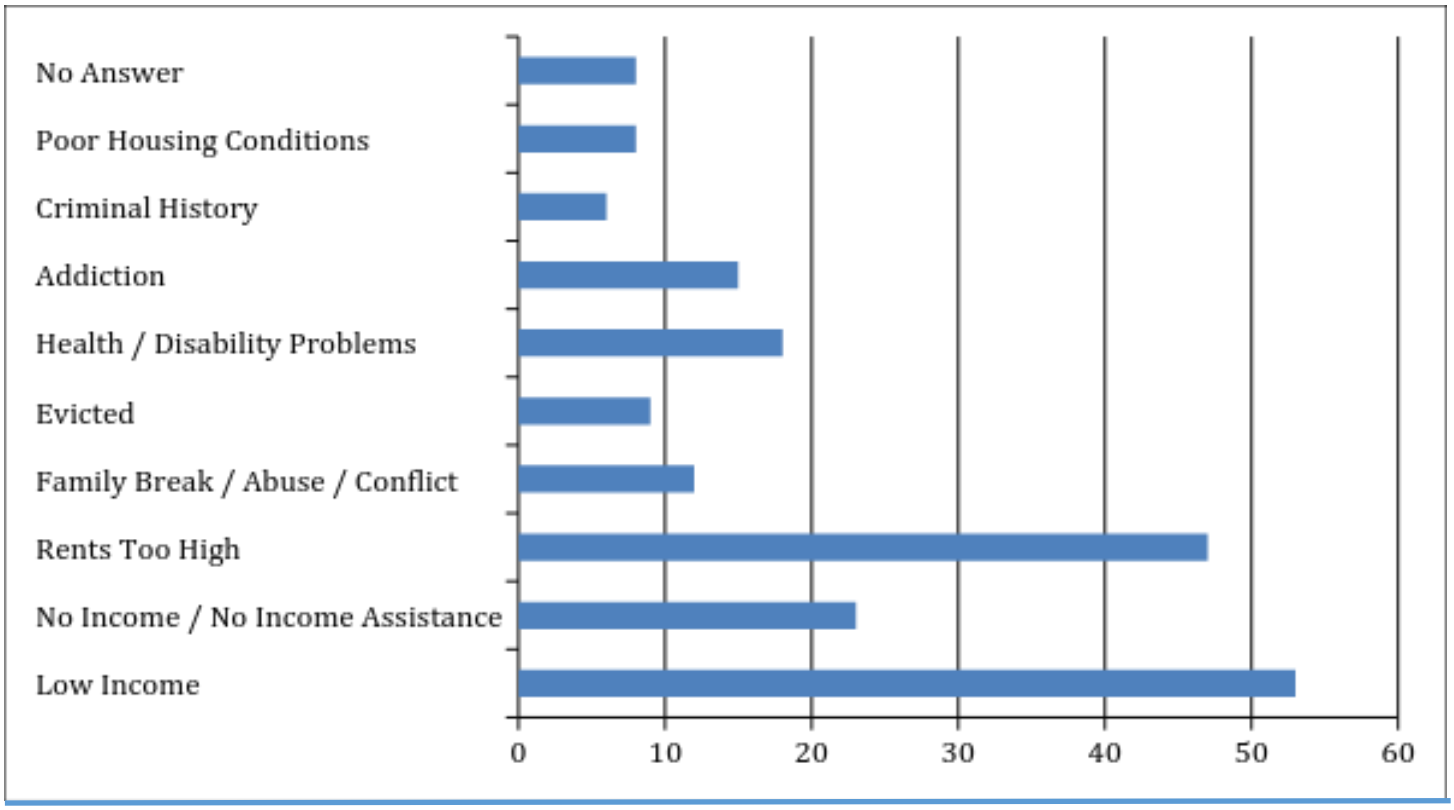
4.1 Ensure that safe and appropriate housing is available for marginalized groups such as LGBT2SQ by working with partners such as Brandon Housing First to ensure that service providers and housing agents/authorities receive education and supports.

4.2 Ensure that the LGBT2SQ Toolkit developed by the National Learning Community is readily accessible for service providers and housing agencies to use.

4.3 Educate and work with landlords in Brandon to ensure marginalized groups are not discriminated against and thus denied housing.

4.4 Determine the need for specific housing options for marginalized, racialized, and discriminated groups of youth.

What are the barriers to finding housing in Brandon?



Housing Strategy 5

Work with community partners to ensure that there is enough affordable, permanent housing available for all young people who require it.

Many young people are unable to access enough independent housing with supports because there is an overall lack of affordable housing and financial supports in Brandon. Results from the January 2015 Point In Time Count indicate that the two main barriers to housing are a low income and the price of units being unaffordable.

The chart on above is data pooled from respondents on the questions "What are the barriers to finding housing in Brandon?" during the 2015 point in time count.

While this presents challenges to housing anyone who is homeless, for the young problems are compounded. Unemployment rates tend to be much higher for youth and those who are able to gain employment typically wind up with low wage, part-time jobs. This makes maintaining housing difficult over the long run, leading to age discrimination by landlords.

As a result young people become bottlenecked within emergency and transitional housing long after they are ready to live independently with follow up supports. Both an increase in the availability of private market landlords who are willing to rent to young people, and investment in an increased amount of affordable social housing in Brandon, will alleviate this bottleneck.

Local Actions

5.1 Work with the City of Brandon and BNRC to advance their affordable housing strategy for the city of Brandon.

Housing Strategy 6

Streamline the process to access land for new affordable housing, including abandoned land that has environmental damage.

