

# Getting the Job and Keeping It:

Making the case for a work-skills program for homeless participants of At Home/Chez Soi

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## Abstract

key words:  
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Homelessness can erode an individual's self-confidence and self-esteem, making it hard to believe that they can "get back up." While a permanent home can start the process of recovery, many individuals experiencing homelessness cite the need for competitive employment as a means to re-integrate back into the community, to rebuild a sense of self-efficacy and determination, and to forge productive relationships and functional/enabling competencies. While Housing First initiatives like At Home/Chez Soi have been studied at great length for its impact in housing stabilization and provision of meaningful services like counselling for mental health and addiction issues, much less is known about the relevance and effectiveness of housing as a pathway to obtain permanent employment. As articulated by Nelson et al. (2012), "If the process of training for and securing employment fuels a motivation to address other life problems, then we would expect that completion of the work- and life-skills program leads indirectly to improvements in mental and physical health, self-esteem and self-efficacy, substance use problems, and other behavioral problems beyond basic gains in work and related life skills and employment" (712).

This case-in-point will explore the impacts of At Home/Chez Soi in Winnipeg. Case studies such as the Moving Ahead Program (MAP) in New England and Access to Community Care and Effective Services and Supports (ACCESS) in Chicago, will suggest the use of vocational services as an opportunity to significantly increase the likelihood of paid employment for individuals housed through Housing First projects. Yet, while vocational rehabilitation services may play a critical role in improving quality of life for those experiencing homelessness, the necessity for services that are designed to reflect the unique needs of homeless individuals and the development of trust between agencies providing housing and vocational supports in long-term recovery narratives, will be considered.

## Background

At the age of 50, Alden Wiebe found himself standing on the Assiniboine Park Bridge with “one last hope: that the notorious undertow of the Assiniboine River would do its job” (Turner, 2014). Unfortunately in Winnipeg, many people experiencing homelessness consider the same fate. As reported in the Winnipeg Street Census in 2015, nearly 1,400 people experience homelessness in Winnipeg on any given night, with 132 of these individuals unsheltered, 347 individuals found in emergency shelters, 333 individuals staying with friends or family, 381 individuals in transitional housing, 242 individuals in institutional care, and 65 individuals in a hotel or motel (Maes Nino et al., 2015).

“Absolute homelessness” is defined by the absence of permanent and stable housing options, where individuals seek refuge in bus shelters, parks or green space, cars, and emergency shelters (Maes Nino et al., 2015). While only 479 of Winnipeg’s 1,400 homeless, or 34 per cent, experience “absolute homelessness,” a growing movement in prioritizing housing provision for the chronically homeless is sweeping across North American cities, claiming greater cost savings on the homelessness system. As Turner writes, “Emergency shelter for one homeless person costs about \$10,000 a year ... [and the] system costs (police, hospital, psychiatric wards, ambulance, crime) average

another \$46,000” while the cost to house the homeless “range[s] between \$12,000-\$18,000 a year” (Turner, 2014). Individuals that consume more of the system’s services are considered to be in greater need of permanent housing.

In 2014, Wiebe was selected to participate in At Home/Chez Soi, a

recovery-oriented services and additional support for underlying issues, such as addiction and mental health” (Mental Health Commission of Canada, 2014), an approach otherwise known internationally as: Housing First.

In a report that followed the progress of 513 At/Home Chez Soi participants in Winnipeg, some



national research demonstration project that included the following sites: Winnipeg, Vancouver, Toronto, Montreal, and Moncton. Wiebe, who fortuitously survived his plunge into the Assiniboine River, was swept to shore and connected to permanent shelter. Wiebe and 1,999 Canadians suffering mental illness while enduring homelessness, were provided “with a place to live first and [offered]

broad conclusions emerged: (a) 52 per cent worked steadily in the past; and (b) every \$10 invested resulted in an average savings of \$9.30 for homeless participants with high-needs and \$3.85 for those with moderate needs (Mental Health Commission of Canada, 2014). These positive outcomes have given homeless individuals a new found hope, as affirmed by Dr. Jino Distasio, director of

the Institute of Urban Studies at the University of Winnipeg and principal investigator for At Home/Chez Soi: “You can just see the weight lifted. There’s something symbolic about giving someone a key. It’s powerful. You give them control again” (Turner, 2014). Wiebe discovered employment soon after participating in At Home/Chez Soi, working as a counsellor and community liaison at the University of Winnipeg (Turner, 2014).

