

Ending Homelessness in Alberta: Together we're making it happen.



PLAN FOR ALBERTA: PROGRESS TO DATE*

3,995 Albertans experiencing homelessness were provided with permanent housing and supports to help them break the cycle of homelessness.

727 people have 'graduated' from housing first programming, meaning they have successfully transitioned into the community, having achieved a higher level of self-sufficiency.

82% of individuals who received housing and supports have remained housed.

The number of people using emergency and transitional shelters funded by Housing and Urban Affairs has **declined by 5.9%**.

The Alberta Homelessness Research Consortium launched its 2011-14 Research Agenda, which will identify best practices and lead to more effective programs.

It became easier for homeless Albertans to obtain government identification, if they so choose. **Having ID helps a person** rent a permanent home, apply for a job, and open a bank account.

A single web site, **www.albertasupports.ca** now makes it easier for all Albertans, including those who are homeless or at-risk of becoming homeless, to get information about government social programs.

NATIONAL RECOGNITION OF A PLAN FOR ALBERTA

A Plan for Alberta was awarded the 2010 Gold Medal for Innovative Management from the Institute of Public Administration of Canada. The award recognizes governmental organizations that have shown "new and innovative ways of cutting across bureaucratic boundaries and silos to address the complex issues facing society." *A Plan for Alberta* demonstrates this approach.

*April 1, 2009 to March 31, 2011.

LETTER FROM THE CHAIR



Dear Minister Denis,

We are pleased to report to you a number of promising results achieved through *A Plan for Alberta: Ending Homelessness in 10 Years*. Most importantly, the success of the housing first initiatives is contributing to concrete progress towards the goal of ending homelessness in Alberta.

Significantly, we can also report a paradigm shift within the homeless-serving sector. Managing homelessness through emergency shelters does not adequately address the root causes of homelessness. Instead, community and government partners agree that service delivery should be based on the premise that it is far more effective to provide homeless Albertans with permanent housing and the supports they need to end the cycle of homelessness. And research continues to confirm that this approach is more cost-effective. For chronically homeless individuals who rely on expensive public systems to address health and shelter needs, studies have shown that it can cost about one-third the amount to provide them with permanent housing and supports.

Providing the right supports to each individual truly has become a collaborative effort in the grass-roots delivery of the Plan. The goal that we are moving towards is a client-centered service delivery model: the client's needs dictate the services he or she receives rather than organizational processes. Housing is the beginning of a journey, but much more is needed for each person who is newly housed to regain their health, to be prepared for the workforce, and to become part of a new community. Initiatives that demonstrate effective collaboration across Government of Alberta departmental boundaries (which this report will point to) are necessary to address those complex needs.

Alberta is now recognized as a leader in Canada in its approach to addressing homelessness. With government direction the Secretariat created an ambitious plan. The Government of Alberta has financially invested in this plan through operational and capital support. Communities have brought the Plan to life. We are pleased to present to you our members' perspective on progress of the Plan, along with challenges we will confront as we move into the next phase. During this next critical chapter, our efforts will shift from the establishment of housing first, to the integration of complex systems at program and policy levels that will not only reduce, but prevent homelessness in Alberta.

Respectfully submitted,

Dr. Gary Bowie
Chair, Alberta Secretariat for Action on Homelessness

THE SECRETARIAT'S KEY ACTIVITIES



WHERE WE STARTED

In 2007 there were an estimated 11,000 homeless Albertans. A booming economy that attracted thousands of people to Alberta seeking new opportunities placed tremendous pressure on the availability of affordable housing. In response, the Report of the Alberta Affordable Housing Task Force (2007) recommended several strategies, including the establishment of a Housing Secretariat and the adoption of a ten year plan to end homelessness. Once established by Premier Ed Stelmach in 2008, the Alberta Secretariat for Action on Homelessness conducted forecasting that suggested if left unchecked, Alberta's homeless population could increase to over 21,000 by 2019. The projected accumulated cost to government to manage the growing homeless population was \$13.6 billion.