The process to access land for new affordable housing can be complex and lengthy depending on a number of factors such as, whether the land is private, public, or how land is zoned. Additionally, in Brandon has a number of vacant lots have environmental impacts. This creates a cost barrier to potential investors, especially non-profit who are interested in housing projects. In order to meet the demand for new affordable housing, and to have access to vacant land or lots that can be used for infill housing, policies and processes to accessing land will need to be reviewed and modified.

Local Actions

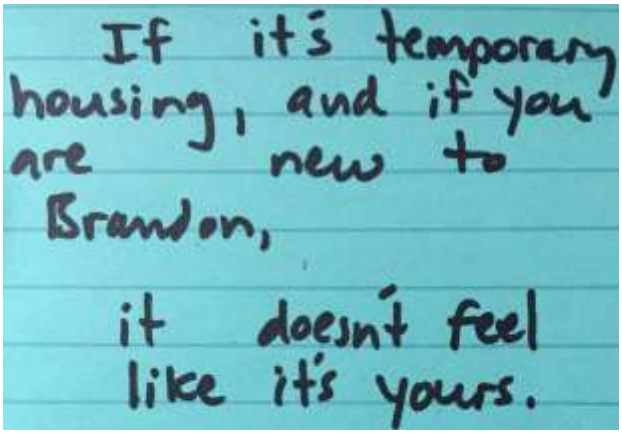
6.1 Partner with the City of Brandon to identify public and private vacant lots that can be developed into affordable housing.

Support Strategy 1

Increase employment and income opportunities for youth that include job training, life skills, income generation, and that pair at-risk-youth with mentors in the community.

Inadequate income and employment contribute to increased rates of youth homelessness. (Coming of Age, 2014, Brandon Pit Count 2015, Brandon Youth Facing Barriers, 2011). However, growing evidence, (Coming of Age, 2014) indicates that when young people with multiple barriers are given opportunities for stable housing, training opportunities and mentors with individualized case management, they are much more successful in obtaining and retaining housing long-term. Once employed, they may need additional income supports to achieve a living wage, especially if attending school at the same time. Ensuring support for employment and housing stability is key to successful long term employment for young people experiencing homelessness.

Social enterprises that integrate employment and housing stability, provide ideal environments to support young people with multiple barriers to succeed at job training and earning necessary income. Local employment training programs such as the Brandon Energy Efficiency Program, (BEEP) hosted by the BNRC, can increase these options by targeting youth with barriers to employment. In addition to local promising practices, the National Learning Community in partnership with The Canadian Observatory on Homelessness recently published a Youth Employment Toolkit with promising practices for social enterprises specifically for youth with complex needs and who are experiencing homelessness.

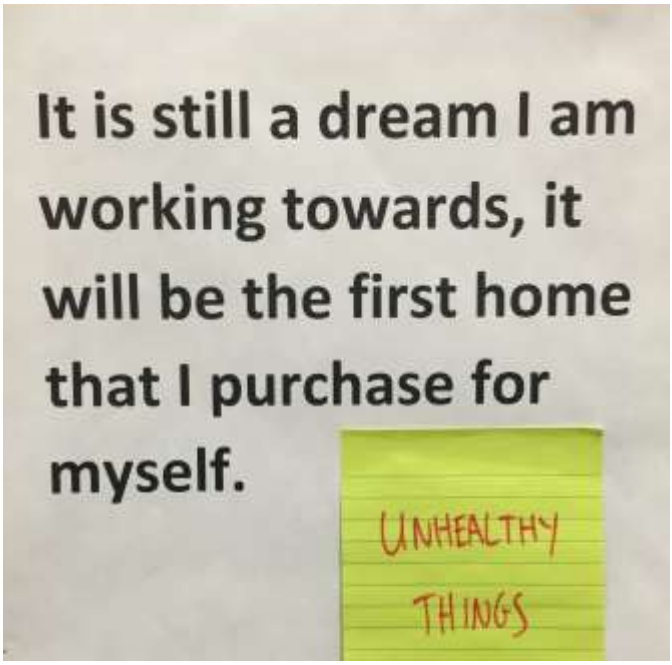


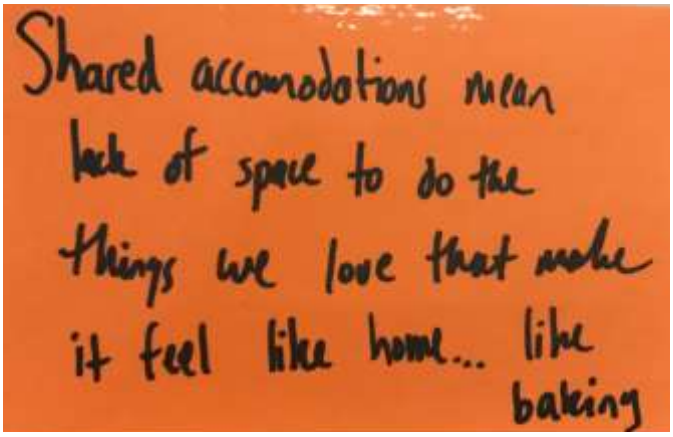
Local Actions

1.1 Work with existing social enterprises such as Samaritan House Green Futures North and BNRC's BEEP program, to determine or expand opportunities for working with youth who have experienced, or are experiencing homelessness.

1.2 Introduce the Brandon community to Hire Up as a resource for employers and youth who have experienced homelessness.

1.3 Develop a network between agencies to provide resources for training youth who are traditionally hard to employ.





Support Strategy 2

Encourage agencies to offer and expand education and life-skills training for at-risk youth.

