

The City of Edmonton's

Homelessness and Housing Services Plan

PROGRESS REPORT

July 2025



With Gratitude



The City of Edmonton is one actor in the homelessness and affordable housing ecosystem. The implementation of the Homelessness and Housing Services Plan is complementary to numerous efforts led by partner organizations, funders, advocates, and people with lived experience that make up the homeless-serving system of care. None of the achievements highlighted in this report could have been done without the collaboration, wisdom, and input of those who tirelessly dedicate themselves to ending homelessness in Edmonton. It is with gratitude that the City shares the results of its efforts in this report and acknowledges the partners we have worked with in our capacity as a Funder, Convener, Coordinator, and Advocate, as essential to the success of joint efforts to get and keep people housed.

Land Acknowledgement

The City of Edmonton acknowledges the traditional land on which we reside is in Treaty Six Territory. We would like to thank the diverse Indigenous Peoples whose ancestors have marked this territory with their footsteps for centuries, including the nêhiyaw (Cree), Dené, Anishinaabe (Saulteaux), Nakota Isga (Nakota Sioux), and Niitsitapi (Blackfoot) peoples. We also acknowledge this as the Métis' homeland and the home of one of the largest Inuit communities south of the 60th parallel. It is a welcoming place for all people who come from around the world to share Edmonton as their home. Together, we call upon all of our collective, honoured traditions and spirits to work in building a great city for today and future generations.



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Executive Summary

The City of Edmonton works alongside other orders of government and the homeless-serving system of care to fund, convene, coordinate and advocate for necessary support services and housing options for Edmontonians experiencing homelessness. In 2024, the City of Edmonton spent \$91.9 million on initiatives related to homelessness, inclusive of Edmonton Police Service and Edmonton Public Library. This reflects a 0.6 per cent increase from the \$91.4 million spent in 2023. These initiatives aim to prevent homelessness, assist individuals seeking shelter in public spaces, and mitigate the effects of homelessness by providing essential amenities and emergency services to those in crisis.

The City of Edmonton [Homelessness and Housing Services Plan](#) (HHSP), formerly known as the Corporate Homelessness Plan, was approved by City Council in July 2024 (Council Report [CS01759](#)). The plan outlines the City of Edmonton's role in addressing homelessness, with consideration of work underway by other orders of government and partners, and contains specific actions the City will take to contribute to the community effort. This progress report highlights the work undertaken from July 1, 2024, to March 31, 2025, to implement the 26 actions outlined in the HHSP. Some of the key achievements to date include:

- An accountability table, comprised of the Executive Sponsor and a Management Committee, was established in January 2025 to provide oversight of the Plan's implementation.
- A Performance Measurement Framework for the HHSP was developed and reviewed by the City Auditor in January 2025. In the months that followed, business areas, service providers, Edmonton Public Library, Edmonton Police Service and REACH Edmonton have been closely collaborating to align their data collection approaches within the Performance Measurement Framework.
- Between January and March 2025, the newly established Housing Relocation Team supported 26 households that may have otherwise become homeless due to the closure of a multi-unit problem property; 39 adults and 16 children were rehoused with the support of housing workers.
- The City launched its [Rent Ready](#) marketing campaign (formerly called the Tenant Empowerment Course) in January 2025 to create awareness of the program and provide renters with the necessary knowledge and skills to secure and maintain housing.
- Between 2023 and July 2025, 1,058 people completed a [Rent Ready/Tenant Empowerment Course](#), increasing their chances of accessing and maintaining independent housing. The certificate is recognized as a rental reference by the [Alberta Residential Landlord Association](#).
- From July 1, 2024, to March 31, 2025, City Administration responded to 5,696 calls from Edmontonians regarding tenancy issues, during which staff provided advice and information to tenants on their rights and responsibilities to help them maintain stable housing.
- Edmonton City Council endorsed an updated [Emergency Shelter Best Practices Guide](#) in September 2024. Through engagement and ongoing dialogue with shelter operators and the Government of Alberta, the best practices guide has informed the development of more accessible and population-specific programs as well as site designs in recently established shelters, improving accessibility for shelter guests.
- In October 2024, the City collaborated with the Province to recommend projects for a new cost-matched bilateral funding agreement between the provincial and federal governments aimed at addressing encampments and unsheltered homelessness. As a result, several City-recommended projects have now received funding through this bilateral agreement.
- The City of Edmonton provided capital funding for Jasper Place Wellness Centre's Bridge Healing program, which provides transitional housing for individuals at-risk of homelessness after being discharged from the hospital, facilitating their transition to secure housing. The City has committed to 36 units for the Bridge Healing program, providing \$1.1 million dollars in funding.

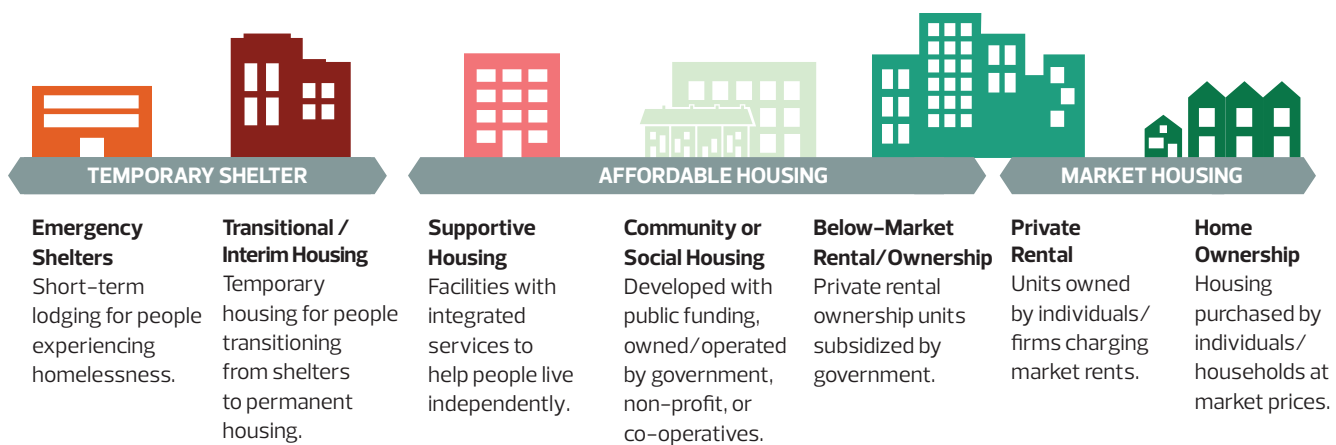
- As of January 1, 2025, the City partnered with Montana First Nation (in partnership with Boyle Street Community Services) and Enoch Cree Nation to establish Indigenous-led outreach teams to assist unsheltered people in Edmonton. Their areas of focus will be on rapport building, cultural and peer support, Nation liaisonship, and pre-housing casework for individuals sleeping outdoors citywide. This commitment demonstrates joint planning and action on Indigenous-led solutions to homelessness, as articulated in the Letter of Intent on housing signed by the Confederacy of Treaty Six First Nations and the City of Edmonton in 2023.

