

HALIFAX

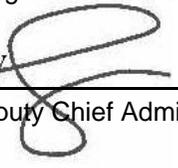
P.O. Box 1749
Halifax, Nova Scotia
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Item No. 14.1.15
Halifax Regional Council
September 6, 2016

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by 

John Traves, Q.C. Acting Chief Administrative Officer

Original Signed by 

Jane Fraser, Acting Deputy Chief Administrative Officer

DATE: August 8, 2016

SUBJECT: Navigator Program

ORIGIN

October 2014 – Request for \$45,000/year from the municipality to support the delivery of services provided to homeless and street-involved individuals in the urban core made jointly by the Downtown Halifax Business Commission and the Spring Garden Area Business Association.

November 13 2014 – MOVED by Councillor Mason, seconded by Councillor McCluskey, that ““The Community Planning and Economic Development Standing Committee request a staff report, in the context of the Clairmont Report and the new Public Safety Office, regarding options for municipal funding and support for the business improvement district’s Navigator Street Outreach Program for consideration in the 2015/16 budget process.”

July 21, 2015 – MOVED by Councillor McCluskey, seconded by Councillor Craig that Halifax Regional Council:

- (i) Give consideration to funding the Navigator Street Outreach Program in the 2015-2016 fiscal year, resulting in an increase to operating cost centre E400 — Intergovernmental Relations by \$45,000, with funding as a withdrawal from the Operating Surplus Reserve, Q328; and
- (ii) If Council chooses to make a contribution to the Navigator program, direct staff to negotiate a contribution agreement between HRM and the Downtown Halifax Business Commission that sets out the terms and conditions governing the municipal contribution to the Navigator program for the fiscal year 2015-2016, and return to Council for consideration of the resulting agreement.

LEGISLATIVE AUTHORITY

The Halifax Regional Municipality Charter, 2008, c. 39, s. 1. subclause 79 (1)(av)(v) “The Council may expend money required by the Municipality... av) a grant or contribution to for... (v) any charitable, nursing, medical, athletic, educational, environmental, cultural, community, fraternal, recreational, religious, sporting or social organization within the Province.”

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Approve \$45,000 in funding for the Navigator Street Outreach Program, to cover the operating grant for fiscal 2016/2017; and
2. Approve the draft agreement between HRM and the Downtown Halifax Business Commission (DHBC) and Spring Garden Area Business Association (SGABA) that sets out the terms and conditions governing the municipal grant to the Navigator Street Outreach Program for fiscal 2016/2017.

BACKGROUND

Navigator Program Origins and Overview

The Navigator Street Outreach program (Navigator)¹ was launched in May 2008 as a means to address homelessness and panhandling in Halifax and Dartmouth's downtown business districts. The Navigator program is designed to address a perceived need to supplement existing social services aimed at street-involved and homeless individuals. Navigator program staff have identified unsheltered and undocumented individuals as being at high risk and in need of assistance.²

The program is a proactive, positive response to individuals who struggle with securing and maintaining housing and employment due to addictions, mental health issues and homelessness. The intent of the program is to work with street-involved and homeless individuals to cultivate their potential to be engaged, healthy, contributing members of the community. The Navigator Street Outreach program provides clients with support in the following areas: income, mental health, justice system, addictions, employment and housing.

Formal Request for Funding

In October of 2014 a request for \$45,000/year from the municipality to support the delivery of services provided to homeless and street-involved individuals in the urban core was made jointly by the Downtown Halifax Business Commission and the Spring Garden Area Business Association.

Approval in Principle – Navigator Program Funding (Fiscal 2015-2016)

On July 21, 2015 Council gave consideration to funding the Navigator Street Outreach Program in the 2015/2016 fiscal year. Council gave approval, in principle, for a \$45,000 contribution to the Navigator Street Outreach Program. Council directed staff to draft an agreement between HRM and the Downtown Halifax Business Commission that would set out the terms and conditions governing the municipal grant to the Navigator program for the fiscal year 2015/2016. Council further directed staff to return to Council once the agreement was drafted for Council's consideration of the resulting contribution agreement.

¹ Client profiles, demographics, staffing, programming, community partnership and financial details for the Navigator program are provided in Attachment 1.

² Navigator works on the street (as opposed to within the shelter system). Navigator supports unsheltered street involved and homeless individuals who are unwilling or unable to access provincially-funded support persons that work out of Halifax's shelters. Navigator staff also work extensively with clients who lack official documentation. Without documentation, street involved and homeless individuals face significant challenges in renting accommodations, finding employment and accessing government programs.