WHERE WE'VE COME

A great deal has changed since that time. Developed by the Secretariat, *A Plan for Alberta: Ending Homelessness in 10 Years* was adopted by the Government of Alberta. The provincial government has provided \$231 million in housing and supports to advance the Plan.

Each of Alberta's seven major cities has developed a plan to end homelessness in their communities that aligns with the provincial plan. They have also committed significant organizational and financial resources to ending homelessness.

The economic landscape has also changed significantly, and after a period of recession, indications are Alberta's economy is rebounding and may again attract those from outside the province seeking opportunity. Community partners indicate that this is likely to put significant pressure on the supply of affordable housing.

The Secretariat remains committed to the principles and strategies of the Plan. Our aim is to assess how effectively the Plan is being implemented by the Government of Alberta and within communities, and to provide strategic recommendations to the Minister of Housing and Urban Affairs (HUA) to ensure its continued success.

Tom in Calgary

Tom turned up at a homeless shelter in Calgary when he was 18. He had been living in a car with his father, and one day his dad disappeared. Tom's mother had addiction problems – she had left the family years ago.

Tom never learned how to live independently. He did not finish high school, had never shopped for groceries, didn't have a bank account, nor did he have any money management skills. Quite simply, Tom didn't have the basic skills needed to live on his own. But he did want to begin carving out a life for himself.

With the help of Wood's Homes New Horizon Program for young adults at risk of homelessness, Tom was able to secure his first apartment and the supports he needed to learn basic life skills. He also returned to school and began an apprenticeship program.

Tom has now graduated, earning himself a paid apprenticeship position. He is currently enrolled in additional skills training classes, and hopes to become a Certified Automotive Mechanic.

THE ALBERTA HOMELESSNESS RESEARCH CONSORTIUM (AHRC)

A key principle of the Plan is that its implementation is evidence-informed. That means using research to contribute to public policy and service delivery decisions that are made within the context of the Plan.

Established in 2010, the role of the AHRC is to make sure that research plays an important role in the implementation of the Plan by improving our understanding about how to end homelessness in Alberta.

This year the AHRC developed the Alberta Homelessness Research Agenda (2011-14). It will be implemented in partnership with Alberta's research, policy, and practice communities. The Research Agenda is specific to Alberta, and includes the research priorities among those in community and government who are collaborating to implement the Plan.

ALBERTA HOMELESSNESS RESEARCH AGENDA (2011-14) PRIORITY AREAS:

- Effective interventions
- Homelessness data and information
- Prevention
- Exploring the context of homelessness
- Dissemination and engagement on issues
- Economics of housing and homelessness

GIVING A VOICE TO SMALLER CITIES

Homelessness in Alberta's smaller cities may be less visible, but it is still a pressing social issue. These communities are very diverse and have unique plans for ending homelessness for local residents. What they have in common, though, is that each has embraced the housing first approach, and is working to implement the core principles, despite some challenges, such as limited access to some specialized mental and physical health supports and services.

In March 2011 the Secretariat published a profile of Medicine Hat, which demonstrates the positive impact of community and government investments, the benefits of cross-sector collaboration, and how community-based organizations are responding to local priorities and challenges.

MANDATE OF THE ALBERTA SECRETARIAT FOR ACTION ON HOMELESSNESS

"The Secretariat continues to oversee the implementation of the Plan by monitoring and reporting regularly on its progress, and reviewing and renewing the Plan as required."

"The Secretariat will engage communities and community leaders, including community-based organizations of the seven major cities, service providers and faith communities, governments at all levels and their ministries, departments and agencies, private sector organizations with a stake in the issue, and media across Alberta, in conversations that deepen understanding beyond programs and services to vision, root causes, and systems' impacts, and inspire action directed to ending homelessness in Alberta."

"The Secretariat will provide leadership as necessary to ensure that the goal remains a priority in Alberta, and will provide leadership in the development and coordination of new initiatives to address homelessness."

SUPPORTING CAPACITY BUILDING

One of the goals of *A Plan for Alberta* is to assist communities as they shift their activities away from managing and toward ending homelessness.

