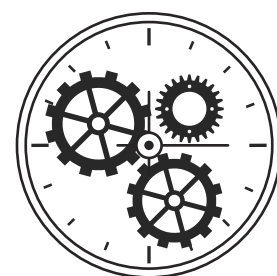# Early Intervention of Youth Homelessness

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REPORT 3/6

How to Cite

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INTRODUCTION

It is time for a new approach to youth homelessness - one that is proactive, not reactive.

Our emergency-focused response has meant that we largely respond only after a young person is on the streets. As a consequence, young people experience profound avoidable suffering that shapes the rest of their lives. In consultations across the country, young people were resolute: we are waiting too long to intervene when a young person is at risk of or experiencing homelessness.

This report is one of a six-part series on youth homelessness prevention, drawing from *The Roadmap for the Prevention of Youth Homelessness* (Gaetz et al., 2018). *The Roadmap* is designed to support a paradigm shift to prevention by providing a clear definition of youth homelessness prevention, offering a framework and common language for prevention policy and practice, reviewing the evidence for prevention, and highlighting practice examples from around the world. Each report in the series explores one element of youth homelessness prevention, providing a framework for targeted action and change in that area.

In this report we tackle the critical issue of *early intervention* – a key component of any comprehensive approach to youth homelessness prevention. This report outlines a system of care for early intervention, drawing together three key areas of focus: **(a) Integrated Services, Integrated Systems; (b) Coordinated Entry; and (c) Case Management**. This system of care provides the framework for implementing five early intervention program areas, including:

> Enhancing family and natural supports

> School-based early intervention

> Shelter diversion

> Housing-led supports

> Preventing sexual exploitation and trafficking

> *The Roadmap for the Prevention of Youth Homelessness provides a comprehensive framework for youth homelessness prevention, and should be read in full to best understand how youth homelessness prevention can be implemented in Canada. The Roadmap also provides detailed recommendations for embedding prevention in policy and practice.*

Why Prevention?

Prevention is generally accepted as more effective and desirable than waiting for complex problems to spiral out of control before intervening. Unfortunately, in North America the notion of preventing the problem of homelessness is not well understood and has not yet gained traction in policy, practice, or investment. For many years, crisis responses to homelessness have been relied upon to meet the immediate survival needs of young people who experience homelessness through emergency shelters, day programs, and law enforcement. **This reliance on crisis responses, while well-meaning, has not produced the outcomes we want.** There has been no demonstrable decrease in the number of young people that end up on the street, and young people who are homeless continue to suffer tremendously, experiencing violence, nutritional vulnerability, mental health crises, isolation, and discrimination. The pan-Canadian *Without a Home* study (Gaetz et al., 2016) brought to light an ongoing crisis, revealing that among youth experiencing homelessness:

> 40.1% were under the age of 16 when they first experienced homelessness;

> 76% had multiple experiences of homelessness, with 37% of these youth reporting more than five experiences of homelessness;

> 85.4% were experiencing a mental health crisis, with 42% reporting at least one suicide attempt;

> 38% of young women reported a sexual assault in the previous 12 months;

> 57.8% had involvement with child welfare involvement. Compared to national data

(Statistics Canada, 2011), youth experiencing homelessness are 193 times more likely to have had involvement with child welfare (see also Nichols et al., 2017);

> 63.1% had experienced childhood trauma and abuse;

> 51% were not currently involved in either education, employment, or training; and

> Indigenous, racialized, newcomer, and LGBTQ2S+ youth are overrepresented in homeless youth populations across Canada.

A number of important conclusions can be drawn from these numbers:

First, we are waiting far too long to intervene when young people are at risk of homelessness, or experiencing homelessness.

Second, experiencing homelessness for any length of time can have a devastating impact on health, safety, mental health and well-being of young people.

Third, some young people – particularly Indigenous youth, LGBTQ2S+ youth, newcomer youth, and young women - experience the additional burden of ongoing discrimination and bias-based violence and exclusion.

Fourth, emergency responses on their own do not prevent homelessness, or necessarily help youth exit homelessness rapidly. Relying on such a crisis-based approach does not offer an effective or adequate solution to the problem of youth homelessness, and we therefore cannot and should not expect young people to "bootstrap" themselves out of homelessness.

Fifth, our public systems are failing to prevent young people from entering homelessness. It is clear that we are missing many opportunities to prevent youth homelessness within public systems.

Finally, people with lived experience of youth homelessness strongly profess the need to shift from the crisis response to a focus on prevention and sustainable exits from homelessness. In a recent national consultation conducted by the COH and AWHC, youth stated that "by building a response that is primarily reactive, we not only condemn youth to hardship and trauma, we actually ensure it" (Schwan et al., 2018a, p. 122).

The time has come to shift to a proactive, rather than reactive, response to the problem of youth homelessness.

Defining Youth Homelessness Prevention

Despite broad political and community-based interest in youth homelessness prevention, there has been lack of clarity about what it entails. We offer the following definition of youth homelessness prevention:

Youth homelessness prevention *refers to policies, practices, and interventions that either (1) reduce the likelihood that a young person will experience homelessness, or (2) provide youth experiencing homelessness with the necessary supports to stabilize their housing, improve their wellbeing, connect with community, and avoid re-entry into homelessness. Youth homelessness prevention thus necessitates the immediate provision of housing and supports for youth experiencing homelessness, or the immediate protection of housing, with supports, for youth at risk of homelessness. Youth homelessness prevention must be applied using a rights-based approach and address the unique needs of developing adolescents and young adults.*

This definition is adapted from Gaetz and Dej's (2017) broader definition of homelessness prevention, drawing into focus policies and practices that are responsive to the distinct challenges that young people face. In implementing youth homelessness prevention, governments and communities should seek out evidence-based and promising interventions and policies that are both developmentally and individually tailored.