These results clearly demonstrate how Housing First can rapidly end homelessness for chronically

**“You can just see the weight lifted. You give them control again.”**  
- Jino Distasio

homeless individuals and foster self-confidence and self-efficacy. However, the results have been less inspiring for re-employment of At Home/Chez Soi participants. As measured by the Mental Health Commission of Canada, “91 per cent [of participants] were unemployed at the time of study” (Mental Health Commission of Canada, 2014).

While Housing First initiatives can stabilize homeless individuals with a roof over their heads, employment and vocational opportunities are reported by many of participants as a critical stepping stone towards reintegration with the community at large. As identified by Poremski

et al. (2015) in “Building Trust With People Receiving Supported Employment and Housing First Services,” 50% to 70% of people with severe mental illness want to work (20). The same margin of those willing to work is the same estimated unemployment rates for homeless people, roughly at 80-90 per cent (Poremski et al., 2015).

Providing a homeless individual with a home is equally important as effective delivery of employment and vocational opportunities. As explained by Poremski et al. (2014) “Employment has the potential to improve quality of life and reduce the risk of further shelter use” (181). Recovery narratives of individuals experiencing homelessness punctuate the importance of work opportunities, as they help to facilitate integration into the community, build relationships with others, and cultivate both functional/enabling competencies and is a “key ingredient in removing homeless persons with severe mental illness from homelessness and improving their quality of life” (Pickett-Schenk et al., 2002).

## Facts

### (1) Barriers to employment

Criminal records, poor employment history, physical illness, and substance use/abuse are just few of the many barriers to permanent employment for individuals experiencing homelessness. For many, homelessness and mental illness also facilitate a cycle of

despair, as they “contribute to drug and alcohol consumption, which act as a predisposing, a precipitating and a perpetuating factor to unemployment” (Poremski et al., 2014) and



continued homelessness. In “Barriers to obtaining employment for people with severe mental illness experiencing homelessness,” a homeless individual candidly narrates his story of finding employment: “I have a big handicap with my criminal record. When you have a criminal record you don’t work! You lead the life of a criminal, or you work under the table. You have no choice!” (Poremski et al., 2014).

Frequently, homeless individuals will quit employment as a problem-solving strategy and continue use of shelters because of learned dependence (Poremski et al., 2014). In addition, Employment and Income Assistance (EIA) can be a barrier to obtaining competitive



employment. As explained by Beverly Roberts, Executive Director of Red Road Lodge, "Individuals experiencing homelessness fear they will lose their EIA and benefits if they work more than the amount of hours prescribed, and especially for jobs that don't pay them enough to find adequate housing. It's a cycle that works as a disincentive to a desire to gain employment" (Downtown Winnipeg BIZ, 2015).

Shelter policies often restrict an individual's ability to work odd hours. For example, many individuals wait to gain access to shelters. This wait-time can prevent an individual's ability to find work or go to work (Poremski et al., 2016). This often leads to

informal sources of income such as panhandling, selling drugs, and prostitution.

## (2) Effects of Housing First on employment

In 2016, a study was published outlining whether or not homeless individuals, upon participation in Housing First, possess a competitive advantage with regards to re-employment. As stated by Poremski et al. (2016), "The objective of this study was to determine whether Housing First increases the odds of obtaining competitive employment in this population and affects income, including income from informal and illegal sources"(1). While the At Home/Chez Soi initiative

has helped to enhance housing stability for 2,148 people with mental illness from five Canadian cities, the participants of this study did not appear to have been able to significantly increase their income. However, if participants were employed at baseline, then the odds of employment were greater (Poremski et al., 2016).

While Housing First has shown to improve community well-being and quality of life for individuals experiencing chronic homelessness, its impact on connectivity to employment is less clear. As Poremski et al. (2016) indicates, Housing First alone "generally do[es] not increase employment rates; they need to be combined with supported-



Source: Winnipeg Free Press. Retrieved from: <http://www.winnipegfreepress.com/local/Downtown-Biz-to-launch-anti-panhandling-campaign-160242725.html#&gid=1&pid=1>

employment services to be effective" (1). A large trial was conducted recently to get a sense of the employment creation for participants of Housing First. While participants with intensive case management showed an increase of odds in obtaining employment compared with the control group, with respect to income, however, "Housing First appeared to have no significant effect" (Poremski et al., 2016).

