IT TAKES A COMMUNITY

TO END HOMELESSNESS



END HOMELESSNESS
WINNIPEG

2017-18 Report to our Community

Our guiding statements

Mission	To create lasting solutions with our community that prevent and end homelessness
Vision	A community where everyone has a home and the supports they need to belong
The values that guide our work	• The UN's declaration that housing is a human right • The UN Declaration on the Rights of Indigenous Peoples • Truth and reconciliation as a path to ending Indigenous homelessness • Social inclusion and working to end all forms of discrimination and racism • The voice of people with lived experience of homelessness • People, organizations, and sectors working together around a common vision and shared goals • Integrity, accountability and transparency in all that we do

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Co-chairs' and President & CEO's message

Just as it takes a community to end homelessness, it takes a partnership to lead End Homelessness Winnipeg. Over the past three years, Diane and Charles partnered to co-chair the Board of Directors and nurture development of End Homelessness Winnipeg as a backbone organization dedicated to ending homelessness in our city.



Diane Redsky, co-chair

Since January 2018 when she joined End Homelessness Winnipeg as President & CEO, Lucille has contributed a new perspective and energy to our partnership as co-chairs and also to End Homelessness Winnipeg's partnerships with leaders and organizations in the homeless-serving and other sectors. These partnerships and the collective action they stimulate are essential given that no one organization or sector can end homelessness. The three of us share the conviction that ending homelessness can only be achieved through collective action – by working together, combining resources, and sharing a common agenda.

As it wrapped up its work, the Community Task Force that developed the ten-year plan to end homelessness in Winnipeg concluded that the three boldest elements of the plan were the following:

- establishing a new non-profit organization to provide ongoing leadership
- creating an opportunity to blend funding from multiple sources
- creating an opportunity to ensure greater coordination



Charles Loewen, co-chair

This annual report marks the conclusion of End Homelessness Winnipeg's third full year of operation – a good time to consider progress on each of these bold elements as well as the community's progress on four priorities: preventing homelessness, increasing housing supply, providing supports, and using evaluation and shared measurement to manage and monitor progress.

On behalf of End Homelessness Winnipeg's Board of Directors, we acknowledge and thank our volunteers and staff, our partners and supporters, and our funders and sponsors. Together we will end homelessness.



Lucille Bruce, President & CEO

The boldest elements of the plan

The Community Task Force that developed Winnipeg's ten-year plan to end homelessness identified three aspects of the plan as being the boldest:

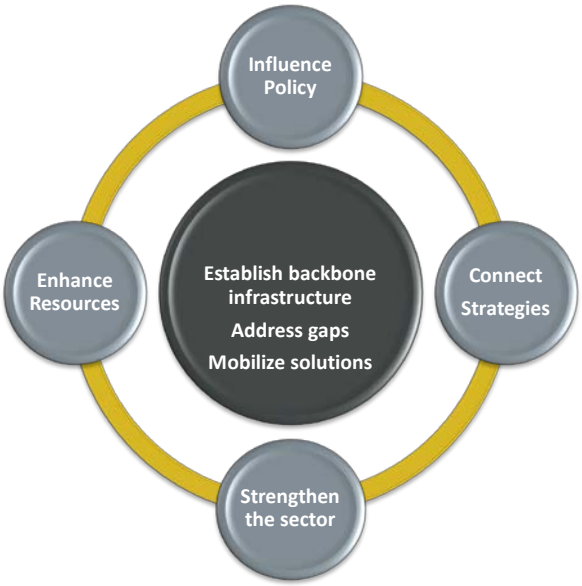
- establishing a new non-profit organization to provide ongoing leadership
- creating an opportunity to blend funding from multiple sources
- creating an opportunity to ensure greater coordination

Over the past three years, End Homelessness Winnipeg has achieved considerable progress on each of these bold elements.

A new non-profit organization to provide ongoing leadership

It takes a while to establish a new organization but in 2017-18, End Homelessness Winnipeg advanced beyond the start-up phase. We have a Board of Directors that is engaged and strong; competent and experienced staff; clarity about our role establishing backbone infrastructure, addressing gaps, and mobilizing solutions; and funders that believe in the work we are doing. This work involves four core functions that require us to partner with leaders and organizations in many sectors to influence policy, connect strategies, strengthen the homeless-serving sector, and enhance resources.

End Homelessness Winnipeg's Role



During 2017-18 we capitalized on the foundation laid in years one and two to lead or participate in several important initiatives such as the following:

- serve as the host organization for the fifth annual Canadian Alliance to End Homelessness conference in Winnipeg, which engaged over one thousand people in learning about Indigenous homelessness, social inclusion, and social justice. The Definition of Indigenous Homelessness in Canada was officially launched at the conference.
- launch the Manitouwabi project that works with individuals exiting correctional institutions so that they do not become homeless
- begin preparations for the first Service Delivery Expo (Gizhe Waa Ti-Sii-Win) – a one-day event in May 2018 that involved thirty organizations gathering at one location to provide services for people experiencing homelessness
- establish the Housing Supply Action Committee to facilitate projects that repurpose, renovate, and build housing for people experiencing homelessness

An opportunity to blend funding from multiple sources

Over the past three years End Homelessness Winnipeg has blended funding from five funders to provide almost $450,000 to organizations that deliver services for people experiencing homelessness and those at risk of becoming homeless; develop system supports such as Doorways and strategies such as the Here and Now plan on youth homelessness; and conduct research to establish baselines for monitoring progress, identify needs and gaps, evaluate aspects of the homeless-serving sector and investigate opportunities to strengthen it. We have sponsored research on topics ranging from a gender-based analysis of homelessness to inclusionary zoning and effective models for rent banks.

In 2018-19 we expect to share another $570,000 through service purchase agreements and strategic partnerships.