DISCUSSION

Geographic Program Scope

The day-to-day Navigator on-street-presence will continue to be restricted to the physical boundaries of the Downtown Halifax Business Commission (DHBC) and the Spring Garden Area Business Association (SGABA) BIDs. The program will not have a day-to-day Navigator on-street-presence outside the (peninsular) urban core. DHBC and SGABA have, instead, committed to responding to BID requests for Navigator assistance on an as-needed-basis. The intended result is ad hoc availability of Navigator expertise and program support for street-involved individuals within the geographic limits of the eight existing Business Improvement Districts' boundaries.

Current Funding Sources

The 2016/2017 Navigator budget revenue sources are as follows:

Downtown Halifax Business Commission	\$31,500
Spring Garden Area Business Association	\$13,500
Halifax Municipality (Ad Hoc Contribution Request)	\$45,000
Total	<u>\$ 90,000</u>

Additional Funding

Downtown Halifax Business Commission and the Spring Garden Area Business Association are seeking additional funding from other levels of government. Provincial and/or Federal funding would further stabilize the Navigator program budget and allow for enhanced support for street involved individuals. Federal government funding previously covered payment of housing-related expenses on behalf street-involved individuals (rent/arrears/security deposits etc.). These Federal funds facilitated securing and maintaining housing for street-involved individuals and those at risk of homelessness.

Program Goals, Outcomes and Actions

Downtown Halifax Business Commission and the Spring Garden Area Business Association have articulated the Navigator Street Outreach Program goals, outcomes and actions for fiscal 2016/2017 (see Attachment 3). This document has been used to develop the reporting obligations detailed in the draft grant agreement.

Draft Grant Agreement – Navigator Street Outreach Program (Fiscal 2016-2017)

A request for multi-year funding (\$45,000/year) from the municipality to support the delivery of services provided to homeless and street-involved individuals in the urban core has been made jointly by the Downtown Halifax Business Commission and the Spring Garden Area Business Association. Further to Council's direction, staff have drafted an agreement that sets out the terms and conditions governing the municipal grant to the Navigator Street Outreach Program for the fiscal year 2016/2017 (see Attachment 2).

Draft grant agreement highlights are as follows:

Parties to the Agreement – At the joint request of both the Downtown Halifax Business Commission (DHBC) and the Spring Garden Area Business Association (SGABA), both DHBC and SGABA have been added as parties to the agreement.

Value of Grant – The amount of the municipal grant is \$45,000, payable in one instalment.

Accountability: Per the agreement, both DHBC and SGABA will be (jointly and severally) liable for the obligations and liabilities owing to the Municipality under the agreement. The municipality

has the right to conduct an audit.

Reporting – DHBC and SGABA are (jointly) required to provide the municipality with a final report.

Term of Agreement – The term of the agreement commences on the date that it is signed and continues in force until March 31st, 2017 (end of fiscal 2016/2017).

Geographic Scope – The agreement defines a program client as “a homeless or street-involved individual situate in Halifax”. This client definition is purposefully broad to support expansion of the program into areas outside of the central urban core (areas that are currently unserved or underserved by Navigator staff).

Use of Grant – The Grant must be used by the DHBC and the SGABA to support project work including (1) physical and mental health support; (2) addictions support; (3) income support; (4) justice system support; (5) employment support; and (6) housing support.

FINANCIAL IMPLICATIONS

There are insufficient funds in E400 to cover the proposed grant over the one year period (fiscal 2016/17) and that cost center will be in excess of the approved budget. This will be offset by underspending the budget in cost centre M310 (Other Fiscal Services-Grants) with no net impact on the overall budget.

RISK CONSIDERATION

Recommendation: Fund the Navigator program in fiscal 2016/2017

Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (I/L/M/H/VH)	Mitigation
Financial	–	–	–	N/A
Environmental	–	–	–	N/A
Service Delivery	–	–	–	N/A
People	–	–	–	N/A
Reputation	1	1	L	
Legal and Compliance	–	–	–	N/A

Alternative 1: Decline to fund the Navigator program in fiscal 2016/2017

Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (I/L/M/H/VH)	Mitigation
Financial	–	–	–	N/A
Environmental	–	–	–	N/A
Service Delivery	–	–	–	N/A
People	–	–	–	N/A
Reputation	2	2	L	N/A
Legal and Compliance	–	–	–	N/A