Housing First employs a client-centred approach to achieve clients' own personally-motivated goals. However, Housing First for the most part is designed to connect homeless individuals

## Housing First has shown to improve quality of life for homeless individuals; impact on employment is less clear.

with stable housing and "does not typically include specialized employment support services" (Poremski et al., 2016).

Literature suggests that removing the burden of finding housing can enable homeless individuals to focus their attention on finding employment. A fixed address to their name is identified as another pathway for homeless individuals towards getting a job. However, as the At Home/Chez Soi follow-up study on employment revealed, "participants likely continued to

live below the poverty line, as they did while they were homeless" (Poremski et al., 2016).

Without a job or a steady income, how effective is At Home/Chez Soi in addressing the complex needs of chronically homeless individuals? Should employment strategies be included as part of At Home/Chez Soi's service-provision model? As concluded in the report: "data indicate[s] that being assigned to a Housing First group was associated with initially lower odds of employment, highlighting the need for adjunctive supportive-employment services" (Poremski et al., 2016).

### (3) Moving Ahead Program (MAP), New England

In New England, an initiative called the Moving Ahead Program (MAP), "help[s] its guests develop healthier social networks by teaching social skills, promoting attempts to reconcile with family members, and promoting positive relations with non-homeless and employed persons, such as workplace colleagues" (Nelson et al., 2012). For individuals challenged by the obstacles of homelessness, a work-skills program can be a pathway out of homelessness. MAP has shown to fortify important life skills, like "social skills (e.g. communication, appropriate behaviour, and team cooperation), workplace skills (e.g. working with technology), and personal skills (e.g. hygiene, nutrition, and self-control)" (Nelson et al., 2012). Before gaining support in career exploration and



connection, homeless individuals are required to explore their own sets of strengths, weaknesses, and interests. This assessment allows MAP practitioners to cater the design of their program to suit the unique needs of their clients. Results have been overwhelmingly positive, with internal records indicating "that more than 1,000 individuals have graduated from MAP since 1995" (Nelson et al., 2012). A priority on pre-assessment, post-graduation assessment, and continued follow-up for MAP participants is a priority. Individuals are asked questions about their comfort level and expertise in "communication, career exploration, appropriate job behavior, work self-assessment, basic literacy, workplace technology, paper-work, life stabilization, office skills, and social networking" (Nelson et al., 2012). Individuals that followed this structure of pre-assessment, post-graduation assessment, and continued follow-up, showed the greatest improvement of skills. As outlined in the report, when participants were held accountable and took part in a follow-up survey, they were more likely to have held a job between graduation and

their follow-up (Figure 2).

#### (4) Access to Community Care and Effective Services and Supports (ACCESS), Chicago

In Chicago, the Access to Community Care and Effective Services and Supports (ACCESS) program reported that 60% of their participants with mental illness “had not been employed in the six months prior to enrolling in the program, compared to 49% of non-disabled participants” (Pickett-Schenk, 2002). When provided with vocational training support, participants were “one and half times and two and a third times as likely, respectively, to be employed” (Pickett-Schenk, 2002). These

**“More than 1,000 individuals have graduated from MAP since 1995.”**

**- Nelson et al.**

results seem to suggest that the receipt of employment services can increase the likelihood of gaining meaningful employment.

#### (5) Developing trust

Trust is an important motivator for homeless individuals towards finding employment. As outlined by Poremski et al. (2015) in “Building Trust With People Receiving Supported Employment and Housing First Services,” trust helps to develop a collaborative relationship between service agencies and homeless clients, as

it facilitates “open communication necessary to discuss participants’ expectations of services” (Poremski et al., 2015). When thinking about projects like At Home/Chez Soi, which emphasizes a client-centred approach, and actions sensitive to the client and fuelled by the client, this can only happen when trust is developed. When the client trusts the service provider, a working alliance can be established. With regards to employment, trust can help to “change negative beliefs [of those who are homeless] and highlight peoples’ strengths and potential for employment” (Poremski et al., 2015). When homeless individuals lack trust in the service agencies that are trying to help, it results in a net loss of employment opportunities and greater difficulty in finding work. As clearly outlined: “Without the support of an employment specialist, participants receiving usual services relied more on internal motivation to search for employment opportunities. Programs assisting people to reach their employment goals must be sensitive to homelessness-specific experiences that may make establishing trust difficult. Vocational services should be designed to allow clients to deal exclusively with 1 service provider to permit the development of a working alliance” (Poremski et al., 2015).