Education is key to the success for all youth. For youth who experience homelessness, education is even more important. It is also vital that youth who experience homelessness have access to whatever level of education they desire, whether that be a GED, college diploma, trades apprenticeship or university degree.

Life skills is a broad category that may include training and counselling for youth to develop budgeting and planning skills, meal preparation and planning, obtaining identification documents, and cleaning skills needed to retain housing. When youth are provided with life skills training they are much better able to thrive when they become independent.

Local Actions

2.1 Work with alternative education programs such as Neelin Off Campus, Youth at-Risk, and youth drop in centres to increase the amount of life skills training offered.

2.2 Work with youth serving agencies to develop social enterprises as needed that outreach to at-risk and homeless youth.

2.3 Develop pathways for youth to access the education and training they desire including trades, college or university in their chosen field of interest.

Support Strategy 3

Increase access to information for all youth, using multiple communications strategies to improve their ability to navigate systems.

Often, when youth move to Brandon and experience a problem with housing, supports, or health services, they do not know where to turn to for help. In extreme cases, this can lead to youth being in very vulnerable situations, or living on the streets. The city of Brandon has numerous supports for the homeless population, but the community at large can do more to communicate where these services exist, and how youth who are in crisis, or new to the city, can access them.

By offering information using multiple communications strategies more youth will know where services exist. Written communications or information pamphlets should be translated into common languages, and should be useful for youth with low literacy levels. Additionally, resources should be culturally safe and appropriate and accessible to all youth.

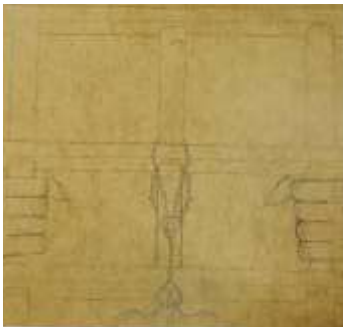
Local Actions

3.1 Work with youth to develop tools and resources that, to them, are easy to access and contain valuable to them, information.

3.2 Evaluate the need for a 311 information line that is youth targeted.

3.3 Create a communications plan that is youth led and will reach at risk youth to connect them to the services they need.

3.4 Create a community communications plan that is led by and informed by youth to educate the public about the unique conditions and pathways into youth homelessness.



Support Strategy 4

Develop creative arts and other alternative programming that is youth friendly, barrier free and offers a creative outlet for youth.

Research into creative arts programing indicates that while it is an extremely effective way to engage youth, it also improves cognitive functioning and enables youth to express themselves. The ability for youth to express themselves is crucial for better mental health, and cognitive development, especially in cases where youth have experienced trauma. While art can be used as a form of expression, it can also provide stress relief and bring people together through mutual interest, and foster connections between youth and adults.

This type of programming can be offered in a variety of ways that include creative partnerships between organizations, support creative arts education, and provide models for young people to engage in artistic endeavors. In terms of having a direct impact on youth who have been traumatized and/or experienced homelessness, engaging in creative arts can be used as a form of therapy, and is another support service that can help youth transition to adulthood.

Local Actions

4.1 Support the development of alternative programs that provide therapeutic benefits such as creative arts, exposure to animals and sports programming.

4.2 Introduce youth to opportunities for interaction and involvement with therapy animals.

Support Strategy 5

Expand mobile health care supports for youth ages 16 – 19, by collaborating with multiple agencies including; drop in centres, schools, and the regional health authority.

Brandon has a number of youth drop in centres and youth activity centres that offer some services such as teen clinics (such as sexual education, mental health and other health needs), and Seventh Street Health Access Center has housing workers, social workers, employment counseling and access to nurse practitioners. Seventh Street Health access offers services to youth over 18, while drop in centres serve younger youth populations.

The demand for these services whether we refer to younger or older youth, is high. An expansion of services will alleviate waiting times in emergency rooms and walk-in clinics. By making services such as teen clinics more available to teens in schools, we can address problems before they become a crisis or emergency situation.

Local Actions

5.1 Continue and expand support for outreach services and emergency shelter units in downtown Brandon.

5.2 Ensure that cultural healing opportunities are available to youth as needed.

5.3 Enhance existing partnerships between local health care providers, nonprofits and child welfare agencies to offer complementary supports to help more youth in need of housing and those housed through Housing First for Youth.

5.4 Conduct a needs assessment for programs such as Resource Assistance for Youth (RaY) that provides youth with a one-stop-shop for mental health, jobs, health care, life skills and housing resources.

5.5 Ensure that case management and family supports are maintained regardless of where the youth is housed.

Integrated System of Care

Goal: Youth will receive the same supports and services, assessment, and level of care, regardless of where they enter the system.

Establishing a system of care means that services within Brandon and area are coordinated at every level: from policy, to intake, to service provision, to client flow – to meet the needs of each young person. When organizations work collaboratively to address the needs of youth through the coordination of services, common goals and objectives, youth are supported to transition out of homelessness and receive the services that they need and desire. This ensures that each agency has a clear role and mandate, while also working together to help the same client. It is also critical to allow this system the flexibility to bring on new partners and integrate new and existing services into the system of care for youth.

To continue to meet the needs of youth who are homeless, or at risk of homelessness, continued collaboration and integrated system of care are necessary. As a result of the hard work of many non-profits and local organizations, Brandon has recently developed a more integrated system of service providers. This coordination of case management services happens with at least two groups in Brandon, (Brandon Housing First and the Brandon Community Mobilization Hub). Each group includes service providers, front line workers, and support staff from health services, and City of Brandon Police and corrections.