In 2017-18 we provided funding to the following organizations to deliver services, develop strategies, and conduct research

- Aboriginal Health and Wellness Centre Inc.
- CCPA and the University of Manitoba
- Institute of Urban Studies, University of Winnipeg
- Main Street Project
- Ndinawemaaganag Endaawaad Inc. (Ndinawe)
- North End Community Renewal Corporation (NECRC)
- Resource Assistance for Youth (RaY)
- SEED Winnipeg
- Social Planning Council of Winnipeg
- West Central Women's Resource Centre

An opportunity to ensure greater coordination

One of the themes heard by the Task Force that developed the ten-year plan was the need for better coordination and collaboration in planning, delivering, and funding services to end homelessness. This sentiment was expressed by people with lived experience, service providers, and government stakeholders.

End Homelessness Winnipeg has formal and informal means of promoting coordination and collaboration. For example, our Board of Directors has seventeen members who serve on a variety of boards and committees in the private, public, and charitable sectors. Seven directors lead organizations whose clients include people who are homeless, at risk of homelessness, or have lived experience of homelessness. Similarly, our staff members use their connections in the homeless-serving sector and participation on boards, committees, and working groups to encourage alignment with the ten-year plan and strengthen the community's responses to homelessness.

In 2017 we partnered on a study to evaluate funding and administration of the federal Homeless Partnering Strategy (HPS) in Winnipeg. The study's final report, titled *Advancing Coordination of the Winnipeg Homeless Sector*, confirmed that some coordination is already occurring. The report also provides guiding principles that emphasize the importance of Indigenous peoples and organizations and includes recommendations to "improve the functioning of the current system and contribute to a coordinated, comprehensive, and complete system of care"[1].

Coordination is also a priority for End Homelessness Winnipeg's Funders Leadership Council, which involves our four funders (City of Winnipeg, Government of Manitoba, United Way Winnipeg, and the WRHA) in regular discussions about funding for, and coordination of, the homeless-serving sector.

[1] The Institute of Urban Studies, University of Winnipeg; The Social Planning Council of Winnipeg; AMR Associates; End Homelessness Winnipeg, *Advancing Coordination of the Winnipeg Homeless Sector Final Report*, May 23, 2017, p. viii.

Leaders of the homeless-serving sector have knowledge and resources that are essential for ending homelessness in Winnipeg yet they have no structured opportunities for sharing information, developing plans and strategies, or solving problems. In 2018, End Homelessness Winnipeg plans to create a Sector Leadership Council to provide such opportunities. The council will reflect Indigenous values and consider the twelve dimensions of Indigenous homelessness.



It takes a community to end homelessness: 2017-18 highlights

The progress highlighted in this report reflects the commitment of an entire community – large and small organizations that work with people who are experiencing homelessness and at risk of becoming homeless, government departments and public sector agencies, business, and labour.

End Homelessness Winnipeg has contributed to progress by leading some initiatives and participating in others as a partner, funder, or supporter. This approach is consistent with our role as an organization that exists to establish backbone supports for ending homelessness, to address gaps, and to mobilize solutions.

Drawing national attention to Indigenous homelessness

The Canadian Alliance to End Homelessness (CAEH) chose Winnipeg as the location for its October 2017 national conference because, in the words of its CEO Tim Richter, it "wanted to focus on Indigenous homelessness and Truth and Reconciliation to help people understand the roots of homelessness for Indigenous Peoples and understand what our role as a movement is in Reconciliation and decolonization".

As the local host organization, End Homelessness Winnipeg was responsible for designing the flow of events that occurred over the three-day conference, ensuring the conference was congruent with Indigenous practices and protocols, and caring for conference attendees particularly those with lived experience of being homeless.


Opening ceremony at the 2017 CAEH conference

In addition, we organized a half-day pre-conference summit on Indigenous homelessness that involved 300 participants in learning about the Canadian National Indigenous Homelessness Definition, homelessness and the Truth and Reconciliation Commission's Calls to Action, and alignment of homelessness work at federal, provincial, and local levels. Participants shared their ideas in roundtable discussions that are summarized in a report that is available on our website (endhomelessnesswinnipeg.ca/news).

Approximately 1,100 people attended the conference – including more than 300 Manitobans – making it the largest CAEH conference to date. Tim Richter acknowledged End Homelessness Winnipeg's contribution to its success as follows:

> You put together great tours, guided us through protocol and ceremony, introduced Indigenous history, spirituality and culture in a way that was powerful yet welcoming, introduced us to a great continent of people with lived experience, brought us the gift of wisdom from some incredible elders and a lot more… All of this and you gave us the gift of Winnipeg's heart, grit, and drive which was infectious – and a healthy kick in the rear for the rest of Canada.

Strategies for specific groups

The ten-year plan was developed with the understanding that people experiencing homelessness are not a homogenous group; that strategies would be required to address the needs of specific groups such as youth, women, and Indigenous peoples; and that these strategies could and should align with the overall plan.

Supporting Implementation of the Here and Now youth strategy

Since *Here and Now: Winnipeg's Plan to End Youth Homelessness* was launched in October 2016, an action committee has been established to advance each of its four pillars: access, prevention, housing and supports, and supports to thrive. The committees are composed of individuals and agencies from a variety of backgrounds and sectors and are supported by three staff using a collective impact approach to achieve progress. A team of youth with lived experience of homelessness has also been created to provide feedback as implementation proceeds.