Interviews with participants of employment programs help to better understand the theme of developing trust: (a) the process of getting support and (b) the consequences of getting it.



The process of getting support: The experiences of homeless individuals and mental illness can cause them to mistrust housing and homelessness professionals. In an interview with Melanie, a Housing First participant, it was evident that developing empathy, understanding and respect was necessary to discuss employment options: “The people who were dearest to me turned their back on me, like my parents. And then, I found myself in emergency shelters where it is a free-for-all. Nobody really trusts anyone there. So ... it was not impossible but it was hard. However, my employment specialist made trusting so easy. She was quick to try to build confidence and trust. I was hesitant at first, but she really put at ease” (Poremski et al., 2015).

The consequences of getting it: For Kevin Anderson, a participant of an employment program at Red Road Lodge, an urban art centre which provides transitional housing, the development of trust helped him get his life back on track. In his words, “It’s people not giving up on me - as soon as I saw that, I thought, ‘Oh, I can do this’” (Downtown Winnipeg BIZ, 2015)



Similarly, for Trevor Dux, a resident at Madison Lodge, a facility run by Siloam Mission, the thrust to get vocational skills and training has challenged him a good way: "They've been pushing me to get back into school. They took me to South Winnipeg Tech for a tour, and now it looks like I might be starting a program in September" (Downtown Winnipeg BIZ, 2015).

However, when one finally re-enters the workforce, there can be an increased desire to find more permanent jobs - not just odd jobs. In an interview with a homeless individual, the lack of a full-time and consistent job created feelings of unrest and worry: "I have been trying to find another part-time job to keep our heads above water" (Downtown Winnipeg BIZ, 2014).

#### (6) Plans to end homelessness

In 2014, a task force assisted by the United Way of Winnipeg, unveiled its 10 Year Plan to End Homelessness in Winnipeg. With lessons learned from other major Canadian cities like Edmonton and Calgary, the Winnipeg plan "recommend[ed] the formation of a central resource agency that would serve as a one-shop intake service that would provide a central registry, access for outreach workers and a rent bank" (Turner, 2014). The rationale: with one organization comes better coordination of government funding to support homeless clients. While the report "calls for the addition of 300 housing units" (Turner, 2014) with client-centred support services, it is less

explicit about tangible strategies for re-employment or vocational programs to assist with permanent employment (Figure 3). In its 10 Year Plan to End Homelessness, Edmonton like Winnipeg, primarily focuses its attention on housing strategies. As outlined in its website, a homeless individual "decides which services and supports she needs to begin her healing process" (End Edmonton Homelessness, n.d.). It is not explicit if these strategies relate to work-skills or vocational training. From a discourse analysis, it is clear that employment strategies are not a priority (Figure 3). As explained by Poremski et al. (2014), "employment represents an important means of successfully exiting homelessness and should be a priority in plans to end homelessness" (181).

#### (7) Government support

With an election in Manitoba currently underway, the Downtown Winnipeg Business Improvement Zone (BIZ), held a premier candidates' debate on downtown issues. One of the questions asked of the political parties pertained to the issue of homelessness. While the Liberal Party of Manitoba, Progressive Conservatives, and Green Party, all expressed the importance of ending homelessness as a means of actualizing the potential of those who are marginalized, and to support greater social and economic prosperity, the New Democratic Party was the only party to explicitly discuss homelessness strategies related to employment. In their words,



"Each improvement that is made, every Manitoban that is assisted in finding housing, overcoming mental health or addictions issues, or entering training for a new job, makes downtown that much more appealing to the public eye" (Downtown Winnipeg BIZ, 2016).