What does home mean to me?

- ⇒ No Judgement
- ⇒ Laughter
- ⇒ Sleeping in
- ⇒ Happy place/no worry
- ⇒ Cree language
- ⇒ family

System of Care Strategy 1

Prevent youth from falling through gaps in the system of care by establishing collective principles and values between organizations.

A System of Care requires shared principles and collective efforts to support youth successfully. Many organizations are working hard to support youth and there is a need to build on this commitment by supporting organizations to abandon their individual agendas in favour of a collective approach to ending youth homelessness. This will mean developing shared core principles to guide the system of care are adopted into daily operations of youth serving agencies. Common principles help guide actions and lend focus to system of care work. Common values help to ensure that youth are receiving the same messages across the system regardless of where they connect to the system when they reach out for help. When establishing collective principles and values, it is important to consider youth development and what youth require to lead healthy, productive, and meaningful lives. (Youth Out Loud, 2014, Coming of Age, 2014.)

Local Actions

1.1 Develop and update mandates and responses for health care and child welfare agencies that do not limit the resources youth can access.

1.2 Encourage all agencies who deal with at-risk youth to agree upon and support harm reduction principles.

System of Care Strategy 2

Implement a common assessment tool for youth service providers that is clear, concise, and quickly targets needed resources to young people.

A critical element to a successful system of care is the establishment of a coordinated access and assessment strategy. Rather than one door into the system, there are multiple doors, each prepared to support youth as they move through the sector. Coordinated access ensures that wherever a young person seeks services, they are immediately assessed, their needs are identified, and client-centred plans are put in place through a needs/risk assessment tool.

Assessment effectively triages the young person so that they quickly move into stable housing with appropriate supports while reducing the number of times that they must tell their personal story as they move through the system. An effective assessment tool will also collect valuable data that will assist with longer term system planning.

Local Actions

2.1 Continue working with organizations including Brandon Housing First and Youth for Christ, to implement common assessment tools and triage tools that are simple and youth friendly.

2.2 Develop a more robust and supportive local system of care that sees youth receive necessary supports in a timely fashion, especially if trying to access services like mental health prior to a crisis or trauma occurrence.

System of Care Strategy 3

Collect data from the common assessment tool for monitoring and evaluating implementation success measures over time.

At present, organizations that are connected through Brandon Housing First and the Community Mobilization Hub share some information, (while abiding by all privacy rules and regulations) with each other. However, in order to make modifications to and increase the efficacy of inter-agency collaboration, there is a need to develop ways in which organizations can share best practices and the programs they offer. Strategic sharing of information will reduce duplication and organizations will have better knowledge of the resources available in the community.

Local Actions

3.1 Develop a collection of measurements and deliver progress reports at regular intervals on the efficacy and changes in system of care collaboration.

3.2 Develop incentive structures within the system of care to facilitate the change management process of services providers and organizations.

3.3 Work to ensure information is shared with the community and between organizations to better connect system of care to homeless youth and youth at risk of being homeless through data integration systems such as HIFIS.

3.4 House HIFIS data collection and establish a coordinator position with the BNRC, which already houses the Community Entities for HPS funding.

System of Care Strategy 4

Develop a youth-led group to engage and educate service providers and systems partners with organizations such as Youth Revolution and Brandon Urban Aboriginal Peoples' Council and the Brandon Aboriginal Youth Activity Centre.

In order to be effective, the system of care must explore creative solutions to manage service delivery, reduce duplication and induce greater cooperation. One way this can be achieved is through youth serving as active participants in the planning and delivery of evaluation for programs and services they use. To have an effective system of care, users of the system - in this case young people at risk of or experiencing homelessness - must have a means of affecting necessary change.

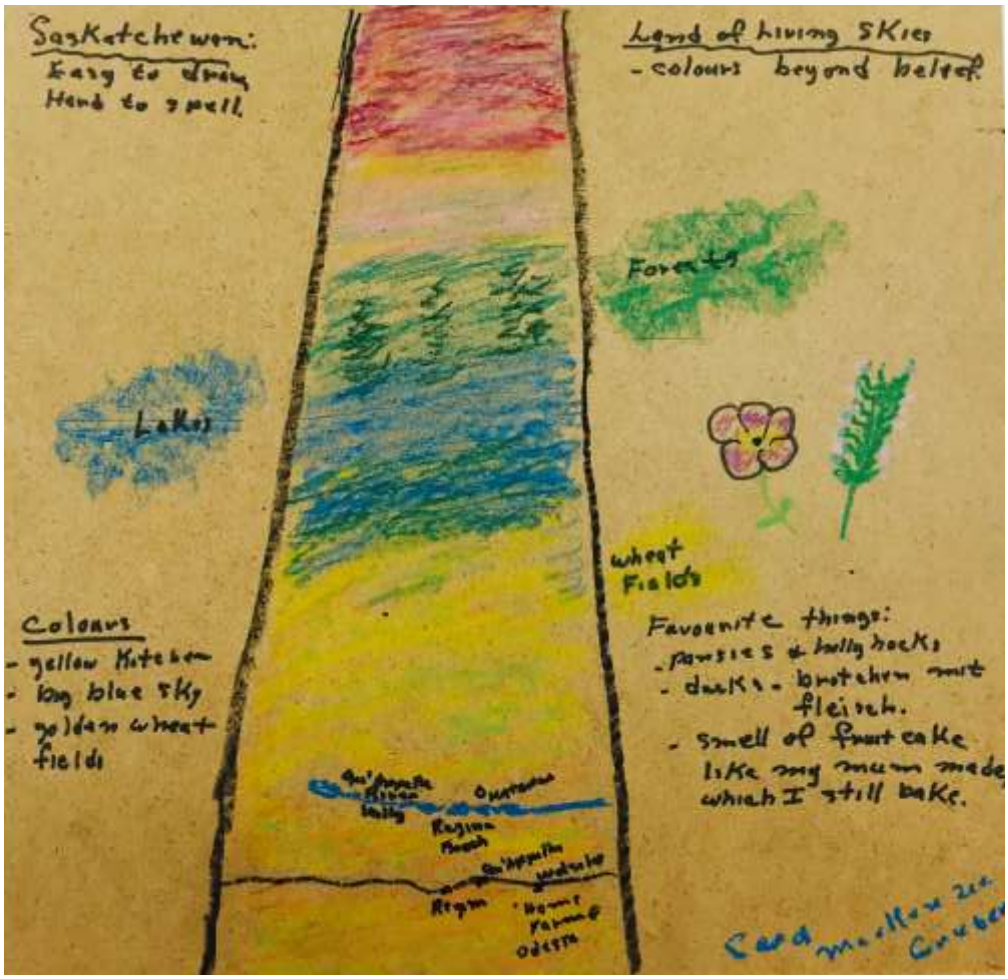
Young people often know best what services they need, and in what ways the delivery of those services may be most useful. Therefore, additional education of service providers from youth would be beneficial for both youth and the community that serves them.