While much has been achieved in the first year of implementation, there remains a significant gap in affordable housing availability for people at-risk of and experiencing homelessness in Edmonton. The newly released [Point In Time Count](#), a federal census which identifies the number of people experiencing homelessness in major cities across Canada using a shared methodology, identified 3,902 individuals experiencing homelessness in Edmonton on October 10, 2024. This number is the highest on record for the city, surpassing the previous high of 3,079 people in 2008. It also represents a 55 per cent increase from the most recent Point-in-Time Count conducted in 2022, which recorded 2,519 individuals.

The City works collaboratively with many partners to reduce and end homelessness across the allied systems of care. However, the success of the HHSP hinges on the continued momentum to increase affordable housing supply in Edmonton. Edmonton's social and affordable housing inventory increased by almost 33 per cent over the last 5 years, from 13,536 units in 2019 to almost 18,000 units in 2023. Although the majority of the current stock was constructed before 1989, Edmonton has more than tripled the stock built after 1990 in the last 5 years. In 2024 alone, the City invested \$57.3 million and \$734,000 in land (totalling \$58 million) to increase the supply of affordable housing in Edmonton by an additional 525 units, including 169 units of supportive housing for people with complex health needs. This is a direct result of the City's commitment to increasing the supply of affordable housing in Edmonton and creating the conditions for affordable housing developers and providers to work together.

However, as long as homelessness persists, the City plays a significant role in identifying local needs to inform collaborative solutions across orders of government and the housing and homelessness sector. A key component of this work is ongoing collaborative conversations to clarify roles and responsibilities in order to align opportunities between the City and the Government of Alberta (see Council Report [CS02575](#)), the federal government, and all those who play a role in preventing and ending homelessness in our community.

FIGURE 1
Housing Spectrum





Introduction

The City of Edmonton's [Homelessness and Housing Services Plan](#) (HHSP) describes the City's role in addressing and ending homelessness. It outlines the purpose and function of the City's involvement, aligned with the 2024 [Community Plan to Prevent and End Homelessness](#) and the City of Edmonton's [Affordable Housing Strategy](#) (2023–2026). It is designed to be actionable over the next four years, with a commitment to integrate the next update into the refresh of the Affordable Housing Strategy in 2027.

The [City Plan](#) outlines the direction needed to proactively grow Edmonton into a healthy, prosperous, and climate-resilient city of two million people. The City Plan includes two goals around homelessness and affordable housing: ensuring that there is no chronic or episodic homelessness and that no one experiences Core Housing Need, meaning they pay more than they can afford in housing costs, or live in crowded or unsafe conditions, and cannot afford to move.

The HHSP supports these goals and details the City's role in addressing and ending homelessness, built around these three goals:

GOAL 1

The City contributes to an overall reduction of inflow into homelessness year-over-year.

GOAL 2

The City contributes to increased housing outcomes for people experiencing unsheltered homelessness year-over-year.

GOAL 3

As long as homelessness persists, the City contributes to emergency responses that prioritize the safety and well-being of people experiencing homelessness.

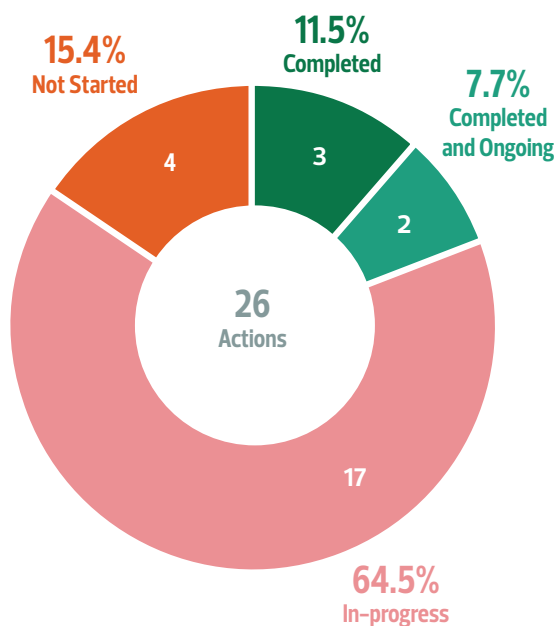
As part of the City's commitment to implement the HHSP in an accountable and transparent way, this report provides an update on the status and corresponding impact of the HHSP's 26 key actions. It details the City's progress on HHSP implementation from July 2024 to the end of March 2025. The public [Affordable Housing dashboard](#) has been enhanced with a new tab ("Homelessness & Housing Plan") that allows Edmontonians to monitor the Plan's progress. Future updates on the HHSP will be done through a Council memo and an updated online dashboard.

Plan Progress






All Key Actions Status Summary

Details about each action can be found in the Implementation Tracker on page 16. The chart below provides a snapshot of the progress of the HHSP's 26 actions.

FIGURE 2
Status of All Key Actions



Throughout the report, each action is assigned a specific status, which is represented by a corresponding colour to indicate its progress:

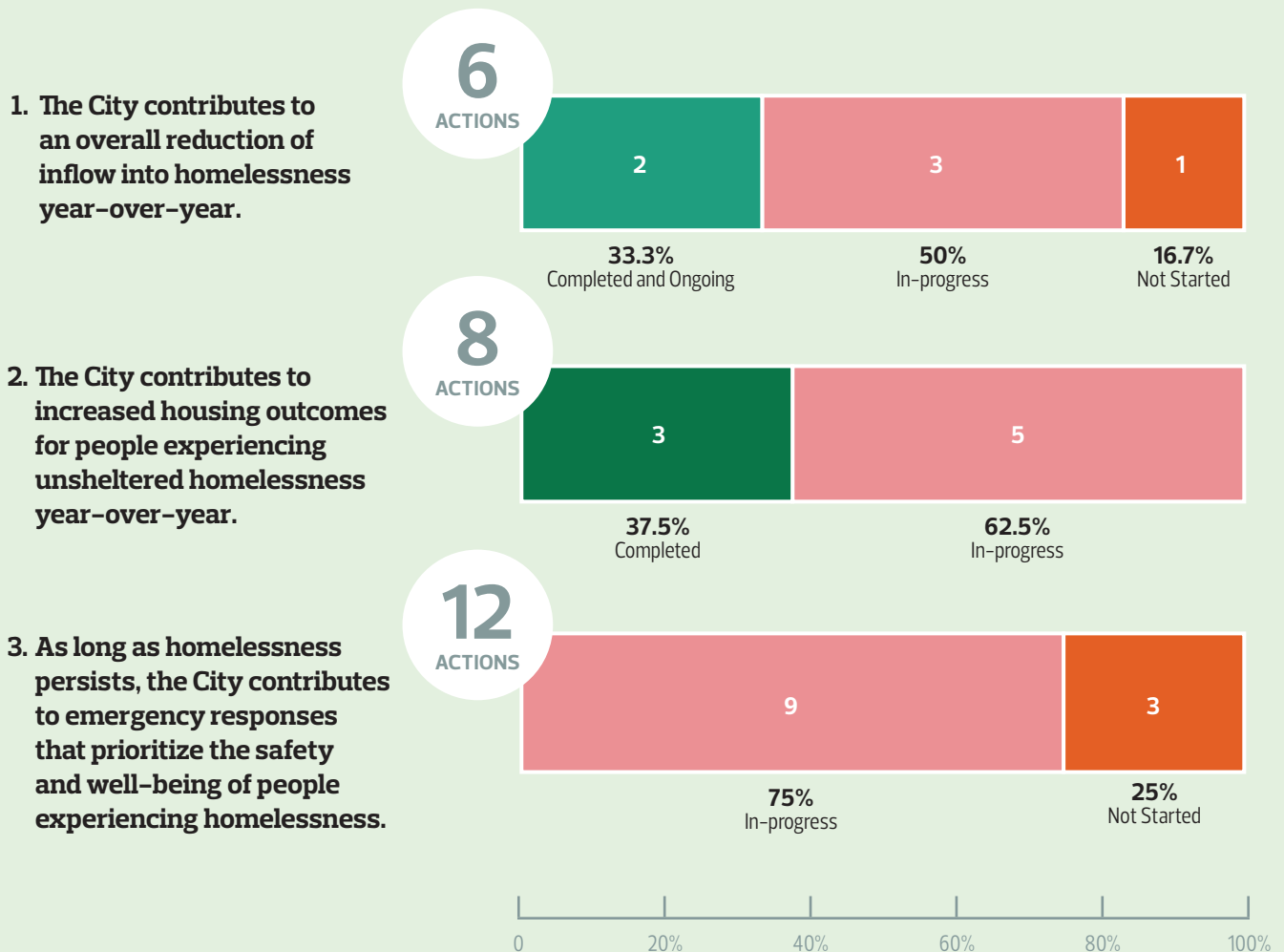
-  Signifies that an action has been **COMPLETED**.
-  Indicates that an action has been **COMPLETED AND ONGOING** work is associated with it. It reflects that a significant milestone has been achieved, and the City is actively advancing the action. For example, the City has developed educational resources to enhance understanding of system navigation and tenant rights. The [Rent Ready](#) courses, offered at no cost through a collaboration among the City, Bissell Centre, C5, and Edmonton Public, exemplify this initiative. These courses are conducted regularly, which is why this action is categorized as completed and ongoing.
-  Indicates that an action is **IN-PROGRESS**.
-  Signifies that an action has **NOT STARTED**.
-  Denotes that the action has been **CANCELLED**.

Plan Progress

Status of Key Actions by Goal

The following chart provides a breakdown of actions by Goal:

Completed Completed and Ongoing In-progress Not Started Cancelled



Plan Progress

Key Achievements by Goal

The HHSP is the City's commitment to support the goal of ending homelessness, which is defined as a community having resources to adequately address its needs so that any experience of homelessness is rare, brief, and non-recurring.

Goal 1 The City contributes to an overall reduction of inflow into homelessness year-over-year.

OBJECTIVE 1.1

Convene and coordinate a homelessness prevention program that connects housing-insecure Edmontonians to appropriate supports at various locations throughout the City and in various formats.

Results to Date

A number of City-led initiatives have advanced in the first year of the Plan's implementation, which have enhanced housing stability and prevented homelessness for hundreds of Edmontonians. Between 2023 and July 2025, the City delivered 96 [Rent Ready/Tenant Empowerment Courses](#), equipping renters with the essential skills needed to acquire and maintain housing. A total of 1,058 individuals completed these courses. Between 2023 and 2024, participation for the Basic course increased by 505% and by 152% for the Certificate course. Participants who took the course shared through formal evaluations that they gained an understanding of both tenant and landlord rights. This included information on tenancies,

"I learned that I have more rights than I initially thought."

"I understand how to maintain a good relationship with my landlord."

"I discovered that I can report any issues with the house to my Landlord, such as leaks, flooding, and water damage."

"No landlord has the right to refuse to rent a house to someone based on their marital status, gender, or if they have children."

"A landlord cannot enter my home without providing notice or obtaining my verbal consent, except in emergencies."

"A landlord cannot withhold my security deposit unless an inspection report has been completed."

"I learned how a victim of domestic violence can terminate their tenancy agreement."



Many participants expressed their intentions to use the information they learned to:

"Exercise my rights."

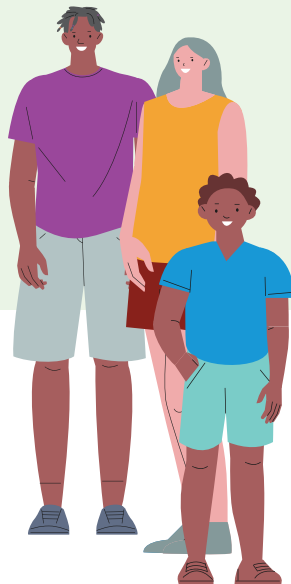
"Assist clients, especially newcomers."

"Be better prepared to communicate with Landlords and help friends."

"Utilize this knowledge when renting and inform family about it."

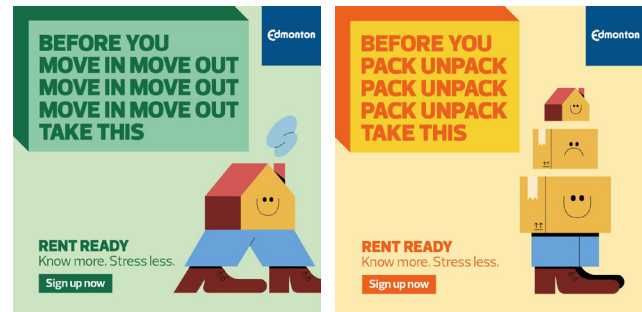
"Provide more accurate and up-to-date information and referrals to clients seeking housing assistance."

"Help clients navigate leases and terminations effectively, enabling them to manage their housing situations more efficiently."



methods for resolving disagreements, eviction processes, and security deposits.

The City collaborated with Bissell Centre, C5, and EPL to expand the availability of Rent Ready course offerings to increase accessibility for people experiencing housing instability. Partnerships were established with WIN House and Elizabeth Fry Society's Community of Hope emergency shelter to offer these courses monthly. The Alberta Residential Landlord Association officially recognizes the Rent Ready Certificate course as a positive rental reference for individuals without a previous rental history, which helps them secure permanent housing. To increase awareness of the program, the City launched a marketing campaign to raise awareness of the Rent Ready courses. Currently, the City is exploring potential collaborations with other municipalities¹ to expand the availability of Rent Ready courses throughout Alberta.