The Secretariat partners on initiatives that further this goal, such as training and educational opportunities for service providers:

- The certificate program *Working with Homeless Populations* at the University of Calgary. This program is targeted to service providers who are supporting people's transition out of homelessness using the housing first approach.
- *The Road Home Conference* in November 2010 in Edmonton. This conference gave those working in the field of homelessness across the province an opportunity to exchange best practices, learn from each other's experiences, and develop new methods to prevent and end homelessness.

PROVIDING STRATEGIC ADVICE TO THE MINISTER OF HOUSING AND URBAN AFFAIRS

The Secretariat's views on the progress of the Plan and up-coming challenges are contained in this report. The members' collective assessment is based on information provided by those who are leading the implementation of *A Plan for Alberta* within the Government of Alberta and the community-based organizations in Alberta's seven major cities.

Eric in Lethbridge

Because of the housing first program in Lethbridge, Pathways to Housing, Eric has been stably housed since January, 2010. Not only did his Follow-up Worker help him get safe and secure housing, but also a stable income. Now Eric's overall health has improved, and he was given a leadership role in the supported employment program that he has been participating in since being housed.

One of the highlights of Eric's new "lease on life" has been re-connecting with his daughter. He was so proud to finally be able to give her a portrait of himself shot by a volunteer photographer at a local Project Homeless Connect event.

2010/11 PROGRESS



THE NUMBERS

The results of the last two years' work are extremely positive. Community organizations and municipalities have aligned their plans to end homelessness with *A Plan for Alberta*, resulting in a shared community, municipal, and provincial effort that is unique in Canada.

People Housed and Provided Supports Under *A Plan for Alberta**

	2009/10	2010/11	Total
Total clients housed with supports*	1779	2216	3995

Housing First Graduates

'Housing first graduates' are those individuals who no longer require intensive supports and have transitioned to stability within the community. To date, 727 formerly homeless Albertans have graduated from housing first programs.

	2009/10	2010/11	Total
Total housing first graduates*	202	525	727

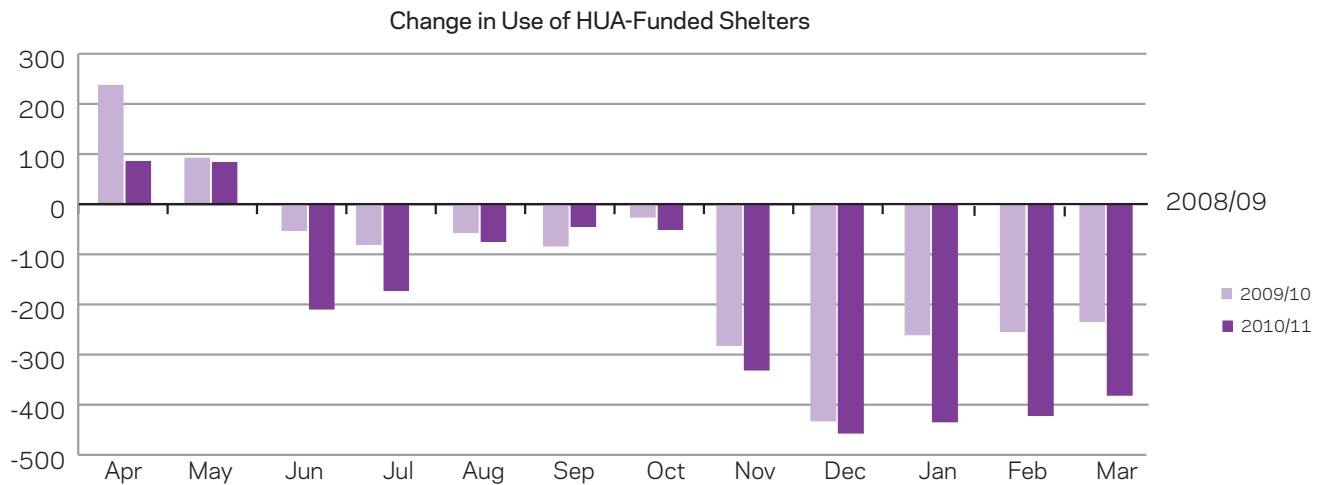
*Figures were provided by Housing and Urban Affairs.