A Typology of Youth Homelessness Prevention

To conceptualize types of homelessness prevention for youth, *The Roadmap for Youth Homelessness Prevention* builds on the typology within *A New Direction: A Framework for Homelessness Prevention*. This typology articulates a range of preventative activities that aim to stabilize housing, improve health and wellbeing, promote social inclusion, and contribute to better long-term outcomes for youth and their families.

1. Structural Prevention
2. Systems Prevention
3. Early Intervention
4. Eviction Prevention
5. Housing Stabilization

Duty to Assist

Ending Youth Homelessness
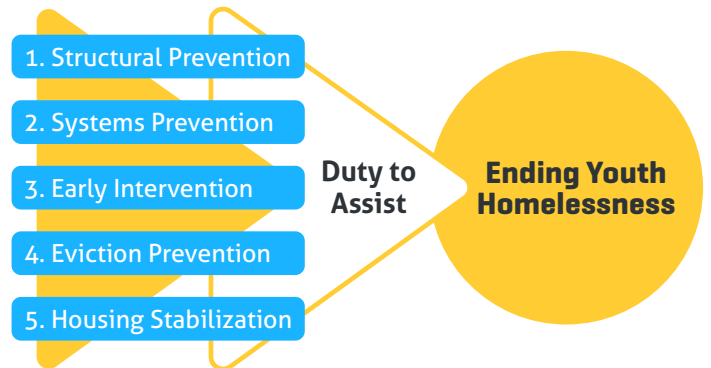
Homelessness Prevention Typology

1) Structural Prevention

Legislation, policy, and investment to address risks of homelessness and increase social equality. Examples include: legislating housing as a human right, adhering to the Truth and Reconciliation Commission Calls to Action, poverty reduction strategies, and income supports.

2) Systems Prevention

Breaking barriers and enhancing access to services, supports, & benefits. This includes transition supports for those leaving public institutions, such as correctional facilities, hospitals, and child protection systems.

3) Early Intervention

Strategies designed to act early and address the risk of homelessness, as well as provide crisis intervention to those who have recently experienced homelessness. Examples include: effective outreach, coordinated intake and assessment, client-centered case management, and shelter diversion.

4) Eviction Prevention

A type of early intervention, programs designed to keep people stably housed and help them avoid eviction. Examples include: landlord/tenant mediation, rental assistance, emergency financial assistance, and legal advice and representation.

5) Housing Stabilization

Supporting people who have experienced homelessness to find and maintain housing. This includes Housing First and supports to enhance health and well-being, education and employment, and social inclusion.

In consideration of the needs of young people, the *Roadmap* adds an additional legislative strategy: **Duty to Assist**. Duty to Assist means that there is a *legal duty* to ensure that young people are provided with information, advice, and housing-led supports to avoid an experience of homelessness, or to make that experience as brief as possible. Duty to Assist is a rights-based approach to youth homelessness.

These six elements work in concert to prevent youth homelessness. These approaches span upstream efforts focused on structural prevention, to systems approaches that improve experiences in public institutions, to early interventions and housing stabilization efforts that reduce the risk of homelessness and prevent young people from cycling back into homelessness.

To bring prevention to life, each sector, order of government, community, practitioner, and caring individual must make the commitment to wholeheartedly and relentlessly pursue this new vision for young people in Canada, aligning their collective strengths, knowledge, and resources to move from vision to reality. For a comprehensive youth homelessness prevention framework, see *The Roadmap for the Prevention of Youth Homelessness.*

Who is Responsible for Youth Homelessness Prevention?

It is critical to delineate responsibility when articulating the range of programs, policies, and approaches that can support the prevention of youth homelessness. We must clarify when the homelessness sector should play a leading role, and when other institutions and orders of government carry the main responsibility. Youth homelessness prevention cannot solely rely on the homelessness system's funding and services. Rather, cross-systems and whole government approaches are required to achieve lasting change for young people.

Young people across the country articulated that youth homelessness prevention requires changes in multiple public systems (Schwan et al., 2018a), including housing, criminal justice, child welfare, healthcare, and education. Prevention work requires improved collaboration and coordination between and within ministries, departments, and communities, along with investment, policy development and alignment, and leadership from all orders of government.

Most importantly, this shift requires that we redefine who is viewed as responsible for youth homelessness prevention. It is time to collaborate with the systems and sectors that youth are engaged with *prior* to becoming homeless, leveraging each system interaction to improve a young person's housing stability, wellness, and other positive outcomes. To do so, we must implement structures that support mutual engagement in—and accountability to—one another's work and the changes we all want to see: better outcomes for youth.