Tenant Support staff, who help Edmontonians experiencing tenancy issues and housing instability understand their rights and responsibilities under the Residential Tenancies Act, have been a key partner in delivering Rent Ready. In addition, they have answered 5,696 phone calls from tenants in the past year, implemented a new evaluation tool to understand the impact of their work in mitigating evictions and identify areas for improvement, and built partnerships with emergency shelters and educational institutions to ensure everyone is equipped with the tools and information they need to maintain their housing.

Administration will launch a Homelessness Prevention Network this fall to build on the momentum of the expanded Rent Ready courses and align with funding decisions for the latest round of Family and Community Social Services (FCSS) funding². To start, this initiative

¹ There is potential for collaboration between the City of St. Albert and Calgary Housing Company. The City of St. Albert is nearly ready to proceed, having completed the training, while Calgary Housing is currently on hold. The City needs to finalize the licensing agreement

² Family and Community Support Services (FCSS) is a joint municipal/provincial partnership that funds preventive social service programs. The 2026 – 2028 FCSS funding cycle closed in late April 2025; one of the two priorities identified in the open call was Poverty Reduction and Homelessness Prevention.

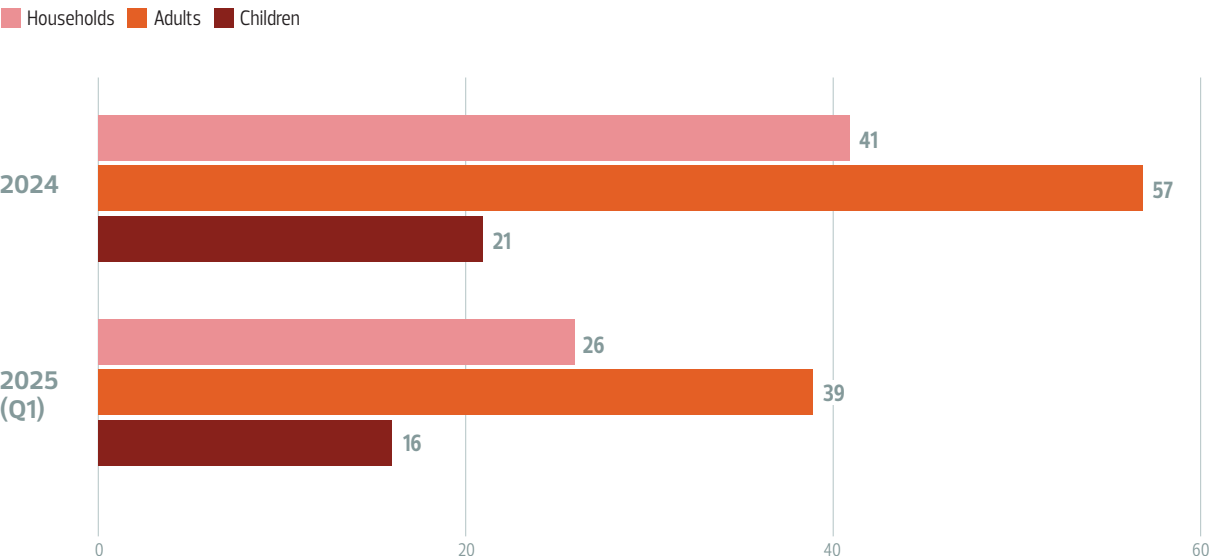
will engage eviction prevention programs, and then integrate all FCSS-funded homelessness prevention and poverty reduction programs into a single table to facilitate collaboration. The goal of this table is to improve access to homelessness prevention and poverty reduction support for vulnerable Edmontonians by creating more efficient connections to services, thereby increasing accessibility and housing retention.

Critically, in 2024–2025, the City also provided limited funding to the Housing Relocation Team with Homeward Trust Edmonton and Bissell Centre's Community Bridge Program to prevent families from entering homelessness. In March 2024, the Housing Relocation Team was established in partnership with Homeward Trust Edmonton. The mandate of the Housing Relocation Team is to rehouse individuals and families from City-identified problem properties that are no longer habitable due to health and safety violations. Tenants living in these sites are often vulnerable and, without rehousing support, likely to become homeless.

Since the Housing Relocation Team was established, a total of 67 households and 133 individuals (including 96 adults and 37 children) have received rehousing assistance, which was triggered by the either closure of a problem property, property no longer meeting tenant requirements, damaged tenant–landlord relationships or mental health considerations. The cost of this program leveraged an additional \$214,000 in funding for program and support costs related to the housing relocation activities.

In December 2024, the City of Edmonton's Problem Property Initiative took action on a multi-unit apartment building that posed significant safety concerns to residents. As a result, 26 households were evacuated from the building, leaving 46 adults and 21 children at risk of imminent homelessness. The Housing Relocation Team worked with City staff, Bissell Centre, CIVIDA, and the Government of Alberta Income Support team to implement a plan that ensured every household had housing options available to them. As a result, between January 1 and March 31, 2025, the team successfully rehoused 39 individuals who wanted support from a housing worker.

FIGURE 3
Housing Relocation Team Rehousings



OBJECTIVE 1.2

Identify one-time financial interventions that can help prevent people from losing their housing.

Results to Date

Bissell Centre's Community Bridge program receives \$200,000 in annual funding from the City of Edmonton to offer rapid, one-time assistance aimed at preventing evictions or utility disconnections for individuals and families at risk of homelessness. This program combines financial coaching, advocacy, and, in some instances, no-interest loans to help participants maintain or secure sustainable housing.

From June 1, 2024, to April 30, 2025, Community Bridge successfully prevented 139 evictions and utility shutoffs, helping 312 individuals maintain their housing. The program provided 116 no-interest loans to avert evictions and 23 loans to avoid utility disconnections, totalling \$176,987. Three months after receiving assistance, 92 per cent of participants still had their housing. During this period, the program connected with 39 individuals. By the six-month mark, the program had connected with another 14 individuals, and the housing retention rate had risen to 100 per cent.

City staff received a call from an elderly participant of Bissell Centre's Community Bridge program who was facing utility disconnection. They had been a resident of a house for approximately 30 years, had a healthy relationship with their landlord, and had no interest in moving.

In their application for assistance, they modestly requested support with a single monthly utility bill, although the disconnection warning required multiple months to be paid off to continue services. After meeting with Bissell's Support Worker, they developed a monthly budget and reconsidered the total cost of the monthly charges needed to settle to be sustainable moving forward. Once these bills were covered, the participant could cover their monthly expenses.

Goal 2 The City contributes to increased housing outcomes for unsheltered people year-over-year

OBJECTIVE 2.1

The City supports the development of the Community Plan interim housing program targets and continuous improvement of emergency shelter services.