Alternative 2: Disburse funds on pro rata basis in fiscal 2016/2017

Risk	Likelihood (1-5)	Impact (1-5)	Risk Level (I/L/M/H/VH)	Mitigation
Financial	–	–	–	N/A
Environmental	–	–	–	N/A
Service Delivery	–	–	–	N/A
People	–	–	–	N/A
Reputation	1	1	L	N/A
Legal and Compliance	–	–	–	N/A

COMMUNITY ENGAGEMENT

Consultations with BID Executive Directors regarding the scope and nature of the Navigator program have taken place. Agreement on the program design has now been reached and is reflected in the Grant Agreement that is before Council.

ENVIRONMENTAL IMPLICATIONS

Implications not identified.

ALTERNATIVES

1. Regional Council could decline to fund the Navigator Street Outreach Program for fiscal 2016/2017.
2. Regional Council could direct staff to disburse the Navigator funding on a \$45,000 per year, pro rata basis, calculated from the date that the Navigator position was filled in 2016, until March 31, 2017.
3. Regional Council could request amendments to the draft grant agreement.

ATTACHMENTS

Attachment 1 Navigator Street Outreach Program Overview

Attachment 2 Draft Navigator Street Outreach Program Grant Agreement – Fiscal 2016/2017

Attachment 3 Navigator Street Outreach Program Goals, Outcomes and Actions Summary

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Scott Sheffield, Government Relations & External Affairs, 902.490.3941

Report Approved by: Maggie MacDonald, Managing Director, Government Relations and External Affairs, 902.490.1742

Financial Approval by: Amanda Whitewood, Director of Finance and Information Technology/CFO, 902.490.6308

Attachment 1
Navigator Program Overview

Client Profile: A significant number of the Navigator Street Outreach program’s clientele have multiple addictions and/or physical or mental health concerns, putting them at higher risk of cyclical homelessness and unemployment. Often behaviours associated with mental health and/or addictions create barriers that are difficult to overcome without assistance. Low income levels and/or income instability exacerbates these problems for homeless and street-involved individuals.

Of the Navigator Street program’s clients:

- 30% have mental health concerns;
- 80% struggle with at least one addiction;
- 20% simultaneously deal with mental health concerns and addiction;
- 58% are homeless on first contact;
- 85% receive support from Income Assistance;

Since the program’s launch, the number of clients served has grown from 81 clients to 374 clients (460%). Each year, the number of new clients served represents a significant proportion of the overall client base – 130 (44%) in 2011-2012; 146 (43%) in 2012-2013; and 160 (43%) in 2013-2014 (43%). Of the current client base, 32% are women and 41% are youths.

Table 1: Client Demographic Breakdown

Year	Clients	Women	Mcen	Youth
2008-2009	81	12	69	53
2009-2010	119	13	106	48
2010-2011	300	–	–	–
2011-2012	295	62	233	154
2012-2013	340	91	249	158
2013-2014	374	118	256	153

* Data not tracked where table is blank.

Client contacts vary in terms of duration and frequency. In some instances Navigator staff work with clients over an extended period of time, advocating on their behalf with numerous public and private sector entities. In other cases, clients may be engaged only once – the client having secured housing, having left Halifax or having otherwise moved beyond needing Navigator program staff’s support.

Table 2: Client Service Outcomes

Year	Secured Employment	Received Training	Secured Housing	Secured Identification	Received Clothing
2010-2011	31	32	16	42	21
2011-2012	44	19	34	38	29
2012-2013	36	7	56	49	16
2013-2014	40	8	96	47	25
Totals	151	66	202	176	91

Community Partnerships: Navigator Street Outreach staff work in partnership with the broader community to create long-term, sustainable solutions. Community partnerships are in place with a range of organizations including outreach programs, youth-serving agencies, faith-based organizations and shelters. The Navigator Street Outreach program staff currently work cooperatively with the following key organizations:

- Freedom Renewal Centre
- The ARK
- The Public Good Society
- Adsum House for Women
- IWK Nursing
- Nova Scotia Homelessness and Housing Network (NSHHN)
- St. Vincent De Paul
- Youth Employability Project (YEP)
- Mobile Outreach Street Health (MOSH)
- Laing House
- Out of the Cold Shelter
- Halifax Housing Help
- St. Mary's Basilica
- Affordable Housing Association of Nova Scotia (AHANS)
- Halifax Regional Police (HRP)
- The Provincial Ombudsman Office

Staffing: The Navigator Street Outreach program currently has one full-time employee. The full-time employee (Navigator) provides clients with individualized support to address barriers to securing and maintaining employment (see above for particulars). Historically, the program employed a half-time employee (Housing Support Worker) that provided clients with individualized support to address barriers to securing and maintaining housing (see above for particulars).