The '*housing first*' approach supports the belief that before someone can break the cycle of homelessness, a safe and secure home is necessary. People in housing first programs are provided with permanent and affordable housing, and appropriate supports that will help them remain housed and move toward self-sufficiency. It is a cost effective, internationally recognized best practice, and a key pillar in *A Plan for Alberta*.

Emergency and Transitional Shelters

Between 2008 and 2010, the number of people using emergency and transitional shelters funded by Housing and Urban Affairs decreased province-wide. Emergency shelters provide overnight accommodation to people who don't have a permanent address. Transitional shelters offer temporary housing and supports to people in the process of moving to permanent housing.

A Plan for Alberta is one of a number of factors behind the decrease, as the Plan shifts agency response away from crisis management to a focus on permanent housing with assistance to ensure stability.



Demonstrates change in number of people using Housing and Urban Affairs-funded shelters since 2008/09. For example, in December 2010, 453 fewer shelter spaces, on average, were occupied each night than in December 2008.

Emergency and transitional shelters will always play a role in addressing the needs of homeless Albertans. Emergency shelters are often the first point of contact for people who become homeless, so shelters are at the forefront in the shift from managing homelessness to ending it.

Troy in Medicine Hat

"It wasn't easy at first. I made mistakes. But housing first helped me to take responsibility and be accountable for my actions. In the past, I always took off. But I learned to face my fear, which to me, equaled responsibility. Now, I'm working at a great job, with great pay. I have a beautiful apartment and a great landlord. I don't gamble because I never want to be homeless again."

"I have been given a second chance, and I want to make the most of it. But this wasn't a free ride. I had to put into the program as much as I got out. I took a hand up, not a handout."

Government of Alberta Funding for Housing and Supports for Homeless Albertans

COMMUNITY-BASED ORGANIZATIONS AND COMMUNITY ADVISORY BOARDS

- Calgary Homeless Foundation
- City of Grande Prairie – Community Advisory Board on Homelessness
- City of Lethbridge – Social Housing in Action
- City of Red Deer – Community Housing Advisory Board
- Homeward Trust Edmonton
- Medicine Hat Community Housing Society
- Regional Municipality of Wood Buffalo – Homelessness Initiatives Steering Committee

	2009/10*	2010/11*
Outreach and support services	\$ 32 million	\$ 41 million
Capital grants for housing for homeless Albertans	\$ 100 million	\$ 58 million
Total	\$ 132 million	\$ 99 million

*Rounded to the nearest million.

Outreach and Support Services

In each of Alberta's seven major cities, the designated Community-Based Organization (CBO) disperses provincial Outreach Support Services funding according to the unique needs of the community. CBOs allocate this funding to local agencies that run housing first programs. The agencies assist people as they move into homes and provide support services to newly housed clients. CBOs are either a stand-alone non-profit organization or a branch of the municipal government. When the CBO is an arm of the municipal government, community advisory boards recommend how funding is allocated within the community.

Capital Grants

In addition to providing funds for outreach services, the Government of Alberta also supports the development of housing units for homeless Albertans. Capital grants are provided to the private sector, non-profit organizations, and municipalities.

A variety of housing developments were approved for funding in 2010/11. The type of development depends on the particular needs of the community and of the homeless individuals and families. For example:

- The Jasper Place Health and Wellness Centre project was approved to construct a 30-unit building in Edmonton's west end, including 15 bachelor, 14 one-bedroom and 1 two-bedroom units. (HUA contribution: \$4.2 million)
- For its program Returning Home Two, provincial grant funding was allocated to the Calgary Dream Centre for the purchase of 67 rental units. (HUA contribution: \$3.7 million)

EFFECTIVE COLLABORATION



*"Cooperation and coordination among ministries is essential as we focus on achieving our goals" - Premier Ed Stelmach**

A Plan for Alberta is not just about giving someone experiencing homelessness a house; rather it lays the groundwork for developing a cohesive homeless-serving system that is characterized by coordination of government and community programs.