Results to Date

City Council approved the updated [Emergency Shelter Best Practice Guide](#) in Fall 2024. Since then, the City has shared the innovative approaches outlined in the guide with the Government of Alberta and emergency shelter operators. The Government of Alberta (GOA) updated its [Shelter Accommodation Expectations](#) and made it publicly available. The updated Expectations more closely align with the Emergency Shelter Best Practices Guide. As new emergency shelters have been established, the

Community Bridge staff assisted the participant in applying for the Guaranteed Income Subsidy and referred them to another support program, which helped them apply for the Alberta Seniors Benefit. This boost in their income increased their self-confidence to follow the monthly budget that was created.

When completing the one-month follow-up, the participant shared that they are doing well and the support they received has already helped improve daily living and decision-making. They verbally expressed gratitude, saying "Thank you, thank you!" several times.



Best Practices Guide has informed the development of more accessible and population-specific programs and site designs to improve accessibility for shelter guests. The City continues to meet with the Government of Alberta to align efforts specific to Edmontonians in need of shelter and housing support, respond to emerging issues, and collaborate on projects that require support from both orders of government.

Beyond shelter, the City has met its target of committing funding to 171 units of bridge and transitional housing (identified in the Affordable Housing Investment Plan 2023–2026). This includes funding for Bridge Healing sites, which are designed to provide intensive health and housing assistance to individuals leaving hospitals who might otherwise face homelessness upon discharge.

From March 2023 to March 2024, 182 unique individuals were temporarily housed at Jasper Place Wellness Centre's (JPWC) Bridge Healing site in Glenwood, the first site to commence operations. Of these individuals, 50 per cent were either sleeping outside or staying at an emergency shelter before entering the hospital. Under the newly established agreement between JPWC and Alberta Health Services (AHS), there is no longer a maximum duration of stay, which will increase the number of successful permanent housing outcomes as people transition from the program into community.

Aligned with the objective to increase the variety and quantity of interim housing to address the need, a new target for bridge and transitional housing is being developed for the 2027–2030 Affordable Housing Investment Plan. The City also explored selling or leasing city-owned residential units to Homeward Trust; however, the scattered site model was determined to be too inefficient and costly to manage over the long term.

As part of the City's commitment to increase the types of transitional and emergency shelter options for priority populations, including newcomers and refugees, the City collaborated with Catholic Social Services (CSS), Edmonton Immigrant Services Association (EISA), Alberta Association of Immigrant Serving Agencies (AAISA), and Jasper Place Wellness Centre (JPWC) to apply for the Interim Housing Assistance Program (IHAP). IHAP is a federal grant initiative by Immigration, Refugees and Citizenship Canada (IRCC) that provides funding to provinces, territories, municipalities, and non-profit

organizations to support interim housing for asylum claimants with connections to the settlement system. In the 2024 Budget, the federal government allocated an additional \$1.1 billion over three years, starting in 2024–25, to prevent homelessness among asylum seekers and divert them from the existing emergency shelter system in order to prevent chronic homelessness. The application was submitted to the Federal Government in March 2025.

OBJECTIVE 2.2

Align related City-funded initiatives and front-line service delivery with housing-focused outcomes.

Results to Date

The City funds outreach programs aimed at promoting and facilitating housing-focused outcomes for people sleeping unsheltered. These initiatives connect individuals who are most disconnected from services to the allied system of care³ by building trust, providing information about available resources, assisting with system navigation, and transporting and/or accompanying clients to service providers and appointments. Although outreach workers do not house people directly, outreach workers can follow individuals throughout their entire multifaceted housing journey, providing continuity and ensuring that the resources that are needed for a successful housing outcome (e.g. an income and ID) are obtained.

Currently, four City-funded outreach programs are active across two branches: Social Development (Affordable Housing and Homelessness and Safe and Healthy Communities) and Community Standards (Transit Peace Officers). Three additional outreach teams are operationalized by Edmonton Police Service (EPS), Edmonton Public Library (EPL) and REACH Edmonton. One current area of focus is on standardizing reporting across all outreach programs, with tailored templates developed for each team to ensure that reporting is aligned with City priorities, particularly in the area of connecting people to the services within the allied system of care.

3 The allied system of care refers to support related to housing, health, child and family services, and justice.

Starting January 1, 2025, two outreach teams led by Indigenous communities—Enoch Cree Nation and Montana First Nation—are funded to assist unsheltered individuals in accessing support services, including cultural supports and housing. These programs collaborate with Boyle Street Community Service's Street Outreach team. The City is creating an integrated service model that will enhance geographical coverage, improve information sharing, and optimize resource allocation.

Goal 3 As long as homelessness persists, the City contributes to emergency responses that prioritize the safety and well-being of people experiencing homelessness.

OBJECTIVE 3.1

Develop a decision-making framework to determine when and how the City provides extra emergency funding or services in exceptional circumstances.

Results to Date

The review of Policy C620, designed to assist vulnerable individuals during severe weather, is currently underway. To date, the process has involved a comprehensive jurisdictional scan and literature review, conducted in collaboration with the University of Alberta. Phase One engagement has taken place with internal City of Edmonton staff and external social sector organizations, such as shelter operators. Informed by themes coming out of engagement, the initial drafting of the revised Policy and Procedure is underway. Once drafted, a second phase of engagement will take place with key stakeholders to discuss the Policy and Procedure.

The City is developing a decision-making framework that will determine when and how the City provides extra emergency funding or services in exceptional circumstances. This project will consist of several phases, beginning with jurisdictional research and a gap analysis of current funding and supports. This project will include engagement with other orders of government to determine roles and guidelines when activating emergency responses. Project planning is currently underway; once finalized, this project is anticipated to advance alongside the review of Policy C620.

OBJECTIVE 3.2

Identify and evaluate innovation opportunities to test alternative ways of improving the safety and well-being of people experiencing homelessness.

Results to Date

The City began collaborating with Alberta Health Services (AHS) in 2023 to improve healthcare access for unsheltered individuals as one of the prototypes included in the municipal Enhanced Encampment Strategy. The subsequent partnership, formalized early in 2024 as part of the Healthier Together initiative, resulted in the Health and Wellness Pop-up Clinic, a weekly outdoor service at which vulnerable people can receive direct healthcare (e.g. wound care, STI testing, etc.), health education and referrals, and takeaway supplies (e.g. first aid kits, naloxone, etc.). In its first year of operations at Butler Park (157 Street and Stony Plain Rd), the pop-up clinic received more than 2,300 visits. Individuals utilizing this service primarily rely on emergency health care services; this preventative health measure has improved the health and wellness of individuals experiencing homelessness, in addition to diverting them from emergency rooms.

Another project is underway across several City teams to convene community leaders with initiatives underway to build connections between affordable housing residents and their neighbours. This work will support community leaders by fostering mutual learning, providing a forum to share insights and strategize on how to extend learnings and approaches to other similar and future initiatives.

In addition, a lived experience engagement charter is being developed to guide the work of the Affordable Housing and Homelessness section and, in future, City staff more broadly. This charter will be informed by prior pilots and prototypes, along with trauma-informed best practices, to establish consistent methods for collecting feedback and input from individuals with lived and living experience of homelessness and housing precarity. A review of literature is currently underway, and discussions with local subject matter experts have commenced to ensure the work reflects Edmonton's unique context.