A Human-Rights Approach to Youth Homelessness

Youth homelessness prevention work must be grounded in the fundamental human rights of young people in Canada. Canada is a signatory to a number of international human rights agreements that define rights relevant to homeless youth, including the following rights:

- Right to adequate standard of living
- Right to adequate housing
- Right to adequate food
- Right to work
- Right to health
- Right to education

- Right to personal security & privacy
- Right of equal access to justice
- Right to assembly
- Right to freedom of expression
- Right to life

(Canada Without Poverty & A Way Home Canada, 2016)

That youth homelessness exists in Canada, and that we allow young people to remain trapped in homelessness, represents a *denial* of basic human rights. As a human rights violation, youth homelessness must be remedied. Practically, this means that policies, laws, and strategies aimed at youth homelessness prevention must be grounded in human rights at all stages of development, implementation, and evaluation.

Early Intervention:
Targeted Supports for Young People At Risk of Homelessness

In the What Would it Take? study (Schwan et al., 2018a), young people were able to pinpoint the critical junctures where intervention would have prevented their homelessness. Caring adults, such as teachers, coaches, and neighbours, may hear about youths' struggles or notice changes in their behaviour, but not know how to connect them to supports.

Service providers, in efforts to prioritize high volumes of clients, may have eligibility criteria that require people to be on the streets for a minimum length of time before being able to receive support. Failure to immediately respond to youths' needs puts them at increased risk of trauma, violence, victimization, and chronic adult homelessness. Requiring youths' situations to worsen, or for them to become more deeply entrenched in homelessness to access services and supports, is unethical and causes the need for more intensive and long-term interventions than responding to early signs of distress.

Youth homelessness prevention requires policy and program interventions that identify signs of distress and rapidly take action to provide or connect youth and their families with support. This is the work of early intervention, and is one of five types of prevention outlined in *The Roadmap for the Prevention of Youth Homelessness.*

Defining Early Intervention

Gaetz and Dej (2017) describe early intervention as "policies, practices, and interventions that help individuals and families who are at extreme risk of, or who have recently experienced, homelessness obtain the supports needed to retain their current housing or rapidly access new and appropriate housing" (p. 44). Similarly, early intervention strategies for youth focuses on rapidly meeting the physical, emotional, material, interpersonal, social, and educational needs of young people who are at imminent risk of, or who have just become, homeless. Early intervention includes a range of community-based program interventions, and systems-level policies, to provide young people and their families with supports and enhance their resilience in order to reduce the potential for long-term negative outcomes.

Youth and their families should receive assistance to navigate systems, assert their rights, and access the supports they are eligible for.

Young people may receive individual and family supports to return home or move into new accommodations in a safe and planned way. Early intervention also includes providing "local temporary housing solutions if people lose their housing so that they are able to maintain natural supports (friends and relatives) and local connections to institutions that they are currently engaged in (e.g., health care, education, community services)" (p. 44). A positive youth development orientation must guide service delivery, and includes the use of strengths-based assessment tools. Early intervention strategies strengthen adolescents' protective factors by enhancing engagement with school, nurturing family and natural supports, and building their problem-solving, conflict resolution, and life skills.

Why Early Intervention?

When addressing any health or social issue, it is important to intervene as early as possible to reduce negative outcomes. The factors that contribute to housing and family instability can arise early in life, and many youth first become homeless in early adolescence.

For instance, the _Without a Home_ study found that over 40% of currently homeless youth had their first experience of homelessness before the age of 16 (Gaetz et al., 2016). Early episodes of homelessness may go undetected by authorities if youth are couch surfing, and in other cases caring adults such as teachers, instructors, coaches, and neighbours may know something is wrong, but do not know how to intervene. Beyond engaging child protection services, most communities lack effective systems to address the needs of young people and their families when in crisis. Community strategies to address homelessness generally do little or nothing to support young people who experience homelessness before the age of 16, with shelters and day programs often only available to those 16 and older. Ending youth homelessness, and reducing the likelihood of chronic homelessness in adulthood, requires investment in early intervention.

FIGURE 1: EARLY INTERVENTION FRAMEWORK

AT RISK OF HOMELESSNESS

SYSTEM of CARE
• Integrated services, Integrated Systems
• Coordinated entry
• Case management

PROGRAM AREAS
• Enhancing family and natural supports
• School-based early intervention
• Shelter diversion
• Housing-led supports
• Preventing sexual exploitation and trafficking

Living With **Parents or Caregivers**

Living **Independently**
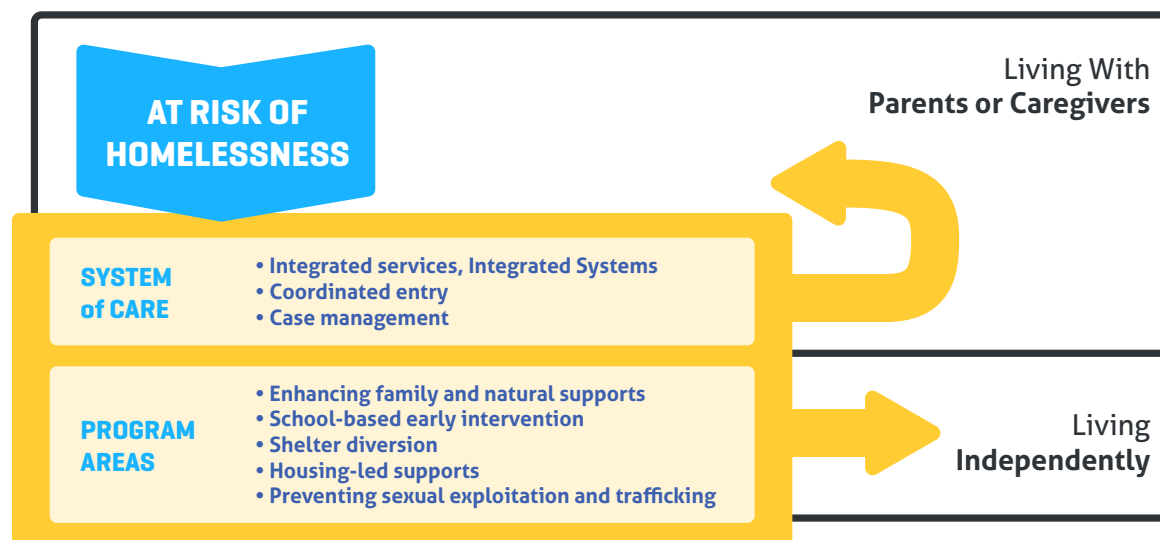
Who is Responsible for Early Intervention? Creating A System of Care