YEAR ONE OF IMPLEMENTING A PLAN FOR ALBERTA RECEIVES PREMIER AWARD OF EXCELLENCE (GOLD)

In September 2011 Housing and Urban Affairs will receive the 2011 Gold Premier's Award of Excellence, in recognition of the excellent results of the first year of *A Plan for Alberta*. The highest honour within the Alberta public service, this award recognizes superior client services and business excellence in the Government of Alberta.

In the client-centred environment described in the Plan, the goal is to create a homeless-serving system that is organized around the needs of the client. This requires finding integrated solutions, facilitating accessibility, and avoiding duplication of services – regardless of departmental or organizational jurisdiction.

After two years of the Plan, there is evidence that this is happening, although we have a far way to go. The Secretariat is pleased to highlight the following initiatives that demonstrate successful collaboration among many government and community partners, which as a result, are advancing the goals of the Plan.

EXAMPLE 1: YOUTH HOMELESSNESS

In the Secretariat's 2009-10 Report to the Minister, youth homelessness was identified as a priority concern.

Community service providers suggest that hundreds of youth are without a home in Alberta, although it is difficult to determine a precise number. In some cases, youth have left unsafe or abusive situations, or they might be in transition as they leave the justice, mental health, or child welfare systems.

* From Premier Stelmach's mandate letters to cabinet ministers, dated February 2, 2010.

Cross-Ministry Committee on High Risk/Homeless Youth:

Under the leadership of Children and Youth Services, the Youth Homelessness Cross-Ministry Committee was formed in September 2009 to improve access to government and community-based programs and services for high-risk youth.

PARTNERS

- Children and Youth Services
- Housing and Urban Affairs
- Aboriginal Relations
- Advanced Education and Technology
- Alberta Health Services
- Education
- Employment and Immigration
- Health and Wellness
- Justice and Attorney General
- Solicitor General and Public Security

To help ensure that youth experiencing homelessness have access to timely and effective supports, the Committee determined that a clearer picture of their specialized needs is required. One of the best access points to youth is through youth shelters. The goal of the Committee is to include all 10 of the provincially-supported youth shelters in HUA's shelter data collection efforts by March 31, 2012. By collecting the same data that is gathered in adult shelters, service providers can build a picture of the youth using shelters, and the effectiveness of the supports and services they receive. This information will be critical in the development of policies and programs to help end youth homelessness. The Secretariat is optimistic about the direction taken by government and its community partners to address youth homelessness – particularly given that plans specific to youth are emerging in communities across the province.

EXAMPLE 2: DISCHARGE PLANNING FOR HOMELESS ALBERTANS

Last year the Secretariat identified 'prevention of homelessness' as another key priority. *A Plan for Alberta* points out that some Albertans become homeless when they leave provincial institutions and systems such as correctional centres, health care facilities, and foster or group homes. This is not because the different provincial systems are doing a poor job, but rather because their mandate ends with the particular services they provide. Housing for the homeless is outside of their mandate.

How, then, to best bridge the gap between different mandates and programs? Discharge planning addresses how people move within and between systems, and where they move to when they leave public institutions. The goal of a collaborative discharge planning model is to prevent discharge into homelessness whenever possible and improve outcomes for clients, families, and communities.

Sheila in Edmonton

Sheila has significant health issues: chronic lung disease and schizophrenia. The fact that she had no home made these even worse.

After years living on the streets, Sheila was hospitalized in an Edmonton psychiatric unit. She finished her treatment, but her doctor wouldn't discharge her until she had a home to go to.

Pathways to Housing stepped in and found an apartment for Sheila. Since becoming housed, she is focusing primarily on socialization skills and adjusting to a new lifestyle – one that's a far cry from the realities of living on the street. And since coming to Pathways to Housing, she hasn't been back in hospital.

Coordinating new approaches

The Discharge Planning for Homeless Albertans Cross-Government Committee was formed to develop approaches for discharge planning for those who are experiencing or at risk of homelessness. The Committee is co-chaired by HUA and Alberta Health Services, and both community and government representatives are members of the Committee.