OBJECTIVE 3.3

Establish basic amenities throughout the city for people experiencing homelessness.

Results to Date

The City identified hygiene and water as the key basic amenities within its purview and has initiated the mapping of their locations and accessibility analysis to inform future steps. This effort is closely aligned with the review of Policy C620, which focuses on Supporting Vulnerable People During Extreme Weather Conditions.

In December 2022, at the request of Alberta Health Services in collaboration with a number of homeless-serving agencies, the City funded a Hygiene Hub (inclusive of washrooms, laundry, showers, and on-site attendants) to help address the Shigella outbreak among people experiencing homelessness. While this unfunded service has since been discontinued, Administration has advocated to the Government of Alberta to consider funding this service, especially considering its demonstrated utilization by Edmontonians who face barriers accessing hygiene services. The City will continue to communicate the health needs of Edmonton's homeless population to the Government of Alberta and collaborate on future opportunities to expand access to basic amenities.

OBJECTIVE 3.4

Staff interacting with people experiencing homelessness are safe and supported to do their work.

Results to Date

The City is developing a corporate-wide curriculum on homelessness to equip City staff who interact with people experiencing homelessness in their work.

A literature review has been conducted to identify best practices and learning topics that respond to the unique needs and contexts of different business service areas. Additionally, a jurisdictional scan of training models has been conducted in the cities of Toronto, Vancouver, and Calgary. Training needs were assessed through interviews with senior leadership from various City departments, as well as EPS and EPL. This also included a review of the training provided by organizations serving people experiencing homelessness.

A preliminary rollout of training is planned for priority audiences in September and October 2025. Training will continue throughout 2026, using a strategic and adaptive approach.

Implementation Tracker



This section details the City's progress in implementing HHSP's 26 Actions, organized by Goal and Objective. **The City is on track to complete all 26 actions by 2026.**

The completion of the Auditor's recommendations to monitor and evaluate the performance measures is expected to be completed by December 2025.

Goal 1 The City contributes to an overall reduction of inflow into homelessness year-over-year.

Objective 1: Convene and coordinate a homelessness prevention program that connects housing insecure Edmontonians to appropriate supports at various locations throughout the city and in various formats.

✓ On Track ⚠ Delayed

Key Action	Status
1.1 Convene service providers delivering homelessness prevention initiatives to coordinate and integrate all resources and services into a single program that can be delivered consistently in a decentralized way at various sites and through various mediums and languages	In Progress ✓
1.2 Build capacity and breadth of eviction prevention supports and services provided to tenants by: <ul style="list-style-type: none"> · providing the coordination and convening functions needed to develop deep connections between service providers for integrated referral and resources · working with partners to expand available supports and services to tenants to 7 days/week · creating a modest emergency fund that support workers can access to assist people who are at-risk of losing their housing · developing an inter-agency training program for experts working in homelessness prevention to learn from each other and build agency and sector capacity · developing homelessness and eviction prevention resource guides for priority populations, in multiple languages where necessary · expanding partnerships to increase the number of Rent Ready courses offered each year 	In Progress ✓ Completed and Ongoing ✓ Completed and Ongoing ✓
1.3 Review Safe Housing Program and identify strategies for meeting the housing needs of people living in potentially unsafe housing	In Progress ✓
1.4 Work with Homeward Trust to create a dedicated team to help rehouse people who are at-risk of homelessness due to closures of problem properties	Completed and Ongoing ✓

Objective 2: Identify one-time financial interventions that can help prevent people from losing their housing.

✓ On Track ⚠ Delayed

Key Action	Status
2.1 Provide ongoing operational funding to Bissell Centre's Community Bridge Program	Completed and Ongoing ✓
2.2 Undertake a feasibility study to better understand the need for financial support and tools for people at-risk of eviction who otherwise do not qualify for existing support. External funding sources will be explored as a part of this study	Not Started ✓

Goal 2 The City contributes to increased housing outcomes for unsheltered people year-over-year.

Objective 3: The City supports the development of Community Plan interim housing program targets and continuous improvement of emergency shelter services.

✓ On Track ⚠ Delayed

Key Action	Status
3.1 Include bridge/transitional housing investment targets and funding requests in all future Affordable Housing Investment Plans in order to provide land and/or funding for capital development	Completed ✓
3.2 Explore City-owned residential units for possible sale or lease to Homeward Trust to expand their scattered site portfolio	Completed ✓
3.3 In collaboration with the Government of Alberta and relevant service providers, update the City's minimum emergency shelter standards every three years as a best practice tool to help emergency shelter providers identify and adopt recommended improvements for the delivery of emergency shelter services	Completed ✓
3.4 Continue to work with the Government of Alberta and community stakeholders to proactively identify solutions for potential system capacity limitations, such as with day/emergency shelter services and bridge housing	In Progress ✓

Objective 4: Align related City-funded initiatives and front-line service delivery with housing-focused outcomes.

✓ On Track ⚠ Delayed

Key Action	Status
4.1 Starting with all City-funded frontline workers that respond to unsheltered homelessness, explore a coordinated deployment model to improve efficiency and ensure the appropriateness of services provided	In Progress ✓
4.2 Developed shared reporting requirements among all City contracted teams in order to demonstrate impact and alignment with Community Plan targets	In Progress ✓
4.3 Update the approach and scope of work for City-funded outreach teams to identify and support individuals not connected to the homeless-serving system of care, in alignment with the work of the allied system of care	In Progress ✓
4.4 Create opportunities for housing-focused training for interdisciplinary staff and teams	In Progress ✓

Goal 3 As long as homelessness persists, the City contributes to emergency responses that prioritize the safety and well-being of people experiencing homelessness.

Objective 5: Develop a decision-making framework to determine when and how the City provides extra emergency funding or services in exceptional circumstances.

✓ On Track ⚠ Delayed

Key Action	Status
5.1 Identify criteria to assess whether or not the City needs to provide supplemental support during exceptional situations that impact people experiencing homelessness that cannot be addressed through existing community resources. Recent examples of exceptional situations include the shigella outbreak and the COVID-19 pandemic	Not Started ✓
5.2 Develop a decision-making process that includes working with other orders of government, for activating emergency responses to homelessness that articulates how the City will provide supports, how long the interventions will be in place and funding guidelines to determine the level of financial supports the City of Edmonton will provide	Not Started ✓
5.3 Identify a funding source for an associated contingency fund to ensure that future emergency response actions are not dependent on funding limitations	Not Started ✓
5.4 Review and update Policy C620 – Supporting Vulnerable People During Extreme Weather to ensure safety of houseless and precariously housed people	In Progress ✓

Objective 6: Identify and evaluate innovation opportunities to test alternative ways of improving the safety and well-being of people experiencing homelessness.