A 'system of care' ideally needs to be in place to implement effective early intervention. Originating in children's mental health and addictions sectors, a System of Care is defined as ''an adaptive network of structures, processes, and relationships grounded in system of care values and principles that provides children and youth with serious emotional disturbance and their families with access to and availability of necessary services and supports across administrative and funding jurisdictions'' (Hodges et al., 2006, p. 3). A System of Care, then, is a client-centred approach to systems integration involving coordination of services designed to ensure that young people (and their families) get timely and appropriate access to the supports they need.

> **A System of Care, then, is a client-centred approach to systems integration involving coordination of services designed to ensure that young people (and their families) get timely and appropriate access to the supports they need.**

At the local level this means more than just service integration within the homelessness sector, but effective and seamless partnerships between youth serving organizations and mainstream institutions and services. In other words, communities must work towards an integrated systems response involving coordination at every level, including policy, intake, service delivery, and client outcomes tracking. The best integrated service models are client-focused and driven with supports designed to ensure that the needs of young people and potentially their families are met in a timely and respectful way. To create a complete early intervention system of care, and before exploring early intervention program areas, there are a number of factors to consider that can be grouped into the following categories:

Early Intervention System of Care

> **Integrated Services, Integrated Systems**
>
> **Coordinated Entry**
>
> **Case Management**

a) Integrated Services, Integrated Systems

Integral to systems of care is the integration of service planning, coordination, and service delivery management at the sector, agency, and program levels, in order to create client-centred pathways that allow young people to access the services they need (Nichols & Doberstein, 2016).

At the community level, programs and services that serve young people who experience homelessness[1] must work collaboratively to facilitate improved client flow, data sharing, referrals, and planning. Integrating services may cause a major shift for many community agencies that are accustomed to operating autonomously from others. Communities and funders may initially be resistant to the idea of integration because of the change in practice and objectives that may be required.

> **At the community level, programs and services that serve young people who experience homelessness[2] must work collaboratively to facilitate improved client flow, data sharing, referrals, and planning. Integrating services may cause a major shift for many community agencies that are accustomed to operating autonomously from others.**

An excellent example of local service integration is the Street Youth Planning Collaborative in Hamilton, where the range of street youth-serving agencies actively collaborate to meet the needs of young people through collective planning, and integrated service delivery to ensure young people have their needs met by an appropriate, seamless, and comprehensive range of services.

A system of care requires more than just service integration within the homelessness sector, but the integration of the many systems that youth interact with. Systems integration involves engaging with and convening a range of public institutions and systems, including healthcare, education, employment family support services, and the justice system, to identify and support young people at risk of homelessness. The principles of Collective Impact (Kania & Kramer, 2011; Harwood, 2014; Cabaj & Weaver, 2016) provide guidance on how to achieve systems integration. In particular, communities need strong leadership and a backbone organization to coordinate and keep the work progressing.

Implementing a system of care approach has the potential to change the experience for young people who are facing challenges at home and in the community. "Rather than just contacting an agency or organization, a young person is engaging a system in which their needs are assessed, underlying issues are identified and plans are put in place to support them and their families. All of this is done with a client-centered focus, so that they are in charge of determining their needs and where they need to go" (Gaetz, 2014).

- -

[1] In thinking about homelessness services that young people access, we need to remember that many adult-focused services also serve young people.

b) Coordinated Entry

Coordinated Entry is key to both systems integration and implementing early intervention program areas for young people at risk of homelessness. **The intent of coordinated entry is to create a standardized process for intake, assessment, and referral**. Accessibility should be an important consideration for coordinated entry. There should be as few barriers as possible for accessing support, with a 'no wrong door' approach, so young people are able to connect with and access the supports they need in a way that is timely, seamless, streamlined, and effective from the perspective of the young person, their family, and/ or the referring adult. A major barrier for young people in accessing supports is that they may be required to leave their neighbourhoods to get the help they need. Ideally there should be multiple points of entry in a system of care, including face to face contact at different agencies, call or text, and web-based applications. Where possible, an outreach approach should be employed where young people can meet a support worker at a place of their choosing.

> **"A lot of agencies work independently from one another, and they can do external referrals, but a lot of them don't in larger communities. And there should be provincially set standards, where agencies and social services work together to be able to fill in those gaps that they're missing."**
>
> **Youth Rights, Right Now**

The key to making coordinated entry work is to employ it as a system-wide process with common points of entry (through community hubs, a dedicated assessment facility, phone or web-based access, or emergency services), a common assessment, and a data management system that allows for some data-sharing and referral.