PARTNERS

- Housing and Urban Affairs
- Employment and Immigration
- Solicitor General and Public Security
- Children and Youth Services
- Seniors and Community Supports
- Aboriginal Relations
- Municipal Affairs
- Mental Health Patient Advocate Office
- Alberta Health Services, Addiction & Mental Health
- Health and Wellness/Safe Communities and Strategic Policy
- Alberta Alliance on Mental Illness and Mental Health
- The Alex Community Health Centre
- Boyle Street Community Services

In 2010/11, the Committee completed the initial phase, which included identifying discharge and receiving points - where homeless people are leaving the provincial systems and where in the community they are going for services after being discharged. This is important information as these interactions present opportunities to address housing issues for clients, and reveal where provincial systems can work in collaboration with the community.

Next steps will be to launch a pilot project to test discharge planning processes. The test project beginning in 2011/12 will involve Alberta Health Services, Homeward Trust Edmonton, and homeless-serving agencies. The project's goal will be to improve discharge planning processes between acute mental health beds and service agencies in Edmonton.

EXAMPLE 3: IDENTIFICATION FOR ALBERTA'S HOMELESS

A lack of personal identification has long been a source of great frustration for Albertans who are homeless. Without an address and without any proof of who you are, you can't get an ID card. That means that certain community services and programs are inaccessible, ultimately making it more difficult to get a home.

In 2010, the Government of Alberta introduced two new processes to remove barriers and ensure people who are homeless can get government-issued photo ID. Firstly, shelters and homeless-serving agencies funded by HUA can serve as a homeless person's proof of Alberta residency. The second process allows a homeless or recently housed person to work with a service provider to verify their identity and obtain supporting documents in order to apply for an Alberta Identification Card.

PARTNERS

- Housing and Urban Affairs
- Service Alberta
- Alberta Justice
- Children and Youth Services
- Seniors and Community Supports
- Solicitor General and Public Security
- Alberta Employment and Immigration
- Aboriginal Relations
- Alberta Health and Wellness.
- Homeless-serving agencies and shelters
- Registry Agents
- United Way
- Community-Based Organizations

In 2010/11:

- Over 400 service providers were trained on the new ID program. There are now 37 'Certifying Agencies,' including at least one agency in each of Alberta's seven major cities.
- Health care cards: a related pilot led by Health and Wellness and HUA is helping homeless Albertans have their health debts forgiven, their health care coverage restored, and new health care cards issued to them. So far this pilot has helped over 800 homeless Albertans access health care, to which all Albertans are entitled.

EXAMPLE 4: ALBERTA SUPPORTS

Led by Seniors and Community Supports, Alberta Supports is a new initiative designed to make it easier for Albertans to find information about government programs and services. An Alberta Supports Contact Centre and website were launched in 2010/11, and include information for Albertans on a variety of social programs, including career training, income support, basic needs services, services for those with disabilities, supports for seniors, and addictions and health services.

PARTNERS

- Seniors and Community Supports
- Children and Youth Services
- Employment and Immigration
- Housing and Urban Affairs
- Service Alberta

Supporting departments include:

- Justice and Attorney General
- Health and Wellness
- Executive Council
- Finance and Enterprise
- Justice and Attorney General
- Treasury Board

Alberta Supports web site: www.albertasupports.ca

George in Red Deer

George, aged 46, has lived in Red Deer for over a decade. After years of living in a hotel room he was told that he would have to move. And so George found himself without a home, living on the streets and bedding down in shelters.

A member of the Red Deer Housing Team (RDHT) began building a relationship with George at the People's Place shelter two and a half years ago. George was despondent and without hope. He would repeatedly say "Nothing works out in my life". He was angry and believed the government and social agencies had let him down. The Outreach worker from the RDHT began working with George on finding housing in the fall of 2010. By Christmas, George found himself in a furnished basement suite near his daughter's home and his grandkids.

George's time on the streets took a toll on his health. George could barely walk because of severe foot problems that had never been treated. But with help from his housing first Case Manager, George began to receive the medical help he needed. His feet were treated and began to heal. He also had a long-standing hernia operated on.