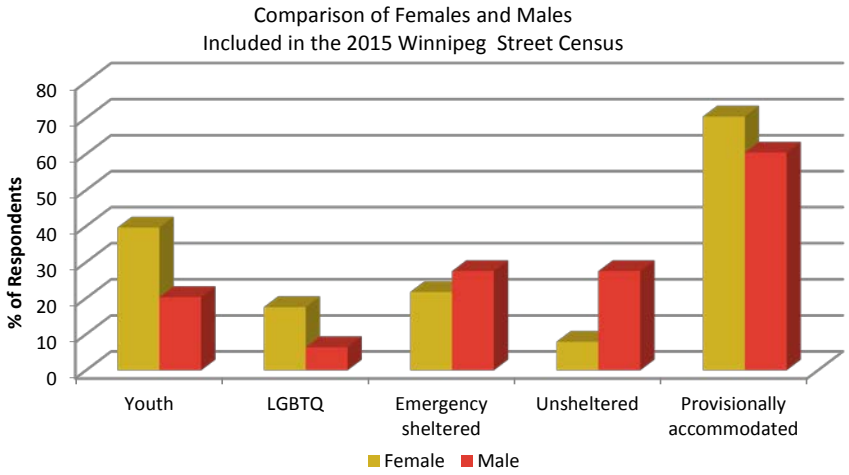
For 2017-18, highlights include developing a five-year action plan, working with the province (Child and Family Services and Employment and Income Assistance) to remove barriers facing young people, consulting with Doorways to determine whether its intake assessment process needs to be adjusted for youth, and launching the 1 Thing Campaign to increase awareness and engagement. The campaign calls on every Winnipegger to commit to doing one thing in 2018 to end and prevent youth homelessness.

End Homelessness Winnipeg has provided funding to develop and implement the youth plan and our staff members support the Prevention Action Committee and serve on the Housing Supports Action Committee and the Youth Data Now Working Group.

In addition, our President & CEO serves on the Governance Steering Committee, which includes leaders from several other organizations that work with youth: Canadian Mental Health Association, Eagle Urban Transition, Government of Manitoba's Department of Families, Ma Mawi, Ndinawemaaganag Endaawaad Inc. (Ndinawe), Resource Assistance for Youth (RaY), Rossbrook House, Social Planning Council of Winnipeg, Spence Neighbourhood Association, and Youth Agencies Alliance.

Learning about women's homelessness

Of the 1,400 people experiencing homelessness who were interviewed for the 2015 Winnipeg Street Census, 381 (27%) were women. These women were younger than the men who were included in the census – median age 30-35 compared to 42-49 for the men – and there were other differences such as those shown in the graph opposite.



In 2016-17, End Homelessness Winnipeg provided funding for research on women's homelessness that was coordinated by the Canadian Centre for Policy Alternatives. The research was designed to learn more about the social and economic conditions that contribute to women's homelessness and how services and supports could be improved to meet their needs.

In 2017-18 the University of Winnipeg's Department of Urban and Inner City Studies and West Central Women's Resources Centre conducted additional research that focussed on violence against women and on the child welfare, housing, and criminal justice systems.

With staff support from End Homelessness Winnipeg, West Central Women's Resource Centre is now leading a steering committee that is using research findings and other information to develop a strategy to address gender-based homelessness.

Developing an Indigenous strategy

During the October 2015, Winnipeg Street Census, 1,000 people (71.1% of the people interviewed) self-identified as Indigenous. The *Definition of Indigenous Homelessness* report that was published in 2017 explains that

> Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities.[2]

In addition to this definition, the report lists the following twelve dimensions of Indigenous homelessness that contribute to understanding the causes of Indigenous homelessness and developing strategies to end it.

- historic displacement
- contemporary geographic separation
- spiritual disconnection
- mental disruption and imbalance
- cultural disintegration and loss
- overcrowding
- relocation and mobility
- going home
- nowhere to go
- escaping or evading harm
- emergency crisis
- climatic refugee



David McPherson, sacred firekeeper, at the 2017 CAEH Conference in Winnipeg

One of our staff, Althea Guiboche, contributed to the development of the 12 dimensions and to the overall definition of Indigenous homelessness.

One of End Homelessness Winnipeg's priorities for 2018-19 is to engage Indigenous leaders in developing an Indigenous homelessness strategy. The strategy will likely consider trajectories to homelessness, which include migrating to Winnipeg from First Nations and other communities; transitioning out of the child welfare, justice, and other systems; and finding a lack of culturally appropriate housing options and supports in Winnipeg.

[2] Thistle, J. (2017.) *Indigenous Definition of Homelessness in Canada*. Toronto: Canadian Observatory on Homelessness Press, p.6.

Preventing Homelessness

Managing the transition from jail to community

In January 2017, End Homelessness Winnipeg hosted a forum for agencies that work with people in conflict with the justice system. During the forum several participants expressed concern that people were being released from prison with no place to call home. In other words, they were being released into homelessness and the care of shelters. We responded by forming the Reintegration and Homeless Prevention Working Group, which identified two actions to address this cause of homelessness: help people who are incarcerated register for EIA and help them secure housing before they are released into the community.

End Homelessness Winnipeg's staff developed the working group's ideas into a proposal and secured funding from the Homeless Partnering Strategy to pilot the Manitouwabi Project. The project's six case workers are based at Indigenous Women's Healing Centre, which is leading the project, and at West Central Women's Resource Centre, the John Howard Society, and Eagle Urban Transition Centre.

Case workers support their clients before they are released by helping them obtain identification, apply for EIA, and secure housing. After release, workers follow up with program participants every 15 days for up to one year to provide referrals to education and training programs, health services, and other supports; mitigate issues; and involve the project's landlord liaison worker as needed.

By February 2018, Manitouwabi was working at full capacity with 50 active clients and 50 people on a waitlist.



Investigating a rent bank for Winnipeg

People are evicted from their homes for many reasons. Sometimes it is because they have lost their income due to an illness, job loss, or break up with a spouse or partner. If the problem is a temporary shortage of cash or loss of income, a rent bank can provide the bridge necessary to prevent eviction.