It needs to be both visible and easily accessible, so that young people and/or their families are aware of and able to access help and support when they need it. To effectively address the needs of youth, coordinated entry systems should be youth-focused, and ideally be separated from similar adult systems, although this may be a challenge in some contexts. The reason for having dedicated youth coordinated entry is that young people may feel safer with a separate access point, operated by staff specializing in youth who can conduct youth-based assessments, and have knowledge of appropriate resources.

Key aspects of Coordinated Entry include: a) Standardized Intake and Assessment, b) Triage, Referral, and Prioritization, and c) Data Management.

Standardized Intake and Assessment

In practical terms, a coordinated intake system enables young people at risk of homelessness to seek help through a central portal, and become registered in the system. A standardized intake and assessment system ensures all young people seeking support go through the same process regardless of where or how they present or access services. Standardized intake facilitates systems coordination, and decreases the number of times youth are required to tell their story, which can be emotionally difficult or result in stigmatization.

Young people may access coordinated entry on their own, at the behest of their families, or through referral by other meaningful adults in their life. Ideally communities should have a "no wrong door" approach whereby intake is standardized but there are multiple entry points, and depending on the community, coordinated entry can be accessed by phone, through the internet, or in-person at an agency or service hub.

Depending on the situation, young people are often assessed with a short screening tool to understand basic and immediate needs. A more comprehensive assessment may follow, which is used to determine the needs of youth, program eligibility, and priority setting. Screening and assessment should take into account factors that contribute to risk and resilience, changes in acuity, and the role parents, caregivers, community and environment play in the young person's development. Tools used for screening and assessment should also be youth -centred and -specific, and standardized, and should not become a barrier to access or solely rely on measuring housing need or risk. Tools should reflect the physical, cognitive, emotional, social, and cultural needs and strengths of developing young people.

The best assessment tools for youth are strengths-based, not only assessing risks, but assets and resilience.

The Youth Assessment Prioritization tool, (which includes both a "screener" and a more extensive assessment tool) is a good example of a tool that helps in understanding underlying problems, risk of longer-term homelessness, and is a useful aid in prioritization. The YAP tool is strengths-based, evidence-informed, and relies on the knowledge of both the young person and the worker.

It is important to note that no single assessment tool can do everything. The first assessment, combined with the judgment of the caseworker, may indicate a need for deeper assessments using established tools to identify conditions such as brain injury, developmental delays, FASD, or other disabling conditions.

Triage, Referral, and Prioritization

Based on assessment, young people should be triaged to appropriate services and supports. Those who are identified as having the most complex and severe service needs, or who are most vulnerable can then be prioritized for specific programs, including Housing First for Youth. It is important in a prevention-focused system that:

> Everything should be done to stabilize housing and prevent a worsening of the situation;

> Place-based shelter diversion strategies should assist young people to stay in place, and remain connected to school, friends, and other natural supports;

> Access to mainstream services and supports is facilitated, and;

> Young people have a say in what services and supports they are offered.

Data Management

A necessary requirement for early intervention is a comprehensive data management system that allows agencies and communities to track client flow, support system integration, and measure the impact of prevention interventions. In Canada, HIFIS is the most commonly used data management system. For service providers, data management systems enhance their ability to collect and manage relevant data regarding clients, including not only their personal characteristics, but also service utilization. This works most effectively with a data-sharing agreement and platform. While respecting privacy, data-sharing means that young people can be tracked as they move through the system, and that they do not have to repeat an intensive, and potentially intrusive, intake every time they encounter a service.

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The benefits of integrated data are many. First, it can support the alignment of program philosophies, activities and outcomes across the sector. Second, it can contribute to enhanced collaboration, systems integration, and rethinking how to collectively respond to the problem of youth homelessness through Collective Impact. Third, and most importantly, it can potentially lead to better outcomes for youth, by improving access to services that are most appropriate, enabling more effective flow through the system, and holding the sector accountable to shared outcomes.

Putting in place rigorous procedures for obtaining informed consent and data-sharing, communities can track individual progress in real-time.

Some communities use approaches such as 'by-name' lists to assist with prioritization for Housing First, for instance, and helping track the reduction of homelessness. In some cases, where young people fear for their personal safety or have privacy concerns because of their involvement in illegal activities, they may be uncomfortable having their names on a shared database. Service providers and case managers should be responsive to these concerns and help protect youths' privacy in cases where youth may be put at greater risk of harm if their information is disclosed with systems, such as criminal justice. Well-designed data management systems should thoughtfully and adequately take into account privacy and security concerns, and ensure youth consent and choice. Taking such an approach may assist in reassuring young people that their rights are being protected, and that data collection and referrals are intended to enhance access to the supports and fulfillment of their goals.

> **Well-designed data management systems should thoughtfully and adequately take into account privacy and security concerns, and ensure youth consent and choice. Taking such an approach may assist in reassuring young people that their rights are being protected, and that data collection and referrals are intended to enhance access to the supports and fulfillment of their goals.**

c) Case Management

Early intervention means providing young people with support without coercion. Young people who are struggling should not be expected to solve all of their problems on their own and 'bootstrap' themselves out of crisis. Youth-focused case management is a well-established approach to supporting young people with complex needs and/or who are in crisis.