Local Actions

4.1 Establish youth a voice within system of care planning, by providing a way for them to give feedback on their experiences. This could be in the form of presentations, written or verbal feedback, and may come through service providers youth work with.

4.2 Develop a clear process so that when youth present to a service provider, they do so in safe ways.

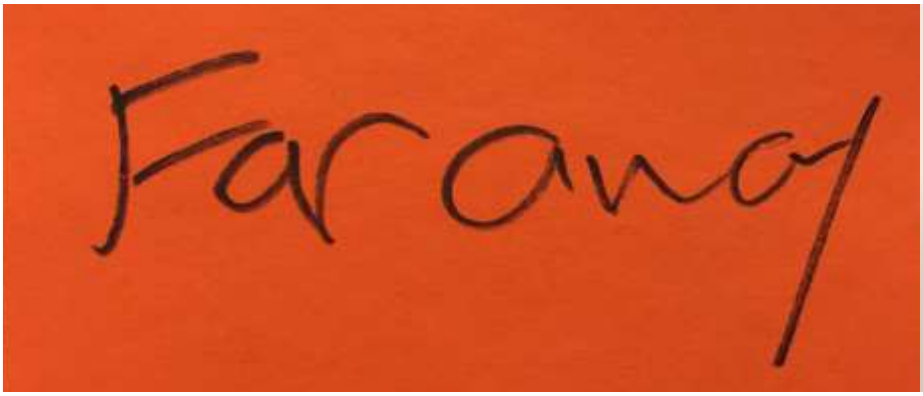
4.3 Create a system to make use of the valuable feedback youth can give to inform systems changes.



Systems Integration

Goal: Youth systems will be integrated locally, provincially, and nationally to provide services to youth in a timely fashion and with adequate resources.

While there are many local strategies that will help alleviate poverty and reduce youth homelessness in the city of Brandon, it is also imperative that regional planning and policy changes take place to alleviate bottlenecks created through migration. In addition, without backbone staffing support, the implementation of The Plan and Roadmap will be delayed. Local agencies can do some work here to advocate for policy alignment between community plans, provincial and federal funding, but addressing regional and provincial changes to policy will require collaborative work between communities, regional health authorities, and the provincial government.



Systems Integration Strategy 1

Assist with research and development for a provincial plan to end youth homelessness that focuses on providing resources in youth's home communities.

The PTCH Steering Committee currently sits as an ex-officio member on the Winnipeg Plan to End Youth Homelessness Committee, (WEYHC). This partnership was formed through the National Learning Community and is in place to provide feedback and advice while Winnipeg crafts its own plan. Brandon and Winnipeg are the two largest cities in Manitoba, and by connecting these groups, it is possible to align plans so that they support the same provincial reforms and a provincial plan to end youth homelessness.

We know that many people who access services in Brandon are not originally from this city, (Prairie Mountain Community Health Assessment, 2014). The planning process taken by PTCH Steering committee is grounded in research and evaluation, including PIT count, focus groups, and community consultation. To move forward and continue this work, there must be a continuous feedback loop of research and data collection to inform both the implementation of the plan and any future planning which ensures that all communities affected are accounted for.

Local Actions

1.1 Continue to participate in Winnipeg's Plan to End Youth Homelessness as a partner and share information based on experiences in Brandon.

1.2 Present both Winnipeg and Brandon plans to the provincial government with the recommendation that a provincial strategy be developed to prevent, reduce and end youth homelessness.

1.3 Develop an inter-provincial committee to advocate for a provincial plan to end youth homelessness.

Systems Integration Strategy 2

Advocate for efficient provincial system of care across rural and remote communities.

Currently, the province of Manitoba has over 10,000 children and youth in care, and this number does not account for youth in custody, (Children in Care, 2015). We also have a small body of research around migration and poverty issues as discussed in The Plan that points to the fact that many people move to larger urban centres as a way to access resources. However, there is not adequate support to ensure stable housing once they arrive. Movement by youth can be one of choice, the need to move closer to specific services not easily accessible in their home community, or happens when children placed in care are removed from their home communities. The combination of the above factors leads to a huge strain on resources, such as housing, health care, and mental health in urban centers. .