In the fall of 2017, End Homelessness Winnipeg contracted SEED Winnipeg Inc. to conduct a feasibility study on a rent bank for Winnipeg. The researchers analyzed current financial supports for Winnipeg renters and interviewed renters, local providers of social services and housing supports, and rent bank administrators in other Canadian communities.

Based on this analysis, researchers developed a model for a rent bank demonstration project in Winnipeg that End Homelessness Winnipeg is now considering.

Using *RentSmart* training to help people find and keep housing

In 2017-18, End Homelessness Winnipeg provided funding that helped the Winnipeg Rental Network (WRN) – a member of our Rental Eviction Prevention Working Group – adapt the national *RentSmart* tenant education program for use in Manitoba.

RentSmart helps people find and keep housing by building their knowledge, life skills, and confidence to find rental housing and to overcome common barriers to find and maintain housing. There are two *RentSmart* programs in Manitoba.

- *RentSmart* Basics is a three hour introductory course designed to meet the unique needs of specific populations. The WRN is in the process of simplifying the Basics program in plain language to make it more accessible for people with literacy challenges.
- *RentSmart* Certificate is a twelve hour tenant life-skills course. Landlords can verify that a prospective tenant has completed the certificate program. Landlords can contact *RentSmart's* head office in Victoria, BC to confirm that a potential tenant has completed the program.

RENTSMART

***RentSmart* has 3 goals**

Assist people to find and/or maintain good housing

Reduce conflict, damages and evictions

Increase housing stability

As the coordinating body for *RentSmart*, the WRN has hosted two trainings sessions such that there are now 38 educators based in 23 organizations in Winnipeg and two in Brandon. Organizations in other communities are also interested in the program.

Since November 2017, 79 people have registered for the Basics program and 64 have completed it. Ninety-nine people have registered for the Certificate program and 74 have completed all six modules.

23 organizations in Winnipeg and 2 in Brandon have *RentSmart* educators

Winnipeg

Aboriginal Health and Wellness Centre Inc.
BUILD Inc.
CMHA Manitoba and Winnipeg
Chalmers Neighbourhood Renewal Corporation
Correctional Service Canada
Elizabeth Fry Society of Manitoba
Ma Mawi Wi Chi Itata Centre
Macdonald Youth Services
Main Street Project
Mount Carmel Clinic
New Directions for Children, Youth, Adults and Families
New Journey Housing
North End Community Renewal Corporation
North End Women's Center
NorthWest Co-op Community Health
PATH Employability Centre (NECRC)
Reaching E-Quality Employment Services
Seven Oaks Immigrant Services
Siloam Mission
Spence Neighbourhood Association
West Central Women's Resource Centre
Winnipeg Rental Network
Youth Employment Services

Brandon

Sioux Valley Housing Authority (Brandon)
Westman Youth for Christ (Brandon)

Increasing Housing Supply

Inclusionary zoning

Some municipal governments in Canada and Europe and almost 900 in the United States have used inclusionary zoning to increase the supply of affordable housing. With inclusionary zoning, a local government mandates private developers to include a certain percentage of affordable units in new residential developments and often provides financial or other incentives.



This past year End Homelessness Winnipeg funded research on inclusionary zoning that looked at population and housing growth in Winnipeg and the way that other communities have used inclusionary zoning. Researchers also talked with local developers and identified considerations for inclusionary zoning in our city.

Market Lands redevelopment

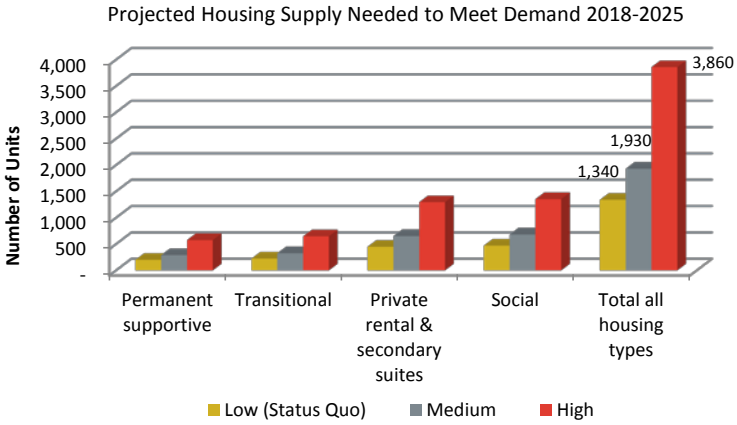
In 2017, Centre Venture launched a public engagement process to gather ideas for redeveloping Market Lands, the site of the former Public Safety Building. EHW submitted a written report, participated in an interview, and attended a focus group for area stakeholders. Our report proposed a mixed-use development that includes a residential component (public housing, affordable housing, student housing, and private rental market housing) and commercial space suitable for social enterprises and an affordable marketplace.

The *Framework for Redevelopment of the Market Lands* that Centre Venture released in March 2018 includes several of the elements in our submission. It calls for a mixed-use redevelopment with up to 400 residential units, office and retail space, a park, and an enclosed public market. The plan also includes an affordable housing complex.

End Homelessness Winnipeg continues to participate in the public engagement process for Market Lands.

Taking action to increase housing supply

Our *Housing Models and Development Framework* identifies priorities to increase and improve the housing supply for people who are homeless or at risk of becoming homeless. The framework estimates the number of new units required to meet demand for four types of housing over the period 2018 to 2025: permanent supportive, transitional, private rental and secondary suites, and social housing. As shown in the graph opposite, the lowest projection for all four housing types calls for 1,340 new rental units, the medium projection for 1,930 units, and the highest for 3,860 units.



The projected demand can be met by building new units and renovating or repurposing existing properties. However, in addition to increasing the supply of housing, the system must also increase the supply of services and supports that many members of the target population need to stay safely and securely housed.