There are different approaches to case management, which need to be tailored to the needs of the young person (Milaney, 2011a; Morse, 1998). Depending on their underlying issues and needs, case management may involve short-term crisis counselling or it may be more intensive and longer-term. Key here is that young people need supports for as long as it takes to help them transition to adulthood, independence, and well-being. Once again, supports offered must be conducted from a strengths-based Positive Youth Development and life skills-building orientation – this approach must guide every interaction with young people.

Good case management requires a willingness on the part of the young person to participate, and building a potentially therapeutic relationship may take time. In a review of case management as a key component of strategies to end homelessness, Milaney (2012) identified it as a strengths-based team approach with six key dimensions:

1) **Collaboration and cooperation:** A true team approach, involving several people with different backgrounds, skills and areas of expertise;

2) **Right matching of services:** Person-centered and based on the complexity of need;

3) **Contextual case management:** Interventions must appropriately account for age, ability, culture, gender and sexual orientation. In addition, an understanding of broader structural factors and personal history (of violence, sexual abuse, or assault, for instance) must underlie strategies and modes of engagement;

4) **The right kind of engagement:** Building a strong relationship based on respectful encounters, openness, listening skills, non-judgmental attitudes, and advocacy;

5) **Coordinated and well-managed system:** Integrating interventions into the broader system of care, and;

6) **Evaluation for success:** The ongoing and consistent assessment of case managed supports.

Many young people can best be supported through a case management approach where the case worker has the overall responsibility for care and support, and also acts as a broker to help young people access services and supports. When delivered within a system of care, case management can appropriately match young people to programs and services based on their identified needs.

Key Forms of Early Intervention

An important feature of most early intervention programs is that they are place-based. When young people are forced to leave their communities because they are homeless, they not only lose their family and home, but also their community and potentially a web of natural supports, friends, and meaningful adults (neighbours, teachers, coaches, counselors, etc.).

The key components of the System of Care described above are essential for early intervention prevention strategies to be effective. An important feature of most early intervention programs is that they are place-based. When young people are forced to leave their communities because they are homeless, they not only lose their family and home, but also their community and potentially a web of natural supports, friends, and meaningful adults (neighbours, teachers, coaches, counselors, etc.). The best early intervention strategies are designed to bring services and supports directly to young people (and their families), so that they remain embedded in their system of natural supports, continue to attend school, and can move forward in a safe and supported way.

EARLY INTERVENTION PROGRAM AREAS

Enhancing **Family** and **Natural Supports**
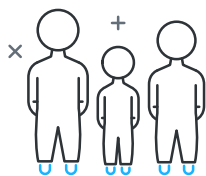
School-based Early Intervention
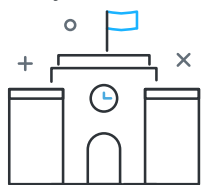
Shelter Diversion
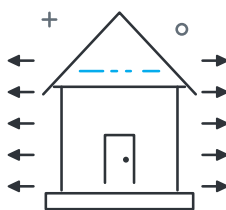
Housing-led Supports

Preventing **Sexual Exploitation** & Trafficking

The program areas described below - and the program models and interventions that allow us to get there - are all evidence-based and have been implemented in one form or another in communities across the country. While there are clear design characteristics to each of these program areas, they should not be thought of in isolation, but as mutually reinforcing and with the potential for integration within a system of care. Elements of one program area – for instance, enhancing family and natural supports – are likely present within and across most examples of early intervention. Just as with other system of care approaches where there is some degree of service integration, the different program areas of early intervention intersect in terms of program elements, services offered, and sites where young people find support.

Five key forms of early intervention are detailed in this section:

1) Enhancing Family and Natural Supports
2) School-Based Early Intervention
3) Shelter Diversion
4) Housing-Led Supports
5) Preventing Sexual Exploitation and Trafficking

"My trauma led me down a wrong path, and I didn't know that I had ... places where I could go to access help for that. And my family didn't know how to support me with my mental health. So they ended up giving up on me because they didn't know... how. And they didn't have... anyone show them or teach them how to take care of someone with those circumstances."
Kamloops Youth

1) Enhancing Family and Natural Supports

Family and Natural Supports (FNS)[3] is a program model area focused on strengthening relationships between vulnerable young people and their families, friends, and meaningful adults in their lives, including neighbours, teachers, coaches, co-workers and other relationships or associations that comprise their social network. In acknowledging the variation in types of family living arrangements and structure, we should follow the lead of young people in defining who is their family. In discussing natural supports we are not necessarily referring to those people for whom there is a biological relationship but rather other adults who may play a role in the young person's life, such as teachers, coaches, neighbours, etc. Such relationships are potentially more stable and long lasting than professional supports.

FNS can help break the cycle of homelessness through a focused and client-centred set of supports that help young people, and in many cases their families, navigate interpersonal difficulties and conflict. FNS program supports are designed to build assets and resilience amongst young people by helping them mediate conflicts, make good decisions, strengthen relationships and attachments, and nurture a broader range of natural supports. All of this is directed toward helping young people to stay in school and/or access training and employment, and to stay in their communities until they are ready to leave.

