

Corporate Cost of Homelessness

In order to develop the Homelessness and Housing Services Plan, Administration undertook a financial analysis of current expenditures on homelessness across the organization. This process of identifying and capturing costs related to homelessness is the first of its kind, noting that the City of Edmonton has not previously had a corporate-wide plan to address homelessness and, therefore, not tracked cumulative costs across the corporation. As the Homelessness and Housing Services Plan is implemented, costs will continue to be tracked across the corporation and the methodology adapted to reflect the changing environment.

Financial Analysis Process

In July - August 2023, 67 individuals from 27 City business areas, Edmonton Police Service and Edmonton Public Library participated in an internal engagement to identify the scope and types of activities being undertaken related to homelessness and how business areas felt these activities could be better supported or improved. Following those conversations, Administration identified the existing corporate response to homelessness to have three categories of work, based broadly on what the initiatives or activities were trying to achieve:

- *Homelessness Prevention:* Programs, services and initiatives that prevent homelessness.
- *Homelessness Resolution:* Programs, services and initiatives that are meant to connect people experiencing homelessness with housing and related support services.
- *Homelessness Response:* Programs, services and initiatives that manage the public space impacts as a result of homelessness which can include initiatives that are tied to: safety, cleanliness and wellness and may involve (but are not mandated to) connecting people experiencing homelessness with housing and support services.

Using the categories above, business areas that identified costs incurred related to homelessness through the engagement process were asked to categorize the activities in their area and quantify related costs for fiscal years 2022 and 2023. Meetings with individual work areas were held to discern how to categorize initiatives, where necessary. Through this process, different work areas identified that there is overlap in populations served, noting that individuals who are precariously housed or otherwise vulnerable and accessing public spaces may utilize services also utilized by people experiencing homelessness. Additionally, there are core services the City provides around cleanliness and safety that are impacted by all Edmontonians, regardless of their housing status. In these

instances, Administration exercised discretion on what to include by determining whether or not the service-level provided would need to be maintained if homelessness did not exist. If activities would continue at their current service level in the absence of homelessness, they were not included in the financial analysis.

The City funded activities included in the financial analysis are detailed in the table below.

City of Edmonton Homelessness Activities			
Category	Homelessness Prevention	Homelessness Resolution	Homelessness Response
Types of Activities	Costs associated with delivering programs and services that prevent homelessness.	Costs associated with delivering programs and services that connect people experiencing homelessness with housing and related support services.	Costs associated with managing public space impacts as a result of homelessness, which can include initiatives that are tied to: safety, cleanliness, and wellness and may involve (but are not mandated to) connecting people experiencing homelessness with housing and/or support services.
Department, Branch and Activities	Community Services Department, Social Development Branch <ul style="list-style-type: none"> • Affordable Housing Investment Program • Problem Properties • Subsidy for Hoarding Disorder Foundation of Alberta • Tenant Services • Community Investment Operating Grants 	Integrated Infrastructure Services, Infrastructure Design and Planning <ul style="list-style-type: none"> • Affordable Housing Development (Permanent Supportive Housing) Community Services Department, Social Development Branch <ul style="list-style-type: none"> • Affordable Housing Investment Program 	Community Services, Community Standards and Neighbourhoods Branch <ul style="list-style-type: none"> • Public Property Enforcement High Risk Encampment Team (Park Rangers (x5), Municipal Enforcement Officer II (x2) • ETS property Encampment Removal (Transit Peace Officers) • Extreme Weather Response

	<ul style="list-style-type: none"> Family and Community Support Services Grants (FCSS) <p>City Operations, ETS</p> <ul style="list-style-type: none"> Ride Transit Program (x20) <p>Assessment and Taxation, Financial and Corporate Services</p> <ul style="list-style-type: none"> Affordable Housing Tax Grant Program which offsets municipal taxes for non-profit affordable housing properties <p>Greater Edmonton Foundation</p> <ul style="list-style-type: none"> Annual Operating deficit contribution for Senior Lodge Accommodation through an existing Ministerial Order 	<p>(supportive housing)</p> <ul style="list-style-type: none"> Community Investment Operating Grants <p>Edmonton Police Service, Community Safety and Well-Being</p> <ul style="list-style-type: none"> Human Centered Engagement and Liaison Partner (HELP) (x14) <p>Edmonton Public Library, Stanley A. Milner Branch</p> <ul style="list-style-type: none"> Outreach Social Workers 	<ul style="list-style-type: none"> Transit Peace Officers Homeless Camp Removal (Capital City Clean Up) <p>Community Services, Social Development Branch</p> <ul style="list-style-type: none"> Radius Outreach Team Community Outreach Transit Teams PATH/RIDE Program Financial Empowerment Social Workers Emergency Response (Bridge, Day Services, Shelter, Encampments) Extreme Weather Response Women’s Shelters Community Investment Operating Grants Family and Community Support Services Grant Healthy Streets Operation Centre Community Safety Liaison (x2) Neighbourhood Empowerment Team Community Safety Liaison (1) Overdose Prevention and Response Team Municipal Drug Response Package Drug Poisoning Dashboard Analyst <p>Office of the City Manager - Fire Rescue Operations</p>
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Attachment 3