Funding Sources: The Navigator Street Outreach program has historically received project grants from the following public and private sector entities:

- Halifax Assistance Fund;
- Nova Scotia Department of Justice; and
- Municipality of Halifax

Grants-based funding has historically been supplemented by core operating funding support provided by the following business improvement districts:

- Downtown Halifax Business Commission (DHBC);
- Spring Garden Area Business Association (SGABA);
- Downtown Dartmouth Business Commission (DDBC); and
- Quinpool Road Main Street District Association (QRMDA).

At present, DHBC and SGABA are the only BID financial contributors.

Table 3: Funding Contribution Breakdown (2008-2010)

Period	Contributor	Amount
2008-2010	Municipal Grants Program	\$30,000/year
2008-2010	DHBC, SGABA, DDBC, Quinpool	\$24,000/year
2008-2010	NS Department of Justice	\$10,000/year
2008-2010	Halifax Assistance Fund	\$7,500-10,000/year

Table 4: Funding Contribution Breakdown (2010-2014)

Period	Contributor	Amount
2010-2014	Municipal Funding ¹	\$144,000
2010-2014	DHBC	\$29,000/year
2010-2014	SGABA	\$10,000/year
2010-2014	Halifax Assistance Fund	\$17,500
2010-2014	Homeless Partnering Strategy ²	\$153,000
2010-2014	United Way ³	\$6,000
2010-2014	Halifax/Chebucto Health Boards ⁴	\$4,500

¹ Project based funding – BID Contributions Fund (\$34k in 2011/12; \$34k in 2012/13; \$37k in 2013/14 and \$39k in 2014/15)

² Project based funding – HRDC

³ Project-based funding – Mobile Outreach Street Health

⁴ Project based funding – Freedom Renewal Centre

Program Supports

Navigation: The Navigator program provides support to individuals as they attempt to “navigate” various systems, and advocates for specific services, including addictions services, mental health supports, income assistance and legal/justice support. Navigator Street Outreach program staff often accompanies clients to appointments to ensure their attempts to access services are smooth and issue-free.

Physical and Mental Health Support: Connect clients to services for physical and mental health. Provide advocacy with health provider personnel.

Addictions Support: Assist clients to access addiction services (detox, residential treatment and counselling). Provides transportation support for clients accessing addictions programs located outside of the urban core

Income Support: Assist clients to access income supports (e.g. Income Assistance and Canada Pension Plan (CPP)). Provides advocacy with income assistance personnel.

Justice System Support: Attend court with clients, liaise with probation officers and offer options for completing community service hours.

Employment Support: Where individuals are motivated and job-ready, Navigator Street Outreach assists them in securing and maintaining employment. This employment support includes the following:

- providing bus tickets to get to a work site;
- replacing identification (in order to apply for work);
- providing secure voice mail for job search activities;
- opening bank accounts, or cashing paycheques;
- providing basic work tools, clothing or specialized equipment (e.g. steel-toed boots, anti-skid shoes);
- ensuring that individuals have options for meals while on the job site; and
- providing referrals to training programs for skill enhancement.

Some individuals may also be offered assistance to return to their home community, or relocate to another city if they have secured full-time employment.

Housing Support: The Navigator Street Outreach program historically offered individualized housing and eviction prevention support to individuals and families. This housing support included the following:

- helping with housing searches;
- covering damage deposits;
- replacing identification (in order to secure housing);
- covering power and phone arrears;
- covering rental arrears;
- providing transportation to viewings; and
- assisting with securing references (in order to secure housing).

Draft Navigator Street Outreach Program
Grant Agreement – Fiscal 2016/2017

**NAVIGATOR PROGRAM
GRANT AGREEMENT**

THIS AGREEMENT is made as of the ____ day of _____, 20____.