As a prevention intervention, FNS helps young people remain 'in place' in their communities, where they can continue in school and stay connected to natural supports. For young people who have experienced homelessness, FNS is a key housing stabilization strategy that prevents the recurrence of homelessness and helps them move forward with their lives in a safe and supported way. The goal is not that the young person remains in an unsafe household, but rather that they can continue to draw support from family members that are safe and stable.

- -

[3] Note: The content of this section is drawn largely (with permission) from the following documents: Canadian Observatory on Homelessness & A Way Home Canada (2017) Family and Natural Supports Program Model Framework V. 1.0.

While on the surface FNS makes sense, it often runs counter to the way emergency supports are offered to young people who experience homelessness. Many young people may be fleeing abuse, and as a result, the family is framed as the 'problem' to be avoided and left behind.

The underlying ethos of a FNS approach is that family and the support of caring adults is important to almost everyone, can be an asset that enhances young people's quality of life, and gives youth a sense of belonging, identity, security, self-esteem, and someone to rely on when problems emerge.

A truly effective response to youth homelessness must consider how bolstering natural supports and helping reconcile damaged relationships can help young people avoid homelessness. "For many, if not most street youth, family does matter in some way, and … addressing family issues can help young people move into adulthood in a healthier way, and potentially move out of homelessness" (Winland et al., 2011). While we know that many young people seek out homeless services because of experiences of abuse in the home, Justin Sage-Passant points out that "We need to be cautious about saying that they are homeless because of an 'abusive family'. When we say youth are coming from an 'abusive family,' we are implicating a lot of people. There may be one or two relationships that can be seen as abusive, but there could be other relationships in the family that are healthy and supportive" (Sage-Passant, 2018).

Family reconnection may be especially important for Indigenous youth, whose ability to maintain and strengthen ties with their families, kin, and communities is key to their well-being, as well as broader reconciliation. What actually constitutes 'family' is variable, based on individual experience (growing up with grandparents, for instance) and cultural contexts. Doing FNS work requires consulting with the young person about whom they identify as family.

Young people in the throes of adolescent development, and generally dependent on adults (both within and outside the family), can significantly benefit from stabilizing and enhancing connections with meaningful adults. This is particularly crucial for young people experiencing family conflict and other challenges that place them at risk of homelessness. Enhancing connections and strengthening relationships is also important for families who are struggling with children and teens and may not know what to do or who to turn to for help.

Core Principles of Family and Natural Supports Programs

1) Connection first: Right to service with no preconditions
2) Youth choice, youth voice and self-determination
3) Positive youth development and wellness orientation
4) Individualized, client-driven supports with no time limits
5) Social inclusion and community integration
6) Valuing families and natural supports

An effective community response to youth homelessness should NOT view FNS as an 'add on' service or program. Rather, it should be a core community-based initiative that ensures that supports are offered to all young individuals who experience or are at risk of homelessness.

How Do FNS Programs Work?

If we know that a young person is homelessness or at risk, it is important to determine whether and how conflicts between the young person and their family, friends, and other adults may be creating the context where the young person can no longer stay at home. Interventions that strengthen family relationships through reunification, counselling, or mediation may be the service and support that a young person needs to prevent them from experiencing homelessness. Ideally, if we can work with young people prior to homelessness – and especially before they leave their communities – we have a good chance of ensuring that they can stay in place, remain in school, strengthen important relationships, and ultimately avoid becoming homeless.

> **Ideally, if we can work with young people prior to them becoming homeless – and especially before they leave their communities – we have a good chance of ensuring that they can stay in place, remain in school, strengthen important relationships, and ultimately avoid becoming homeless.**

Enhancing family and natural supports is a key early intervention strategy that should be structured into the emergency services we provide young people who experience homelessness. FNS works best when communities take a systems approach, and where there are clear processes in place that help young people, their families and other caring adults become aware of and able to access supports. Youth and families are referred to a Family and National Supports program through: 1) a school official, 2) a community service provider, 3) self-referral (including by parents, caregivers, or other family members), 4) welfare or child protection authority, 5) help line, 6) a community or homeless-serving agency, or 7) a community hub.

Enhancing FNS is also an important strategy for supporting young people who have already experienced homelessness, and/or have left care (child protection). When young people come into contact with emergency services, one of the first questions to ask is whether enhancing FNS might mitigate or shorten their experience of homelessness. For those who are already homeless – including chronically homeless youth – strengthening FNS can be an important asset when young people exit homelessness, helping enhance housing stabilization.

FNS work is conducted by trained case managers who have expertise not only working with young people, but also their families. Case managers may provide individual and family counselling, family mediation, systems navigation, referrals to other agencies and services, psychiatric assessments, psychological assessments for learning disabilities, as well as accompaniment and advocacy assistance. It is most effective when it is a housing-led approach, and the goal is to support young people 'in place' so that they retain their current housing, or if that is not possible or safe, find and maintain new housing.

Social inclusion and school engagement are built through stronger family and natural supports, less conflict, and enhancing personal assets and resilience. A key component of the FNS programs is that young people will be encouraged and supported to stay in school, build employable skills, and access the labour market.

2) School-Based Early Intervention

School-based early intervention programs seek to identify young people who are at risk of homelessness, dropping out of school, or other significant, negative circumstances, and connect them with supports to reduce these risks, strengthen families, and to keep youth in place.

Effective school-based prevention requires a coordinated and strategic systems approach, and must necessarily engage, include, and mandate action from public and private educational institutions and systems, government departments, the homelessness sector, and broader community-based agencies.