Local Actions

2.1 Support and collaborate with Provincial authorities including child welfare, corrections, and public health to focus on providing resources in youth's home communities that alleviates stresses on larger service hub centres where youth may be more vulnerable.

2.2 Identify local and regional champions who can influence and affect policy changes where needed.

2.3 Advocate for policy changes that see resources developed in communities in need.

2.4 Develop a robust and supportive local system of care that sees youth receive necessary supports in a timely fashion especially if the youth is in crisis.

Systems Integration Strategy 3

Use the Place to Call Home Steering Committee as a conduit to provide information to government systems that affect at risk youth, to develop more efficient pathways and service delivery across the province.

An integrated service delivery approach that responds to homelessness collectively is critical; leveraging expertise and resources across public and nonprofit providers. To achieve this, it is crucial that our work is aligned at the policy and service delivery level with that of government, particularly in the following areas. Note: in some cases, some of these areas are part of one department.

- ⇒ Indigenous organizations/services
- ⇒ Income assistance
- ⇒ Employment supports
- ⇒ Persons with disabilities
- ⇒ Public health
- ⇒ Corrections & police
- ⇒ Affordable housing
- ⇒ Child protection
- ⇒ Domestic violence
- ⇒ Education
- ⇒ Poverty reduction
- ⇒ Immigration & settlement
- ⇒ Economic development

The above list is based on St. John's, Plan to End Homelessness, 2014, but modified to use language common to the provincial government of Manitoba.

Local Actions

3.1 Convene a policy working-group of representatives from government and local organizations to develop policy recommendations based on a provincial plan to end youth homelessness.

3.2 Ensure that indigenous need and voices are protected and advocated for in all responses.

Systems Integration Strategy 4

Promote expanded services in rural and remote communities by sharing data and planning collaboratively across all systems provincially and federally.

Three cities in the Province of Manitoba have conducted Point in Time counts. They include: Winnipeg, Brandon and Thompson. To date, these counts are not coordinated, do not all ask the same questions. With better partnership through community entities in all three cities and other cities such as The Pas and rural and remote areas, data could be better collected and compared. A provincially coordinated PiT Count whether in terms of questions asked, or timing would be a unique way to reveal migration patterns throughout the province and the effect migration has on resources. This would then allow the province to re-tool systems to provide better access and more resources where needed for youth that are at risk of or experiencing homelessness.

A strategy to better deal with the stress that migration can cause on systems is needed whether this is a centralized response in service hubs, or a decentralized response that sees services added or replaced in rural and remote communities. It is likely that a mix of the two will be needed to address youth homelessness as a whole.

A fully developed system must still be developed, but Brandon is currently putting the following research into place: real time reporting through the integration of HIFIS and Common Assessment tools, continuing Point in Time Counts, program evaluation, and knowledge mobilization both locally and regionally.

Local Actions

4.1 Develop coordinated Point in Time counts with other cities and regions of the province.

4.2 Develop communications strategy for sharing information between organizations that shares best practices, programming and evaluation reports and methods including the use of such resources as the Community Workspace on the Canadian Observatory on Homelessness website.

4.3 Share data and results between community partners locally, regionally, provincially and nationally, including promising practices through youth led learning exchanges.

Moving Forward

As noted multiple times throughout the document, in order to advance this plan, backbone staff support is required to oversee, coordinate, and disseminate data collected through implementation activities.

The Place to Call Home Steering Committee is pleased to announce the Brandon Friendship Centre will lead the implementation activities and is in the process of finding funding for a staff position to help keep The Plan a focus in our community.

The Steering Committee is dedicated to monitoring progress and developing measurements as needed to determine how implementing local actions make a measurable decline in the numbers of youth experiencing homelessness in our committee. It will be one role of the implementation manager to work with other community organizations such as the BNRC and HPS data coordinators to ensure that this information is captured and reported in a way that is beneficial to youth, the community at large, service providers, and government.

Please visit:

http://brandonhomelessness.weebly.com/
for updates on this project as they are available.

All artistic images in this document were part of A Place to Call Home Community Art Project, led by Chris Cooper. The artists names & sources are listed in the appendices at the end of this document.

Appendices and Sources

Common Acronyms

BNRC: Brandon Neighbourhood Renewal Corporation
CMHA: Canadian Mental Health Association
GED: General Education Diploma
HIFIS: Homelessness Individuals and Families Information System
HPS: Homelessness Partnering Strategy
MLC: Mobilizing Local Capacity
PiT: Point in Time
PTCH: Place to Call Home
RaY: Resource Assistance for Youth, Winnipeg
The Plan: A Place to Call Home: Brandon's Plan to End Youth Homelessness
The Roadmap: A Place to call Home: Brandon's Roadmap
VAW: Violence Against Women

Literature

Abramovich, Dr. I.A., No Safe Place to Go, Canadian Journal of Family and Youth, 4(1), 2012, pp 29-51 ISSN 1718-9748 © University of Alberta http://ejournals.library.ualberta.ca/index/php/cjfy

A Way Home, Kamloops, A Way Home: A Plan to End Youth Homelessness in Kamloops: Kamloops, 2014, http://www.kamloops.ca/homefree/14-AWayHome-FullReport.pdf

Brandon HPS Community Advisory Board, Brandon Community Advisory Board for Homelessness, Community Plan 2011-2014, Brandon: Brandon Neighbourhood Renewal Corporation, 2010