#### (8) Alternative employment strategies

The Downtown Winnipeg Business Improvement Zone (BIZ), an organization that represents 1,300 businesses in the city's core, turned its attention to the issue of homelessness in 2011. As articulated by the organization's executive director, Stefano Grande, the rationale for this advocacy is about creating a healthy downtown: "We can make a better city and a better downtown by simply helping people who are homeless in a progressive way; providing a home and helping them keep it, providing support in dealing with their challenges, and creating meaningful jobs to become a part of the community" (Downtown Winnipeg BIZ, 2016). In 2011, the Downtown Winnipeg BIZ created the CEO Sleepout, an event that "recruited and mobilized over 150 leaders from the private and

public sectors to help bring attention and awareness to the intricate and complex issue of homelessness” (Downtown Winnipeg BIZ, 2016). The event has raised \$800,000 with 100% of these funds allocated to Winnipeg social agencies to create employment programs for individuals experiencing homelessness. According to this organization, 137 homeless individuals have been provided with more than 51,000 hours of employment, with programs offered and managed by agencies like Artbeat Studio, Graffiti Art Programming, Macdonald Youth Services, Red Road Lodge, Siloam Mission, and Union Gospel Mission. The jobs that the homeless individuals perform range from flower planting, mural installation, litter removal, placemaking, and running an art gallery at Portage Place Shopping Centre.

Published by the Downtown Winnipeg BIZ in a book titled “Stories of Change,” participants of these employment programs cite job creation as a means to overcome homelessness and struggles and offer a reason to contribute to the city. Brian Ironstand, a homeless individual living at Red Road Lodge, learned custom woodworking skills to create benches and chairs to enhance downtown’s public realm. In his words: “Most of these people just need a bit of help. When you give them a helping hand, they help back. Then you really get to see what they can do” (4).

Other participants note how the jobs created in fact challenge them to learn new skills and to push themselves. As narrated by Trevor Dux, a participant at Siloam Mission: “We work hard but we also have a good time. Sometimes we make a game of it. The program is making me into a perfectionist. I refuse to stop until every single piece of litter is picked up” (Downtown Winnipeg BIZ, 2014) citing his work in cleaning up downtown around the Main St. area.

A sense of professionalism and the need to “show up” was cited as another outcome of this employment program. As Sam Welfey, a youth experiencing homelessness and receiving services from Macdonald Youth Services describes: “The program has really helped me get used to working in a professional environment. You need to show up. You need to do the work. And you need to do it properly” (Downtown Winnipeg BIZ, 2014). Sam, like many of the participants of these employment programs, see the value in working downtown and want their employment to be connected to making a difference: “You get to see how your work is making the downtown look great and it makes you want to work harder. You know what you’re doing matters” (Downtown Winnipeg BIZ, 2014).

Once they have a few hours of employment under their belts, many of these homeless individuals find linkages to permanent employment. Mike Haskins, a



resident at Siloam Mission took part in the funded employment program. After several years of working at Siloam Mission, he applied for a job with the Downtown Winnipeg BIZ and has been working as a general labourer ever since. From a life on the streets to working a full-time job, Haskins “has found full-time employment, a place to live and some new-found positivity” (Dulewich, 2015).

In an interview with a downtown business owner, some important skills were identified as necessary for job connectivity: “The ability to speak to people in a well thought out, respectable manner is very important. Our business requires timeliness and punctuality as well as dress code so again, training and skills in this area are key” (Downtown Winnipeg BIZ, 2015). Attendance and “showing up” were noted as challenges with hiring individuals experiencing homelessness. Job shadowing was identified as a pathway to employment for homeless individuals, which would take the financial burden off the employer, and would allow the employee to get a feel for a new role as well as show the employer (and social agency) that they can handle the



responsibility of showing up to work each day, work hard, follow directions, accept critical and developmental feedback and be part of a team. In his words: "This can be done in classrooms but perhaps if a person is truly interested in getting back in the workforce but lack the skills mentioned then job shadowing would be a good start" (Downtown Winnipeg BIZ, 2015).

## Conclusions

A pathway out of homelessness and into a healthier life requires a multi-pronged approach, which factors in housing provision, client-centred services, as well as connectivity to work-skills/vocational programs to ensure re-employment potential. As Bianco and Shaheen (1998) assert, "housing services alone will not put a roof over their heads; and vocational services alone will not help them manage the symptoms of their psychiatric disorders. Rather, a comprehensive network of services which Bianco and Shaheen (1998) conceptualized as a 'three-legged stool' of care that provides safe and affordable housing, mental health treatment, and employment will better assist HSMI persons in their recovery efforts" (as cited in Pickett-Schenk et al., 2002).