✓ On Track ⚠ Delayed

Key Action	Status
6.1 Pursue opportunity areas tied to wellness, connection, and safety as detailed in lived experience research, including the Housing Needs Assessment qualitative research	In Progress ✓
6.2 Utilize learnings from previous pilots and prototypes that advance the individual wellness of people experiencing homelessness in partnership with community organizations and the allied system of care	In Progress ✓

Objective 7: Establish basic amenities throughout the city for people experiencing homelessness.

✓ On Track ⚠ Delayed

Key Action	Status
7.1 Leverage existing social infrastructure to help people experiencing homelessness meet their basic needs	In Progress ✓
7.2 Incorporate learnings from the hygiene hub project into the Public Washroom strategy and identify a funding source to make hygiene hubs permanent infrastructure	In Progress ✓
7.3 Enhance Gender Based Analysis + to include people experiencing homelessness so that their needs are consistently considered corporate-wide	In Progress ✓

Objective 8: Staff interacting with people experiencing homelessness are safe and supported to do their work.

✓ On Track ⚠ Delayed

Key Action	Status
8.1 Host information and training sessions on the homeless-serving system of care for City staff to: <ul style="list-style-type: none"> · increase understanding of the root causes of homelessness and trauma-informed care; · increase awareness of, and connection to, services, programs, and resources that improve responses to homelessness 	In Progress ✓
8.2 Conduct a training needs assessment with business areas across the corporation to determine what types of knowledge and education would benefit and improve their ability to engage with people experiencing homelessness	In Progress ✓
8.3 Ensure business areas impacted by homelessness have access to information and resources about available supports and plans	In Progress ✓

Corporate Cost of Homelessness

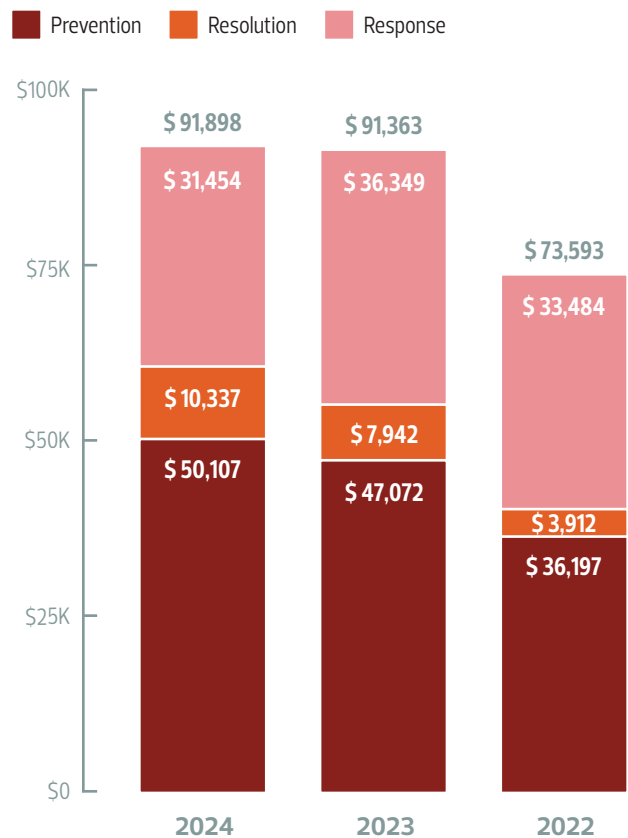
When the HHSP was developed, Administration undertook a financial analysis of expenditures on homelessness across the organization, which was the first of its kind. As the HHSP is implemented, corporate spending on homelessness will continue to be tracked in three categories, depending on what the initiative or activities are 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:** Program, services, and initiatives that manage the public space impacts as a result of homelessness. This can include initiatives focused on safety, cleanliness, and wellness, and may involve (but are not mandated to) connecting people experiencing homelessness with housing and support services.

In 2024, the City of Edmonton's spending on homelessness-related initiatives increased by 0.6 per cent, rising from \$91.4 million in 2023 to \$91.9 million in 2024⁴. This modest uptick is indicative of a reallocation of resources rather than a broad increase in spending. The most notable difference is the decrease in spending on homelessness response activities and the corresponding increase in services that prevent homelessness, which demonstrates the City's shift toward long-term solutions while reducing reliance on temporary measures.

The graph below shows the City's spending on Homelessness Prevention, Resolution and Response from 2022 to 2024:

FIGURE 4
City of Edmonton Spending on Homelessness
2022–2024 (in thousands of dollars)



⁴ \$91.9 million in total spending will differ from the projected 2024 costs of \$43.3 million that were estimated and shared in the Council Report on transitioning homelessness services to the Government of Alberta. This discrepancy is due to the HHSP costs reflecting actual expenses for 2024, which include items such as the Community Investment Grants (\$7.9 million), the EPS Community Safety Team (\$2.3 million), and the ETS Ride Transit Program (\$14.3 million). These expenses were not included in the Council Report on transitioning homelessness services. A significant contributor to this change was the addition of 34.3 full-time equivalent (FTE) positions, primarily due to 18.0 FTEs for the Edmonton Police Service's Community Safety Team, and an 11.0 FTE increase in Fire Rescue Services staff across a variety of services.

Homelessness Prevention

In 2023, homelessness prevention accounted for approximately 51.5 per cent (\$47.1 million) of total spending. It increased to approximately 54.5 per cent (\$50.1 million) in 2024. This change is primarily due to a \$2.5 million increase in the Ride Transit Program's expenditure, which rose from \$11.7 million in 2023 to \$14.2 million in 2024, now accounting for nearly 28.3 per cent of the prevention budget. Additionally, some areas, such as Community Investment grant programs, increased by \$1.4 million, while the Affordable Housing Tax Grant rose by \$1.0 million, due to an increase in program uptake. The Affordable Housing Tax Grant provides rebates of the municipal portion of the property tax balance of eligible affordable housing developments across the City. This supports lower operating costs, which allows providers to maintain lower rents, offering stability to low-income families. A variety of other areas had minor decreases in overall spending towards the prevention of homelessness.

The Affordable Housing Investment Program (AHIP) grants supporting homelessness prevention decreased by \$3.4 million, despite an overall increase in the AHIP grant program of \$1.8 million. This is due to \$5.2 million increased funding for permanent supportive housing, which is categorized under homelessness resolution. The Affordable Housing Investment Program provides limited grant funding to eligible non-profit and private sector entities to encourage affordable housing development. By acting as an initial funder, the City helps grant recipients overcome development barriers and attract investment from other orders of government. It's important to note that the total amount of AHIP funding increased between 2023 (\$27.0 million) and 2024 (\$28.8 million).

Homelessness Resolution

In 2024, homelessness resolution costs increased by \$2.4 million compared to 2023. This was primarily driven by AHIP investments in permanent supportive housing, which rose from \$3.9 million in 2023 to \$9.1 million in 2024, for a total change of \$5.2 million. This reflects the City's growing investment in long-term, housing-first solutions for individuals experiencing homelessness.