Brandon Neighbourhood Renewal Corporation, A Place to Call Home: Brandon's Plan to End Youth Homelessness (APTCHP), Brandon: Leech Printing, April, 2016

Career and Employment Youth Services, Brandon Youth Facing Barriers, 5 year Community Plan: Brandon, 2011

Edmonton Committee to End Homelessness, A Place to Call Home, Edmonton Plan to End Homelessness: Edmonton, 2009

Gaetz, Dr. S., *A Safe and Decent Place to Live: Towards a Housing First Framework for Youth.* Toronto: The Homeless Hub Press. http://www.homelesshub.ca/sites/default/files/HFFWYouth-FullReport_0.pdf, 2014

Gaetz Dr. S., Coming of Age, Reimagining the Response to Youth Homelessness in Canada, Toronto, The Homeless Hub Press, http://www.homelesshub.ca/sites/default/files/ComingOfAgeHH_0.pdf, 2014

Gaetz Dr. S. et. al., State of Homelessness in Canada, 2014, Toronto: The Homeless Hub Press http://www.homelesshub.ca/sites/default/files/SOHC2103.pdf, 2014

Gaetz Dr. S., and Scott, F., The Foyer Toolkit, Toronto: The Homeless Hub Press: http://homelesshub.ca/resource/foyer-toolkit, 2012

Gaetz, Dr. S., et. al., National Council of Welfare, Housing for Aboriginal Children and Youth: The Need for a Holistic Approach, Toronto: The Homeless Hub Press, http://homelesshub.ca/sites/default/files/6_1_NCW_-_Housing_for_Aboriginal_Youth.pdf, 2009

Government of Canada, National Homelessness Information System, Ottawa: http://hifis.hrsdc.gc.ca/index-eng.shtml, 2016

Lemoine, M and Anderson, M., Brandon 2015 Point in Time Count Survey, Brandon: Brandon Neighbourhood Renewal Corporation, http://bnrc.ca/images/pdf/PIT_count2015.pdf, 2015

Lemoine, M., Brandon Youth Housing, Brandon: Brandon neighbourhood Renewal Corporation, 2015 http://bnrc.ca/images/pdf/youthHousing.pdf, 2015

Ogden, S.M., "It Feels Like Home": the impacts of supportive housing on male youth—Perspectives of youth and service providers at Five Beds to Home, Cambridge, ON, http://homelesshub.ca/resource/%E2%80%9Cit-feels-home%E2%80%9D-impacts-supportive-housing-male-youth-%E2%80%93-perspectives-youth-and-service, 2013

OrgCode Consulting, Inc., Service Prioritization Decision Assistance Tool (SPDAT), http://www.orgcode.com/product/spdat/, 2016

Prairie Mountain Health, Prairie Mountain Health Population Statistics from Prairie Mountain Community Health Assessment 2014, Brandon, MB: http://economicdevelopmentbrandon.com/images/pdf/Data/2015-06-01_Prairie_Mountain_Health_Population.pdf.htm. , 2014

Province of Manitoba, Manitoba Children's Advocate 2012 report, Winnipeg: 2012

Puxley, Chinta, Children in Care, Toronto: The Canadian Press, http://www.cbc.ca/news/canada/manitoba/children-care-manitoba-numbers-1.3441661, 2016

RAFT, Youth Reconnect Works, Toronto: The Homeless Hub Press, *http://www.theraft.ca/files/RAFT-YouthReconnectWorks.pdf*, 2013

Redman, M., and Gaetz, Dr. S., Canadian Observatory on Homelessness Policy Brief, Towards an Ontario Youth Homelessness Strategy, Toronto: The Homeless Hub Press, http://www.homelesshub.ca/sites/default/files/YH%20Policy%20Brief-final.pdf, 2016