Our Housing Supply Action Committee has accepted this challenge. The committee will use a collective impact approach to foster collaborations and partnerships with the private and public sectors, community organizations, and other stakeholders. First steps include identifying demonstration projects for specific target populations, approaching investors and potential partners, securing other funding, and involving property managers, Housing First organizations, and other service providers.



Providing supports for people who are homeless

Protecting people from extreme weather

In December 2016, End Homelessness Winnipeg convened a meeting of stakeholders to coordinate an immediate response to cold weather that had already claimed one life. This led to formation of an Extreme Weather Response group that developed a detailed cold weather plan that focuses on downtown and the inner city that will be implemented each year from November 1 to April 30.



As planned, on November 1, 2017 this plan came into effect for the first time. Results are now being evaluated and findings will be used to develop an extreme cold weather strategy for the entire city and a complementary strategy for extreme heat.

Supporting transitions from shelters to permanent housing

In 2017-18, the Aboriginal Health and Wellness Centre launched a two-year demonstration project to help people transition from shelters to permanent, safe, and secure housing. Two workers support people who are referred by a shelter – people who do not meet Housing First criteria but need assistance to move toward self-sufficiency and achieve the ultimate goal: housing stability.

End Homelessness Winnipeg provided funding for the two workers and has committed to funding the project for its second year in 2018-19.



Using Evaluation and Shared Measurement

HIFIS, the cornerstone of the data management system for homelessness

In addition to providing funding for capital projects and services that address homelessness, the Government of Canada's Homeless Partnering Strategy (HPS) also compiles data on homelessness from sources such as street censuses and the national Homeless Individuals and Families Information System (HIFIS).

As part of the federal HPS strategy, HIFIS provides a common, national platform for organizations that provide services for people who are homeless. Organizations can use the software for shelter admissions, case management, client assessments, etc. HIFIS also supports data sharing at the local, regional and national levels, which facilitates analysis and research.

Last year local shelters implemented HIFIS, which they used throughout 2017-18 to gather information about individual clients, shelter stays, and turnaways/redirections.

Recently End Homelessness Winnipeg met with each of the ten Housing First organizations as a first step toward their implementation of HIFIS.

Improving the care provided to people who are homeless

End Homelessness Winnipeg has talked with people who provide health and social services to people experiencing homelessness and is leading the steering committee that is conducting the 2018 street health survey of people who are homeless. The survey questionnaire has been drafted, tested, and received ethics approval from the University of Manitoba and Winnipeg Regional Health Authority.

Starting in June 2018, a team of trained interviewers will begin using the survey to gather information from Winnipeggers who experience chronic, episodic, or hidden homelessness (e.g. couch surf). The survey includes questions about general health, mental health, social services, income, and other topics. The goal is to talk with 456 participants. Data will be analyzed, findings compared to the 2010 survey, recommendations developed, and the report released by the end of 2018.

In 2018 End Homelessness Winnipeg will participate in a research study being led by Jessie Thistle, the Ph.D. student at York University who authored the *Definition of Indigenous Homelessness in Canada* report and spoke at the October 2017 CAEH conference in Winnipeg. Jessie describes his research as seeking "to improve medical and social services and retrain doctors to better treat and serve Indigenous Homeless peoples across Canada". The research is being done in Winnipeg and Saskatchewan and will involve physicians, health institutions, social service providers, and social service organizations.

Measure, assess, understand: the 2018 Street Census

End Homelessness Winnipeg partnered with the City of Winnipeg, the Social Planning Council of Winnipeg, and the Province of Manitoba to prepare for, and conduct, the April 2018 street census (point-in-time count).

Like the first Winnipeg street census in 2015, the 2018 census is part of systematic approach to measure, assess, and understand the visible and hidden homeless population.

Financial report

Report of the Independent Auditor on the Summary Financial Statements

To the Board of Directors of End Homelessness Winnipeg Inc.

The accompanying summary financial statements, which comprise the summarized statement of financial position as at March 31, 2018 and the summarized statement of revenue and expenditures and changes in net assets for the year then ended, are derived from the audited financial statements of End Homelessness Winnipeg Inc. (the "Organization") for the year ended March 31, 2018. We expressed an unmodified audit opinion on the financial statements in our report dated June 6, 2018. The financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Organization.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, Engagements to Report on Summary Financial Statements.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the Organization for the year ended March 31, 2018 are consistent, in all material respects, with the financial statements, in accordance with the Canadian Auditing Standard 810,

Deloitte LLP

Engagements to Report on Summary Financial Statements.

Chartered Professional Accountants

Winnipeg, Manitoba
June 6, 2018

Statement of Revenue and Expenditures and Changes in Net Assets

For the year ended March 31, 2018

	2018	2017
Revenue		
Grants		
United Way of Winnipeg	$300,000	$300,000
Government of Manitoba	250,000	250,000
City of Winnipeg	150,000	150,000
Winnipeg Regional Health Authority	150,000	150,000
	850,000	850,000
Funding for Specific initiatives	121,066	-
CAEH17 conference sponsorships	53,908	-
Interest income	819	184
Total revenue	**1,025,793**	**850,184**
Expenditures		
Community investment		
Housing support	328,586	93,947
Prevention	178,871	62,989
Measurement and shared evaluation	158,276	56,965
Housing access	141,072	110,494
CAEH 2017 conference	49,026	-
	855,831	**324,395**
Operations and administration		
Salaries and benefits	263,873	202,910
United Way Winnipeg administration fee	85,000	85,000
Office expenses and insurance	42,871	62,359
Lease and leasehold improvements	31,930	29,652
Professional fees	13,317	7,136
Amortization of capital assets	7,013	3,507
Computer equipment and software support	2,094	21,254
	446,098	**411,818**
Total expenditures	**1,301,929**	**736,213**
(Deficiency) excess of revenue over expenditures	(276,136)	113,971
Net assets, beginning of year	1,115,906	1,001,935
Net assets, end of year	**$ 839,770**	**$ 1,115,906**