			<ul style="list-style-type: none">● Encampment Fire Response● Community Safety and Risk Fire Investigations and Prevention Education● Community Safety and Risk Healthy Streets Operation Centre (HSOC) <p>City Operations, Parks and Roads Services (PARS)</p> <ul style="list-style-type: none">● Encampment Clean Up operations inclusive of removal of oversized items, and specialized waste clean-up● Security charges● Dawson Rejuvenation 2.0● Closure of Living Bridge● Capital City Clean Up Needle Pick up● Specialized Waste and Downtown Hazard● Chinatown Rejuvenation● Needle Collection● Hard Surface Power Washing● Public Washrooms (Shigella), Hygiene Hub <p>City Operations, ETS</p> <ul style="list-style-type: none">● Winter Weather Shuttle● Drug Poisoning Response● Public Washroom Strategy● Enhanced Transit Cleaning <p>Edmonton Public Library, Branch Services</p>
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Attachment 3

			<ul style="list-style-type: none"> • Washroom Attendants • Staff Training • Drug Poisoning Response <p>Edmonton Police Service, Community Policing Bureau</p> <ul style="list-style-type: none"> • High Risk Encampment Team • Healthy Streets Operation Centre (HSOC) <p>REACH Edmonton Council</p> <ul style="list-style-type: none"> • 24/7 Crisis Diversion
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Findings

Operating Expenditures:

\$000s	2022				2023				Year Over Year Change (Actuals)	
	FTE	Budget	Actuals	Variance	FTE	Budget	Actuals	Variance	FTE	\$
Homelessness Prevention	26.5	\$35,497	\$36,197	(\$700)	26.2	\$45,921	\$47,072	(\$1,151)	(0.3)	\$10,875 ²
Homelessness Resolution	16.4	\$3,666	\$3,912	(\$246)	15.4	\$7,937	\$7,942	(\$5)	(1.0)	\$4,030 ³
Homelessness Response	15.5	\$27,201	\$33,484	(\$6,283)	40.0	\$29,202	\$36,349	(\$7,147)	24.5	\$2,865 ⁴
Total	58.4	\$66,364	\$73,593	(\$7,229)	81.6	\$83,060	\$91,363	(\$8,303)	23.2¹	\$17,770

¹ Increase of 23.2 FTEs in 2023 compared to 2022 is primarily due to the Edmonton Police Service establishing the Healthy Streets Operation Centre (HSOC), accounting for 18.0 of the 24.5 FTE increase within the Homelessness Response category.

² Homelessness Prevention costs increased by \$10.875 million in 2023 compared to 2022 primarily due to the Edmonton Transit Service Ride Transit Program which had expenditures of \$6.281 million in 2022 that increased to \$11.707 million in 2023 for a total change of \$5.426 million. The Ride Transit Program and Ride Transit Program costs made up 28.7 per cent of the overall homelessness prevention costs in 2023. Additionally, the Family and Community Support Services had an increase in prevention-related grants from \$1.827 million in 2022 to \$4.583 million in 2023 for a change of \$2.756 million.

³ Homelessness Resolution costs increased by \$4.030 million in 2023 primarily due to AHIP Funding commitments of \$3.931 million for Permanent Supportive Housing projects.

⁴ Homelessness Response costs increased by \$2.865 million in 2023 compared to 2022 due to an increase of \$1.5 million in REACH Edmonton Council 24/7 Crisis Diversion program and \$1.091 million for the launch of the Public Washroom Strategy in 2023. The remaining increase is due to additional costs for the Municipal Drug Poisoning response and a 2.0 FTE increase for Community Safety Liaisons.

Capital Expenditures:

\$000s	2019-2022 Budget Cycle	2023-2026 Budget Cycle			Total 2019-2026 Anticipated Spending
Category	Actuals	Budget	Total Project Actuals to Date (Dec 2023)	Remaining Budget	
Permanent Supportive Housing ⁵	\$71,587	\$70,801	\$8,095	\$62,706	\$142,388
Social Housing Renewal Project ⁶	\$0	\$20,300	\$8,120	\$12,180	\$20,300
Total Capital Expenditures	\$71,587	\$91,101	\$16,215	\$74,886	\$162,688

Capital Funding Sources:

\$000s	2019-2022 Budget Cycle	2023-2026 Budget Cycle			Total 2019-2026 Anticipated Spending
Funding Source	Actuals	Budget	Total Project Actuals to Date (Dec 2023)	Remaining Budget	
City of Edmonton	\$23,835	\$58,188	\$4,740	\$53,448	\$82,023
Provincial	\$12,608	\$10,580	\$0	\$10,580	\$23,188
Federal	\$35,144	\$22,333	\$11,475	\$10,858	\$57,477
Total Capital Funding	\$71,587	\$91,101	\$16,215	\$74,886	\$162,688

⁵ Capital Funding in the 2019-2022 budget cycle created five permanent supportive housing sites (Inglewood, Terrace Heights, Westmount, King Edward Park and McArthur). For the 2023-2026 budget cycle, there are three new City-led permanent supportive housing sites budgeted (Holyrood, Canora and Garneau) along with land preparation costs for a supportive housing project led by a non-profit (Athlone).

⁶ Social Housing Renewal Project is the renewal of 882 City-owned units managed by Cvida.