BETWEEN:

Halifax Regional Municipality, a statutory body corporate duly incorporated under the laws of the Province of Nova Scotia (the "Municipality")

OF THE FIRST PART

- and-

Downtown Halifax Business Commission, a society in the Province of Nova Scotia ("the DHBC")

- and-

Spring Garden Area Business Association Limited, an association in the Province of Nova Scotia limited by guarantee ("the SGABA")

OF THE SECOND PART

WHEREAS the DHBC and the SGABA jointly operate a program of services provided to homeless and street-involved individuals in the urban core (the "Navigator Program").

WHEREAS a request for municipal support for the Navigator Program was made jointly by the DHBC and the SGABA.

WHEREAS Halifax Regional Council on July 21, 2015 provisionally approved a grant of forty-five thousand dollars (\$45,000) to the Navigator Program in the 2015/2016 fiscal year subject to the negotiation of a contribution agreement.

IN CONSIDERATION of the mutual conditions and covenants contained herein and the provision of other valuable consideration, receipt of which is acknowledged, the parties hereto agree as follows:

Definitions

1. Where used herein or in any amendments hereto, the following terms shall have the following meanings:
 - (a) "Client" means a homeless or street-involved individual situate in Halifax;
 - (b) "Grant" means a one-time contribution in the amount of forty-five thousand dollars (\$45,000) to be provided from the Municipality to the DHBC in the 2016/2017 fiscal year in accordance with the terms set out in this Agreement; and
 - (c) "Project" means the Navigator Program and more particularly means the work

undertaken by the DHBC and the SGABA using the Grant, such work being more specifically detailed in Section 4 herein.

Term

2. The term of this agreement shall commence on the date that this Agreement is executed and continue in force until March 31st, 2017.

Grant

3. The Municipality shall provide the Grant to the DHBC within twenty-one (21) days from the date that this Agreement is executed.

Use of Grant

4. The Grant shall be used by the DHBC and the SGABA during the term of this Agreement exclusively to support the following Project work:
 - (a) Physical and Mental Health Support: Connect Clients to services for physical and mental health. Provide advocacy with health provider personnel.
 - (b) Addictions Support: Assist Clients to access addiction services (detox, residential treatment and counselling). Provide transportation support for Clients accessing addictions programs located outside of the urban core
 - (c) Income Support: Assist Clients to access income supports (e.g. Income Assistance and Canada Pension Plan (CPP)). Provide advocacy with income assistance personnel.
 - (d) Justice System Support: Attend court with Clients, liaise with probation officers and offer options for completing community service hours.
 - (e) Employment Support: Assist Clients to secure and maintain employment.
 - (f) Housing Support: Provide individualized housing and eviction prevention support to Clients and their families.

Reporting Requirement

5. Within sixty (60) days of the termination or expiry of this Agreement, the DHBC and the SGABA shall provide a detailed Final Report to the Municipality particularizing how the Grant was used and detailing the results that were achieved.
6. The Final Report shall report on the number of Navigator Program clients that:
 - (a) secured employment;
 - (b) received training;
 - (c) secured housing;
 - (d) secured identification;
 - (e) received clothing;

(f) were referred by Navigator Program staff to:

- i. addiction support programs and services;
- ii. physical and mental health programs and services;
- iii. income support programs and services;
- iv. justice system programs and services;
- v. employment support programs and services; and
- vi. housing support programs and services;

(g) were referred to the Navigator Program by:

- i. Downtown Dartmouth Business Improvement District;
- ii. Main Street Dartmouth Business Improvement District;
- iii. Quinpool Road Business Improvement District;
- iv. North End Business Improvement District;
- v. Spryfield Business Improvement District; and
- vi. Sackville Business Improvement District.

7. The parties acknowledge and agree that the Final Report may be used by the Municipality in its consideration of any future requests for funding from DHBC and/or SGABA.

Access to Financial Information

8. The Municipality shall have the right, at its own expense, and with reasonable notice, to audit or examine the books of account and records maintained by the DHBC and SGABA regarding the Project.

Acknowledgement

9. In all communications associated with the Project the DHBC and the SGABA shall credit the Municipality as a contributor to the Project.

Relationship

10. The DHBC, the SGABA, and any employee, servant, agent, contractor or volunteer of the DHBC or the SGABA are not employees, agents, contractors or volunteers of the Municipality.
11. The parties hereto are independent of one another, and nothing herein shall be deemed to create a joint venture or partnership amongst them.
12. Neither DHBC nor the SGABA shall have any authority to represent, act on behalf of, or bind the Municipality.
13. All persons involved in the management, administration and operations of the Project, including the Executive Director, will be the responsibility of the DHBC or the SGABA. The wages, salaries and benefits of such persons shall be paid solely and directly by the DHBC or the SGABA.
14. The DHBC and the SGABA acknowledge and agree that each is jointly and severally liable for the obligations and liabilities owing to the Municipality under this Agreement.