Statement of Financial Position

March 31, 2018

	2018	2017
Assets		
Cash	$ 618,784	$ 350,400
Accounts receivable	305,622	850,000
Prepaid expenses	3,351	7,324
Capital assets	41,896	48,909
	$ 969,653	**$ 1,256,633**
Liabilities		
Accounts payable and accrued liabilities	$ 129,883	$ 115,227
Deferred revenue	-	25,500
	129,883	140,727
Net assets	839,770	1,115,906
	$ 969,653	**$ 1,256,633**

A copy of the complete audited financial statements is available by request to info@endhomelessnesswinnipeg.ca.

Governance, leadership, engagement

Our commitment to broad representation is embedded in our governing by-laws, which require our Board of Directors to include people from both the community and private sectors as well as from all three levels of government, United Way of Winnipeg, and the Winnipeg Regional Health Authority. In addition, at least 25% of our directors must be of Indigenous descent and we exceed that guideline.

End Homelessness Winnipeg acknowledges the contributions made by the people listed below who served on our board, committees, and working groups. Thank you all for giving your time and sharing your knowledge, experience, and insight.

The Board of Directors, its committees, and councils

Board of Directors

Co-chairs Charles Loewen, Loewen Windows
Diane Redsky, Ma Mawi Wi Chi Itata Centre

Sean Barnes, PCL Constructors
Phil Chiappetta, Rossbrook House
Tammy Christensen, Ndinawemaaganag Endaawaad Inc.
Marion Cooper, CMHA Manitoba and Winnipeg
Sharon Kuropatwa, Winnipeg Regional Health Authority
Cindy Fernandes, City of Winnipeg
Allan Fineblit, Thompson Dorfman Sweatman
Crystal Laborero, Laborero Consulting
Susan Lewis, United Way of Winnipeg
Lesley Lindberg, Willow Place
Velma Orvis, Elder
Jill Perron, Government of Manitoba
Jennifer Rattray, Government of Manitoba
Jason Whitford, Shawenim Abinoojii Inc.

Audit

Chair, Crystal Laborero, Laborero Consulting
Bill Dinsdale, Assiniboine Credit Union
Kim Phillips, Ernst & Young

Governance

Chair, Allan Fineblit, Thompson Dorfman Sweatman
Charles Loewen, Loewen Windows
Jill Perron, Government of Manitoba

Housing Supply Action Committee

Sean Barnes, PCL Constructors
Susan Lewis, End Homelessness Winnipeg
Ross McGowan, Winnipeg Architecture Foundation
Jason Portas, PCL Constructors
Dwayne Rewniak, Manitoba Housing
Scott Stirton, Architecture 49

Funders Leadership Council

Réal Cloutier, Winnipeg Regional Health Authority
Cindy Fernandes, City of Winnipeg
Jill Perron, Government of Manitoba
Connie Walker, United Way of Winnipeg

Working groups and committees

Extreme Weather Response

Julianne Aitken, Siloam Mission
Karen Beaudin, City of Winnipeg
Martin Bisson, Government of Manitoba
Mitch Bourbonniere, O.P.K.
Rodney Bungay, The Salvation Army
Terry Cormier, City of Winnipeg
Helen Clark, Winnipeg Regional Health Authority
Karen-Denise Cyr, Winnipeg Regional Health Authority
Chris Dsouza, Indian Métis Friendship Centre
Adrienne Dudek, Main Street Project
James Favel, Bear Clan
Perry Goddard, Manitoba Housing & Renewal Corporation
Warren Goulet, Rossbrook House
Stefano Grande, Downtown Winnipeg Biz
Paula Hendrickson, Aboriginal Health and Wellness Centre
Della Herrera, Aboriginal Health & Wellness Centre
Haley Hickey, 1JustCity
Jason Hildebrandt, Manitoba Housing
Lori Hudson, Government of Manitoba
Damon Johnston, Aboriginal Centre
Mark Kelm, Union Gospel Mission
Rob Kerr, The Salvation Army
Sharon Kuropatwa, Winnipeg Regional Health Authority
Norman Lagimodiere, Indian Métis Friendship Centre
Christy Loudon, Downtown Winnipeg Biz
Shawn Matthews, Downtown Winnipeg Biz
Lisa May, Manitoba Housing & Renewal Corporation
Gord Perrier, Winnipeg Police Service
Rhonda Powers, Aboriginal Centre
Christian Schmidt, Winnipeg Fire Paramedic Service
Jason Schreyer, City of Winnipeg
Jay Shaw, City of Winnipeg
Ryan Sneath, Winnipeg Fire Paramedic Service
Sean Sousa, Spence Neighbourhood Association
Mark Stewart, The Salvation Army
Melissa Stone, Ma Mawi
Mike Tutthill, Rainbow Resource Centre
Frank Ulrich, Union Gospel Mission
Shannon Watson, Winnipeg Regional Health Authority
Tessa Whitecloud, 1JustCity
Felicia Wiltshire, City of Winnipeg