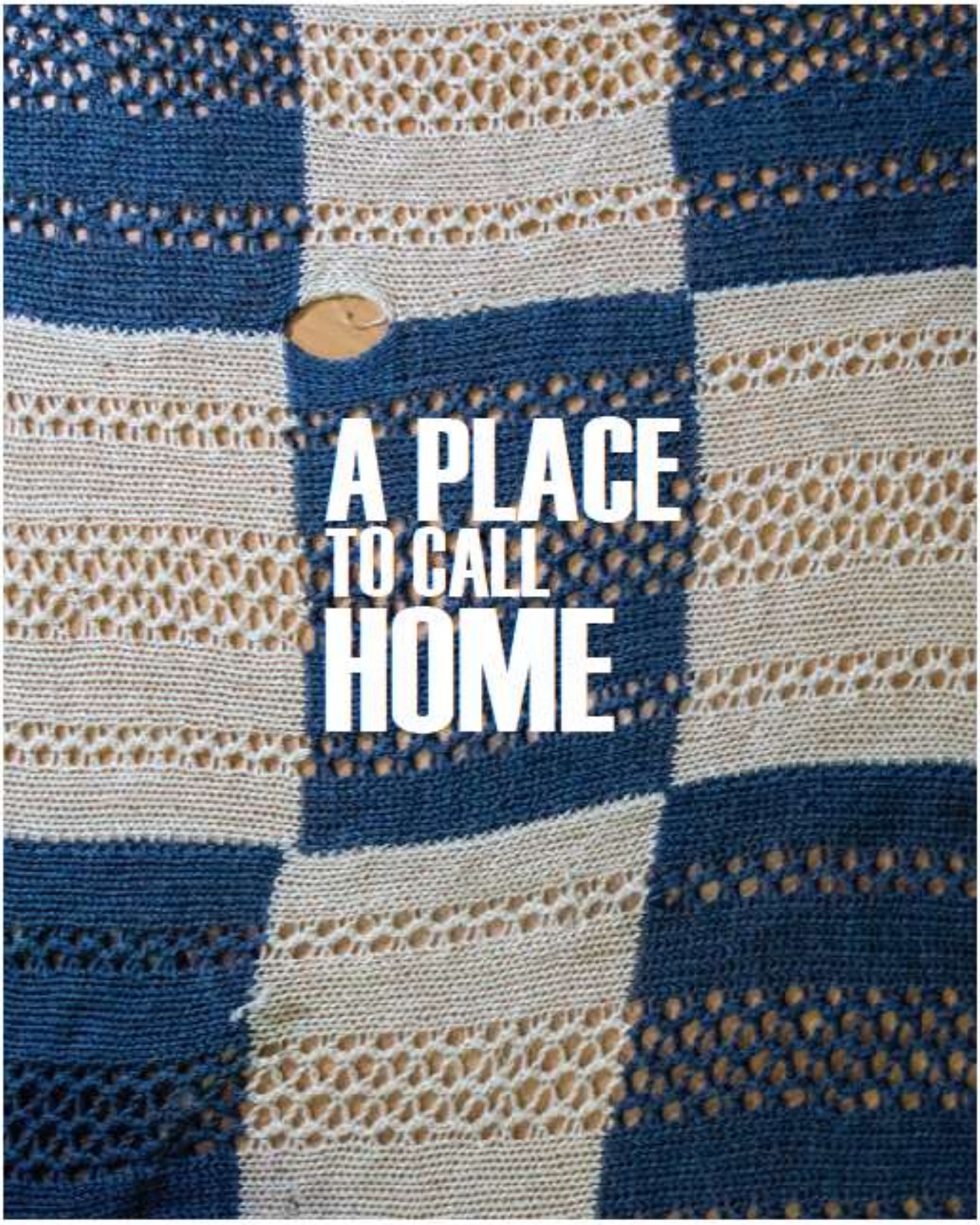
Winland Daphne et al., Family Matters: Homeless Youth & Eva's Initiative's Family Reconnect Program http://www.homelesshub.ca/solutions/early-intervention/family-reconnection, 2014

The United Nations, Universal Declaration of Human Rights, http://www.ohchr.org/EN/UDHR/Documents/UDHR_Translations.pdf, 1948 (Addition of housing as a human right, 2015)

United Way KFLA, Youth Out Loud, Taking Action to End Youth Homelessness in KFL&A: Kingston, 2014, http://unitedwaykfla.ca/wp-content/uploads/2014/07/TakingActionToEndYouthHomelessness-Oct2014.pdf

Image Sources and Photo Credits
Front and Back Covers: Tyler Stephens, On the Side Graphics
All images from the Community Art Project Credited to Chris Cooper

Page 3—top
Untitled (Traffic Lights)
Artist: Jannelte, Westman Immigrant Services
Page 3—bottom
Home
Artist: Nicole, Shilo Military Family Resource Centre
Page 4
Everyday
Artist: Anonymous, Brandon Corrections Centre
Page 5
Designed by Naomi Leadbeater
Page 7
Graphic concept courtesy of The Canadian Observatory on Homelessness
Re-designed by Naomi Leadbeater for this project
Page 8
Home
Artist: Anonymous, Elspeth Reid Family Resource Centre
Page 9
Untitled
AGSM Student
Page 10
Quote: Culture Days Participant, 2015
Global Market/Art Gallery of Southwestern Mantioba
Page 12
Untitled (Traffic Lights)
Artist: Jannelte, Westman Immigrant Services
Page 13
Graphic Courtesy of The Canadian Observatory on Homelessness
Page 14-15
Theory of Change (draft)
Designed by Naomi Leadbeater
Page 16
Chart based on data collected by Michelle Lemoine, designed by Naomi Leadbeater
Page 18
Home
Artist: Anonymous, Elspeth Reid Family Resource Centre
Page 19
Quote: "It is still a dream" AGSM Student
Quote: "Unhealthy Things" Brandon Correctional Centre Participant
Quote: "Shared Accommodations" Elspeth Reid Family Resource Centre participant
Quote: "If it's temporary"
Westman Immigrant Services participant
Page 20
Quotes: Anonymous, Brandon Correctional Centre & Elspeth Reid Family Resource Centre
Heart
Artist: Anonymous
Home (Collage)
Artist: Anonymous
Home (city landscape)
Artist: Anonymous
Untitled (window bars)
Artist: Anonymous, Brandon Correctional Centre
Page 21
Untitled
Artist: Anonymous, Brandon Correctional Centre
Page 22
Colours of Home
Artist: Ryland, Art Gallery of Southwestern Manitoba student
Page 23
Home
Artist: Nicole, Shilo Military Family Resource Centre
Page 24
Photo of Brandon from North Hill
Artist: Tyler Stephens, On the Side Graphics
Page 25
Untitled
Artist: Tena, Seniors for Seniors
Page 26
Quote: Culture Days Participant
Untitled
Artist: Anonymous, Brandon Correctional Centre
Page 28
Home is where the sun shines the brightest even on the darkest days
Artist: Anonymous, Brandon Correctional Centre
Page 29
Untitled
Artist: Anonymous, Brandon Correctional Centre



National Learning Community on Youth Homelessness
Communauté nationale d'apprentiss sur l'itinerance des jeunes

Neighbourhoods Alive!
Manitoba

BNRC

A WAY HOME
VERS UN CHEZ-SOI
CANADA