General

15. Any modification of this Agreement must be in writing and signed by all parties or it shall have no effect and it shall be void.
16. No failure by a party to exercise any right under this Agreement or to insist upon full compliance by the other parties as to their respective obligations under this Agreement will constitute a waiver of any provision of this Agreement.
17. Headings contained herein are included solely for convenience and shall not be considered part of this Agreement.
18. The DHBC and the SGABA shall not assign this Agreement, in whole or in part, without the prior written permission of the Municipality.
19. The DHBC and SGABA agree to indemnify and hold free and harmless the Municipality, its mayor, councillors, officers, employees, agents and volunteers from and against all actions, claims, costs, demands, damages, suits or proceedings howsoever caused, arising from the DHBC's or the SGABA's execution of their respective obligations under this Agreement, save for the gross negligence of the Municipality, its mayor, councillors, officers, employees, agents and volunteers. This section shall survive the termination of this Agreement.
20. This Agreement constitutes the entire agreement respecting the subject matter hereof between the Municipality, the DHBC and the SGABA and supersedes all prior agreements representations, warranties, statements, promises, information, arrangements and understandings respecting the Project, whether oral or written, express or implied.
21. Should any part of this Agreement be determined to be void by a competent judicial or legislative authority, the remainder shall be valid and enforceable.
22. This Agreement shall be governed by, and interpreted in accordance with, the laws of the Province of Nova Scotia and the laws of Canada. Any disputes with regard to this Agreement shall be adjudicated in Halifax, Nova Scotia.
23. The DHBC and the SGABA hereby acknowledge that the Municipality is subject to Part XX of the *Municipal Government Act* (SNS 2008 c 39) regarding Freedom of Information and Protection of Privacy.

[Remainder of this page intentionally left blank]

IN WITNESS WHEREOF the parties hereto have executed this agreement on the day and year first above written.

**DOWNTOWN HALIFAX
BUSINESSS COMMISSION**

Witness

Per: _____
Executive Director

Witness

Per: _____
Chair of the Board

I/we have authority to bind the society

**SPRING GARDEN AREA BUSINESS
ASSOCIATION**

Witness

Per: _____
Executive Director

Witness

Per: _____
Chair of the Board

I/we have authority to bind the association

HALIFAX REGIONAL MUNICIPALITY

Witness

Per: _____
Mayor

Witness

Per: _____
Municipal Clerk

I/we have authority to bind the Municipality

Attachment 3

Navigator Street Outreach Program
Goals, Outcomes and Actions Summary

ADMINISTRATION	1) ASSIST IN DEVELOPMENT OF NAVIGATOR PROGRAM Assist in development of short and long term plans, performance objectives, and monitoring outcomes.	a. Strategic plan established and approved.
	2) SECURE FINANCIAL SUPPORT Research and apply for grants and programs as applicable and useful for advancing the goals of the program.	a. Measure whether we are accessing funds external to HRM and the BIDs.
	3) BEST PRACTICES Be aware of current programs, trends, research, and initiatives across Canada and the US dealing with homelessness.	a. Established database of contacts across Canada

	4) JUSTICE SYSTEM SUPPORT Liaise with probation officers and offer options for completing community service hours.	d. Number of referrals to programs and services
	5) EMPLOYMENT SUPPORT Assist Clients to secure and maintain employment.	e. Number of referrals to programs and services
	6) HOUSING SUPPORT Assist Clients in accessing housing support and services.]	f. Number of referrals to programs and services
STAKEHOLDER ENGAGEMENT	1) COMMUNITY PARTNERS Work with community partners (service and program providers) to develop working relationships around continuum of client care. Attend meetings with partners to discuss issues and how to improve client outcomes.	a. Establish working partnerships to enhance client services. b. Report on effectiveness of partnerships in regards to being able to address client needs c. Identify areas where additional support may be required.
	2) BID MEMBERS Raise awareness of Navigator program and respond to BID members requests as required.	a. Increased awareness of BID about Navigator Program b. Issues addressed between street-involved community and members
	3) GOVERNMENT Liaise with government departments at all levels who work on issues of homelessness and be aware of current programs and legislation.	a. Increased provincial and/or federal funding. b. Assessment of relationship with government partners.