Project Manitouwabi

Kerri Abrams, Corrections Services Canada
Julianne Aitken, Siloam Mission
Annetta Armstrong, Indigenous Women's Healing Centre
Natalie Ballentyne, Assembly of Manitoba Chiefs
Chantell Barker, Southern Chiefs' Organization Inc.
Andrew Bestland, Government of Manitoba
Carlos Clark, Government of Manitoba
Dawn Cumming, Main Street Project
Lorie English, West Central Women's Resource Centre
Judy Fisette, Corrections Services Canada
John Hutton, John Howard Society
Connie Johannson, Government of Canada
Bridget Kozyra, Government of Manitoba
Cayla Linaker, Government of Canada
Denise Pelland, Indigenous Women's Healing Centre
Sharon Perrault, John Howard Society
Chad Pierson, Government of Manitoba
Quinn Saretsky, Indigenous Women's Healing Centre
Jyoti Singh, Elizabeth Fry Society of Manitoba
Lisa Spring, West Central Women's Resource Centre
Christy Stewner-Kornaga, Downtown Winnipeg BIZ
Cameron Zacharias, Government of Manitoba

Rental Eviction Prevention

Jody Andrews, Government of Manitoba
Kathryn Durkin Chudd, Government of Manitoba
Adrienne Dudek, Main Street Project
Diana Epp-Fransen, New Journey Housing
Paula Hendrickson, Aboriginal Health and Wellness Centre
Gord McIntyre, Winnipeg Rental Network
Andrew Reimer, Government of Manitoba
Jyoti Singh, Elizabeth Fry Society
Stephanie Skakun, CMHA Manitoba and Winnipeg

Service Delivery Expo – Gizhe Waa Ti-Sii-Win

Joanne Barkman, Winnipeg Regional Health Authority
Jenn Bogoch, SEED Winnipeg
Angelika Fletcher, Siloam Mission
Mikaile Friesen, Addictions Foundation Manitoba
Vanessa Gamblin, Siloam Mission
Maia Graham-Derham, United Way Winnipeg
Della Herrera, Aboriginal Health & Wellness Centre
Damon Johnston, Aboriginal Council of Winnipeg
Ashley Kaartinen, Community Financial Counselling Services
Miguel Lecuyer, Addictions Foundation Manitoba
Cayla Linaker, Canada Revenue Agency
Charles Loewen, End Homelessness Winnipeg
Claire Meiklejohn, Winnipeg Regional Health Authority
Carol Morris, Siloam Mission
Jenny Rafuse, AFM
Noralou Roos, Community Health Services, University of Manitoba
Louise Simbandumwe, SEED Winnipeg
Mark Stewart, The Salvation Army
Kester Udjemu, The Salvation Army
Sharon Vogel, Vogel Marketing Communications
Al Wiebe, Lived Experience Council

Street Health Survey Advisory Committee

Megan Bresch, Here and Now Winnipeg Youth Plan
Beatrice Campbell, Winnipeg Regional Health Authority
Heejune Chang, Winnipeg Regional Health Authority
Catherine Charette, Winnipeg Regional Health Authority
Malcolm Cook, Ma Mawi Wi Chi Itata Centre
Marion Cooper, CMHA Manitoba and Winnipeg
Terry Cormier, City of Winnipeg, Homeless Partnering Strategy
Lorraine Dean, Main Street Project
Sheriann Dexter, CMHA Manitoba and Winnipeg
Lorie English, West Central Women's Resource Centre
Denisa Gavan-Koop, Here and Now Winnipeg Youth Plan
Perry Goddard, Manitoba Housing & Renewal Corporation
Christopher Green, Winnipeg Regional Health Authority
Della Herrera, Aboriginal Health and Wellness Centre
Aynslie Hinds, PhD student
Kate Kehler, Social Planning Council of Winnipeg
Sharon Kuropatwa, Winnipeg Regional Health Authority
Rick Lees, Main Street Project
Hannah Moffatt, Winnipeg Regional Health Authority
Margaret Ormond, Sunshine House
Carla Pauls, Mount Carmel Clinic
Brent Retzlaff, Siloam Mission
Linda Rost, Health Sciences Centre
Stephanie Skakun, CMHA Manitoba and Winnipeg
Mark Stewart, The Salvation Army
Shannon Watson, Winnipeg Regional Health Authority



Partners and Funders

In addition to the individuals and organizations who served on our board and working groups, we acknowledge and thank the many organizations in all sectors that met with us, participated in our initiatives, and welcomed us as participants in theirs.

Our work would not be possible without the financial support and engagement of our funders.

Staff

End Homelessness Winnipeg's staff members share the Board's commitment to address homelessness using an Indigenous lens and to involve experts, service providers, and people with lived experience. Three members of our staff are Indigenous.



Lucille Bruce, a member of the Community Task Force that developed the ten-year plan to end homelessness in Winnipeg, became End Homelessness Winnipeg's president & CEO in January 2018. Her commitment to the ten-year plan and determination to achieve concrete results combined with her knowledge and experience make Lucille uniquely suited for the position. Lucille's work in the urban Indigenous community spans three decades and includes almost twenty years as executive director of the Native Women's Transition Centre (now known as the Indigenous Women's Healing Centre). She also served as executive director at Village Clinic and interim chair of the Manitoba Urban Native Housing Association.

Lucille is recognized for her work as co-site coordinator for the At Home/Chez Soi National Research Project Team in Winnipeg with the Mental Health Commission of Canada. This important work established infrastructure and partnerships to implement Housing First in Winnipeg as a best practice to improve the lives of people with histories of mental health issues and homelessness.



Betty Edel holds a bachelor of social work degree and has worked on social justice issues ranging from health care, housing, and child and adult education in the inner city of Winnipeg for over thirty years. Betty joined End Homelessness Winnipeg as manager, Prevention in March 2018. She comes with experience working in senior positions for organizations and on initiatives that provide services to members of Winnipeg's homeless community such as Ma Mawi Wi Chi Itata Centre Inc. – Wi Che Win, Mount Carmel Clinic, and Community Education & Development Association. Betty was one of the founding members of the Doorways program.