The Edmonton Police Service's (EPS) Human Centred Engagement and Liaison Partnership (HELP) Unit also experienced a shift in its program mandate. In 2022 and 2023, the entire cost of the program was dedicated to homelessness resolution. This was reduced to 30 per cent (\$0.4 million) in 2024.

Homelessness Response

In 2024, Homelessness Response costs decreased by \$4.9 million compared to 2023. This reduction is largely attributed to the conclusion of a one-time \$7.5 million emergency response funding for a temporary emergency shelter provided in winter 2022/2023, which was not continued into 2024. The removal of this temporary funding reflects a scaling down of immediate emergency interventions following the peak crisis response period.

The overall decrease was partially offset by increased costs in a few programs, including:

- \$1.6 million increase for Edmonton Transit Service to support enhanced transit cleaning,
- \$1.4 million increase in funding for the Edmonton Police Service Community Safety Team, and
- \$0.8 million allocated to REACH Edmonton 24/7 Crisis Diversion.

These increased investments indicate a shift toward maintaining community safety, cleanliness, and rapid crisis intervention, even as some emergency funding streams scale down, transitioning from short-term emergency funding to sustained safety and crisis response.

Appendix

Performance Measurement Framework

The performance measurement framework was developed in collaboration with other City business areas and partners, including Edmonton Police Services (EPS) and Edmonton Public Library (EPL), and reviewed by the City Auditor in January 2025.

The following section highlights the performance measures and results to date for each Goal and Objective. The data covers **January 1 to March 31, 2025**.

Goal 1

Goal 1 progress is monitored quarterly using the two key performance indicators below.

These measures quantify the effectiveness of City-funded and/or operated programs designed to prevent evictions and ensure easy access to the program for those who need it. The data for these metrics is gathered from three sources outlined below and reported quarterly. Work is underway to have all data sources reporting by Q2 2025.

- 1. **The City of Edmonton's Tenant Supports** provides individual support to tenants by helping them understand their rights and responsibilities under the Residential Tenancies Act.
- 2. **Bissell Centre's Community Bridge Program**, an initiative that assists tenants at-risk of eviction; and,
- 3. **Homeward Trust's Housing Relocation Team** supports rehousing individuals who are facing homelessness due to properties that do not meet minimum housing standards.

Goal 1 Performance Measures	Q1 2025	Number of Data Sources Reporting
Percentage of surveyed program participants who report they sustained their housing, reported quarterly	92% (of 91 people)	One out of three (Bissell Centre)
Percentage of surveyed program participants who rate services as easy to access, reported quarterly	86% (of 485 people)	One out of three (City of Edmonton)

Goal 2

Goal 2 measures evaluate the effectiveness of pre-housing⁵ service providers in reducing the barriers to accessing housing and capturing the collective impact of various City-funded services' mandates.

Data for these metrics is collected monthly from seven City-funded outreach programs:

1. Enoch Cree Nation
2. Montana First Nation
3. EPL (Outreach Workers)
4. Boyle Street Community Services (Street Outreach)
5. REACH Edmonton (24/7 Crisis Diversion)
6. Bent Arrow Traditional Healing Society (COTT)
7. EPS (Human-centred Engagement and Liaison Partnership (HELP) Unit)

Enoch and Montana, two recently contracted First Nations, are currently establishing their programs and have not yet begun reporting. City Administration and Edmonton Police Service are actively working to create a system for sharing data.

Goal 2 progress is monitored monthly using two key performance indicators. Objective 2.2 progress is also monitored by additional measures as given below.

In the first quarter of 2025, data on the number of unique homeless clients referred to Allied Systems of Care was obtained from Boyle Street Community Services' Street Outreach program for January. Therefore, the data presented in the table above reflects this information. Additionally, data regarding referrals to City-funded services is yet to be collected. As of May 2025, three of the seven programs fully meet with HHSP reporting requirements. Efforts are ongoing to align data collection for all outreach programs moving forward.

Goal 2 Performance Measures	January 2025	Number of Data Sources Reporting
Goal 2 Measures		
Percentage of City-funded service providers meeting contract expectations, reported monthly	In Progress	Four out of seven (EPL Social Workers, Boyle Street, Street Outreach, REACH, Bent Arrow / COTT)
Number of unique clients experiencing homelessness who are referred to Allied System of Care ⁶ , reported monthly.	23 (41.2%)	One out of seven (Boyle Street's Street Outreach)
Additional Objective 2.2 Measures		
Total number of unique caseload participants	56	One out of seven (Boyle Street's Street Outreach)
Ratio of homeless clients to City-funded case workers reported monthly	9.3	One out of seven (Boyle Street's Street Outreach)
Number of warm handoffs ⁷ or referrals ⁸ to City-funded services reported monthly	–	Zero out of seven

5 Prehousing refers to the work that is necessary in order for a person to access housing resources (e.g. obtaining government ID and a regular income, plus support with medical and justice issues, etc.)

6 The Allied system of care refers to support related to housing, health, child and family services, and justice.

7 Warm handoff refers to occasions when an outreach worker accompanies a participant to a service provider or an appointment.

8 Referral refers to occasions when an outreach worker provides information on a resource or assists a participant with an application, associated paperwork, etc.

Goal 3

Goal 3 progress is monitored quarterly using two performance measures during emergencies. Objectives 3.3 and 3.4 are also monitored using a baseline measure during normal times. Data is gathered from:

- Boyle Street Community Services for Shuttle services
- Al- Rashid Mosque for Shelters

These measures evaluate the improvement in access to critical resources to enhance the physical safety of individuals experiencing homelessness in emergency situations compared to baseline levels.

In Quarter 1 of 2025, there were 32 days declared for extreme cold weather response. The Al-Rashid shelter activated for 29 of those days, only not activating for the days during Ramadan due to operational capacity. The primary services provided during a cold weather response include an expanded winter shelter shuttle services and additional emergency shelter beds at the Al-Rashid Mosque. Additionally, open City facilities, such as libraries and recreation centres, are available during regular operating hours for anyone to take respite from the cold (see map on the following page).

Goal 3 Performance Measures	Shuttle Services	Shelter (29 days)	Respite Facilities
Objective 3.3 and 3.4 Measure for Calculating Baseline			
Accessibility of amenities provided in normal operations (Baseline Constant)	35 passengers/ regular day for 16 hours	0 beds/day	Rec Centres (5:30am – 10pm) Libraries (10am – 9pm) Average distance: 4.15 km
Goal 3 Measures			
Average usage of extra amenities supplied in emergency operations days	19 passengers/ emergency day	74 Clients/day	NA
Average change in amenities provided in emergency operation days	8 hours	50 beds	In Progress

FIGURE 5
City Facilities Available for Respite During an Extreme Cold Weather Response

■ Rec Centre ■ Library