As observed with the Moving Ahead Program (MAP) and ACCESS, when homeless individuals are provided with work and related life skills, they experience and improve upon their self-esteem and self-efficacy. Pre-assessment, post-

assessment, and annual follow-ups with participants are necessary for job retention.

The key theme of trust emerged as an important factor in employment creation and retention. As identified by Poremski et al. (2015), "people who wanted help returning to work and who were receiving services from trusted employment specialists found more employment opportunities" (24). By building trust through relationship building, empathy, respect, and communication, participants and their journey out of homelessness can be impacted in positive ways. If Housing First programs like At Home/Chez Soi adopt and adapt to an employment program, it will be of paramount importance to develop framework for building of trust, as "a working alliance can increase people's perception of their job prospects" (Poremski et al., 2015). That is, participants will believe in their employment potential when they can work closely with their service-provider. As further explained, trust can help "participants discuss difficult obstacles to employment, alters their interpretation of failures, and helps protect them from discouragement. It helps participants to adopt behaviors that enable them to actively participate in a job search, and ultimately, obtain competitive employment" (Poremski et al., 2015).

Governments and local plans to end homelessness may need to build on their discourse around employment strategies, as there is

a weak proportion of it discussed currently in the public domain. Alternative employment strategies are being spearheaded by the private sector, as seen in the case of the Downtown Winnipeg BIZ in its provision of funds to social agencies to employ their homeless participants.

## Lessons Learned

A multi-faceted approach to working with homeless participants of At Home/Chez Soi is needed to provide greater continuity of care, reduce redundancy of services, housing stability, and employment connectivity.

Job-skills training should be applied concurrently with treatment for mental health and substance use disorders and housing provision. As explained by Nelson et al. (2012), "Proponents of this strategy suggest that completing job-skills training and securing employment builds confidence, an important resource for adhering to treatment regimes for co-occurring conditions" (711-712). It is not enough to give a homeless individual a home. Limited work prospects can be disabling for those living in Housing First units and this may contribute to feelings of despair and failure.

Longitudinal research should be conducted with At Home/Chez Soi participants, from when they are admitted into housing, during treatment, and follow-up. As noted by Pickett-Schenk et al. (2002), "Vocational information on this

population typically is limited to descriptions of the activities HSMI individuals engage in to earn meager amounts of income needed to survive, such as selling cans, working as day laborers, or engaging in prostitution. Other studies only report whether employment status is related to housing and service use outcomes and do not explore how other work history variables (e.g. employment length, types of jobs held) affect these outcomes" (200).

The lack of relevant data reduces the ability to make sound policy

decisions about the types of services and supports are needed to connect homeless individuals with job opportunities. Further study can also explore barriers for job connectivity with homeless women, as they are more likely to be caring for children. What additional supports would be needed for homeless women to enter the job market? As stated by Pickett-Schenk et al. (2002), homeless "women also may be reluctant to work at jobs located in dangerous neighbourhoods, and may need transportation and schedule accommodations (e.g.,

rides to and from the workplace, daylight hour shifts) to meet their safety concerns" (210).

Additional questions for further inquiry should be considered: Are employment strategies currently housed within plans to end homelessness? How can the planning profession and government work towards the creation and integration of employment strategies for the homeless? What role does At Home/Chez Soi play in supporting clients in finding employment or creating vocational opportunities?

## Figures

Figure 1: Homelessness composition in Winnipeg on the night of October 25, 2015

Absolute Homelessness: 479 people		Provisionally Accommodated: 921 people			
Unsheltered	Emergency Shelters	Another's Home	Transitional Housing	Institutional Care	Hotel or Motel
132 people	347 people	333 people	281 people	242 people	65 people

Figure 2: MAP employment outcomes

Participants who completed 6-month follow-up	Maintained their gains in work and related life skills, especially in technology and social networking domains
Participants who completed 1-year follow-up	Made significant gains in income and employment (82% held a job between graduation and follow-up, compared to 52% of the same sample that reported past-year employment to pre-assessment)

Figure 3: Discourse Analysis of Keywords Pertaining to Employment Strategies, as Observed in Homelessness Plans for Winnipeg and Edmonton

Plan Title	Employment	Employment/Page	Unemployment	Unemployment/page
At Home/Chez Soi Winnipeg Site	4 times	14%	0 times	0%
A Place to Call Home	8 times	11%	1 time	1.4%
End Homelessness in Winnipeg	12 times	16%	3 times	4.1%

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