Betty has developed and still delivers workshops on Housing First from an Indigenous perspective for the Canadian Alliance to End Homelessness and she is co-chairing a ten-month University of Winnipeg research project based on At Home/Chez Soi. She holds executive positions on three community boards (Ndinawemaaganag Endaawaad Inc., CMHA - Manitoba and Winnipeg, and Community Education and Development Association) and previously served as a director on twelve other community boards in Winnipeg.



Dustin Ezinicki is the newest addition to our staff. As administrative coordinator he is responsible for acting as executive assistant, supporting the Board and its committees, managing the office, and generally keeping things running smoothly.

Dustin's experience in the charitable sector includes working as administrative director for the YMCA in Calgary and more recently as administration officer for Family Dynamics. A true Winnipegger, Dustin enjoys the Blue Bombers. He also loves cooking and rock 'n roll.



Althea Guiboche, our manager of Housing Supports, is well known as a strong advocate and public voice for the homeless. After founding the charity Got Bannock Inc., she became known as the Bannock Lady. With the Bannock Army, Althea works to "rebuild the village we once had" by providing lunch to 300 hungry and homeless people on two separate days of action. She calls this "Indigenous Reconciliation at its best".

Althea co-authored the *Canadian Indigenous Homelessness Definition* and contributed one of the twelve dimensions of Indigenous homelessness – Emergency Crisis Homelessness – based on her own experience in the aftermath of the 2011 flooding in Manitoba. Althea serves on many national committees and promotes positive systemic change in the social service sector.



Corinne Isaak, manager of Evaluation and Shared Measurement, holds a Master's degree in Human Nutritional Sciences and an undergraduate degree in Human Ecology, both from the University of Manitoba. She is also a certified Project Management Professional.

Corinne has worked with a variety of stakeholders in numerous sectors including rural and urban Indigenous organizations and communities, academic, non-profit, and government. She has authored or co-authored 20 peer-reviewed publications, written numerous technical reports, and presented research at many conferences.

Corinne has coordinated numerous research projects in the areas of Indigenous suicide, mental health and homelessness (At Home/Chez Soi project) and medical professionalism. In conjunction with the Swampy Cree Suicide Prevention Project she led a group of research staff in conducting over 130 qualitative interviews with members of the eight Swampy Cree First Nations communities. She also played a key role developing a randomized, controlled pilot study to test two suicide prevention/intervention methods and led data collection for a project on Urban Indigenous Food Security.

Corinne enjoys travelling, gardening, cycling, and spending time with her family.



Marie Cecile Kotyk is the manager of Housing Access. She has several years' experience in the public and non-profit sector including time with the At Home/Chez Soi national research demonstration project.

When she was seventeen, Marie Cecile left Nigeria to attend the University of Manitoba where she received an under graduate degree in Human Ecology – Family Social Science with concentrations in Family, Housing and Community, and Family Resource management. She also has a Masters in City Planning where she did her practicum on Indigenous housing and wrote a thesis titled *Indigenous Planning: Process and Development of a Community Housing Plan for Swan Lake First Nation*.

Marie Cecile is married and has a young son.

Much of the progress highlighted in this annual report is due to the work of four staff who left in 2017-18 to pursue other opportunities: Louis Sorin (founding President & CEO), Jyoti Singh (manager, Prevention), Lynn Russell (administrative coordinator), and Darren Lezubski (manager, Evaluation and Shared Measurement).

2017-18 Highlights

Priority	Initiative	Our Contribution	Evaluation & Shared Measurement
Strategies for Specific Groups	The Here and Now youth strategy	• Provided funding for staff to implement the youth strategy • Served on the Governance Steering Committee, Prevention Action, and other committees • Provided staff support for the Prevention Action Committee	
	Women	• Funded research • Provided staff support for the Steering Committee that is developing a strategy on gender-based homelessness	✓
	Indigenous	• Organized summit on Indigenous homelessness for 300 participants	
Prevent Homelessness	Manitouwabi Project	• Developed a proposal that secured HPS funding • Provided staff support for the Manitouwabi Working Group	
	RentSmart	• Provided funding to adapt the tenant education program for Manitoba	
	Rent bank	• Funded research on a rent bank model for Winnipeg	✓
Support people experiencing homelessness	Service Delivery Expo	• Involved 30 organizations in preparing to provide services from one location for one day	
	Transitioning from shelters to permanent housing	• Funded shelter support workers	
	Extreme cold weather strategy	• Coordinated implementation of the strategy for its first full winter	
	2018 Street Health Survey	• Led preparation for summer 2018 interviews with >450 people experiencing homelessness	✓
	2018 Street Census	• Partnered to prepare for the April 2018 census	✓
Increase Housing Supply	Housing Supply Action Committee	• Established the committee and provided staff support to facilitate projects that repurpose, renovate, and build housing for people experiencing homelessness	
	Inclusionary zoning	• Funded research on inclusionary zoning	✓
	Market Lands development	• Submitted a proposal for the Market Lands development to include affordable housing and other land uses	
Governance and Leadership	National conference	• Hosted the Canadian Alliance to End Homelessness's national conference for 1,000+ participants and organized a pre-conference summit on Indigenous homelessness	
	Resources to strengthen sector	• Provided $450,000 to service providers and researchers for specific deliverables • Secured $175,000 in sponsorship and other revenue	
	Coordination and alignment	• Convened regular meetings of Funders Leadership Council • Partnered on research evaluating coordination of the homeless sector in Winnipeg	✓

Homelessness hurts all of us.

But **our community** and **End Homelessness Winnipeg** have the right plan and the right people and partners to end homelessness in Winnipeg.

Join us.

End Homelessness Winnipeg
Unit C-216 Pacific Avenue
Winnipeg, MB. R3B 0M4
T: 204.942.8677 F: 204.942.8451
info@endhomelessnesswinnipeg.ca
endhomelessnesswinnipeg.ca
@endhomelessnesswinnipeg
@EHW_Wpg

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