George had other needs too. The RDHT Case Manager set up a psychiatric assessment for George and he was diagnosed with Fetal Alcohol Spectrum Disorder. This was a turning point for George: he now understood why he had struggled in so many areas of his life. With the diagnosis and help from his Case Manager, George was approved for Assured Income for Severely Handicapped (AISH) and now has income stability.

In a few short months George achieved more than he ever thought possible. He accessed the health services he needed, he had a home, and the means with which to pay for his home. The systems have come together and worked for him.

MOVING FORWARD



Much has been achieved since the Plan began two years ago. Housing first programs have been successfully implemented across the province, changing how homelessness is addressed within Alberta. However, there remains much more to be done and we need to ensure that we maintain momentum in the journey to ending homelessness in Alberta by 2019.

The Secretariat has identified the following challenges and priorities, which must be addressed in order to continue moving Albertans out of homelessness and to prevent others from becoming homeless.

1. Coordination of services across the system remains a priority.

Learnings in the first two years have shown us that improved coordination of services is critical to meet the distinct needs of specific populations, such as youth, who are experiencing or at risk of homelessness. A successful response will require a coordinated approach among a range of agencies and government departments that provide services to people who are either homeless or at risk of becoming homeless.

2. Maintaining momentum in the face of a changing economic environment presents a challenge.

Economic forecasts predict that the province is on the verge of another boom. Experience has shown us that an influx of people to fill labour demands lessens housing supply and affordability. We need to be prepared and proactively plan for this situation, as it could have a negative impact on the progress of *A Plan for Alberta*.

3. Using evidence to inform our practices is a priority.

Provincial data collection and efforts of the Alberta Homelessness Research Consortium combine to provide a wealth of valuable information. Putting research to use will result in more effective strategies, policies, and programs.

4. Reviewing *A Plan for Alberta*

The Secretariat recommends conducting a review of *A Plan for Alberta* at the end of the third year, in 2012/13. The environment has shifted since the Plan was developed, and a review would provide the opportunity to reassess priorities and determine how we can build on the significant learnings of the first three years.

FORT MCMURRAY'S CENTRE OF HOPE'S HOUSING FIRST JULY PICNIC IN THE PARK, 2010

Our first ever Picnic in the Park was a huge success! We had a scavenger hunt, a t-shirt decorating station, and a make your own tattoo station. For lunch we had our very own subway sandwich station manned by our housing first staff, which was a big hit with the patrons. They could choose to make any kind of sandwich. Tina, who was recently housed, took personal pride in helping the staff serve the sandwiches and making sure everybody received seconds.

One of the best moments of the day came when we were all sitting at the same picnic table talking over lunch. The housing first clients talked about how well they were doing, spoke of how excited they were about getting housed, and acknowledged how far they had come thanks to the program. It was fantastic to see everyone together and lending each other support, especially when more senior members of the program were telling the newer program participants what it is like to have your own place and the pride associated with it.

Jessica, who is was recently housed, wanted everyone to sign her t-shirt because she didn't want to forget the day. Everybody wrote uplifting and positive messages like, "You rock," and "You can do anything." As soon as everyone was done signing she put on her new t-shirt and said, "This is my favourite t-shirt now! I'm never taking it off."

ACKNOWLEDGEMENTS



The Secretariat expresses its appreciation to the following organizations that provided information for this report:

- Calgary Homeless Foundation
- City of Grande Prairie
- City of Lethbridge
- City of Red Deer
- Homeward Trust Edmonton
- Medicine Hat Community Housing Society
- Regional Municipality of Wood Buffalo

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Mr. Robb Campre

Mr. Mike Ellis

Ms. Patricia Mackenzie

Ms. Jane Manning, Vice Chair

Ms. Susan McGee, community-based organization representative

Dr. Gayla Rogers

Wayne Stewart, Chair (retired May 2010)

Dr. Pamela Thompson (to January 2011)

Mr. Robin Wigston (Assistant Deputy Minister, Housing and Urban Affairs, ex-officio)

The Secretariat is a public agency of the Government of Alberta. Secretariat members are appointed by and accountable to the Minister of Housing and Urban Affairs.

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