> **"Almost everyone has, like, the one teacher that they really trusted and liked, or the one school counsellor that was cool and not scary. So it would be nice if just they got this basic training and also like, signs to look out for. And like, how to approach a student and be like, 'hey, you know, how's everything at home, everything going okay?'"**
>
> **Vancouver Youth**

Why Do Schools Matter?

Virtually every young person who becomes homeless was once in school. Moreover, there was likely an adult in their life – a teacher, a counselor, a coach – who knew something was wrong, but did not know what to do.

Educators are often the first adults outside of the family to suspect or become aware of underlying problems that may lead to youth homelessness.

Teachers are often able to identify young people at risk because of bullying, educational disengagement, signs of abuse, trauma and/or family conflict, or sudden changes in behaviour or educational performance. Teachers, however, often lack the knowledge, resources, and supports to intervene.

Keeping young people engaged in school pays dividends for the youth themselves, their families, and their communities. This is especially true of young people who experience, or are at risk of homelessness. By providing place-based supports that align with enhancing natural supports (family, friends, community), we increase the likelihood a young person will thrive. At the same time, we reduce the probability that a young person will leave their community in search of supports, and become mired in homelessness.

School-based early interventions have been a core feature of youth homelessness prevention in many countries. Australia is without a doubt the leader in this field of work. Examples of school-based programs include a) Information and Awareness, b) Reconnect, and c) The Upstream Project.

a) Information and Awareness Programs

In many countries there are programs offered in schools designed to provide information about homelessness, help people identify risks (both students and teachers), and inform them of available supports if ever they are in crisis. These programs can also serve the purpose of being an early warning system that cause young people and their families to report a need for support. The presence of agencies in schools also provides teachers with key points of contact when they suspect something is wrong.

In a review of preventive strategies in the UK, Quilgars et al. (2008) argued that such programs provide a means to:

> "Educating teachers, principals, guidance counselors ... to what kinds of services are available and how to access those, in case they see a child, like, a student, literally falling asleep every day in the middle of class. Because, you know, in my case, I didn't have anywhere to go, but I sure as hell wasn't missing out on school, you know. I was working every day, I was going to school every day—I just didn't have a place to sleep. The most that they could do for me, regarding the teachers, was give me a little extra food from the cafeteria or, you know, let me take a break from gym class so I could go and have a nap somewhere else. That's really the best that teachers are going to be able to do for students that are put into a situation like that. Things have got to change a little bit."
>
> **Edmonton Youth**

- Increase young people's awareness of the experience of being homeless and dispel myths about the availability of social housing;

- Challenge stereotypes about homeless people, particularly regarding their culpability;

- Educate young people about the range of housing options available to them after leaving home and raise awareness of the help available;

- Emphasize young people's responsibilities with regard to housing, and;

- Teach conflict resolution skills that may be applied within and beyond the home and school.

Research suggests that these kinds of early intervention programs are generally well-received and highly effective (Quilgars et al., 2008). They are particularly well-received when there is a peer-educator component to the work.

The Schools Training and Mentoring Project (STaMP), operated by St. Basils in Birmingham (UK), targets older teens, and includes workshops on the 'harsh realities' of being homeless. The STaMP program also provides school staff with robust assessment tools to help them make a determination of someone's risk of homelessness. When they identify someone deemed to be at risk, they are able to refer the young person to the STaMP project, where the young person will be linked to a trained, well-supported peer mentor who has direct experience of homelessness. When a mentoring relationship is established and nourished, the mentor can help the young person assess their options and make links to appropriate resources.

In the United States, Safe Place is a national youth outreach program that has been operating for over 35 years. It focuses on educating young people about the dangers of life on the streets, and also provides access to immediate help, supports and interventions for young people who are at imminent risk of homelessness. The 'safe place' sign helps identify Safe Place locations, which are typically distributed to community locations that are accessible to young people, such as schools, fire stations, libraries, grocery and convenience stores, public transit, YMCAs, and other appropriate public buildings. When a young person goes to a Safe Place and makes contact with an employee, they are provided with a quiet comfortable place to wait while a Safe Place agency is contacted. Trained volunteer and paid staff meet the young person and help them access counselling, supports, a place to stay or other resources, depending on their needs. Once a plan is in place, the family will be contacted, and efforts are made to provide families with help and professional referrals. Young people find out about Safe Place through presentations in schools, word of mouth, social media and public service announcements. For more information: http://nationalsafeplace.org/.

The Let's Talk: Runaway Prevention Curriculum is a 14-module curriculum for youth developed by the United States government's National Runaway Safeline. It is designed for young people who may be struggling with a number of issues and contemplating running away from home. Guiding the curriculum are six key principles of trauma-informed care:

1) Safety
2) Trustworthiness and transparency
3) Peer support
4) Collaboration and mutuality
5) Empowerment, voice, and choice
6) Cultural, historical, and gender issues

The curriculum modules focus on enhancing a wide range of life and relationship skills, such as "communication, anger management, stress reduction, community responsibility, using community resources, goal-setting, and considering consequences of running away and substance use" (Pergamit et al., 2016, p. 67). While the curriculum has been piloted and implemented in various school and community-based settings, it has not to date been fully evaluated. For more information, go to: California Evidence-based Clearinghouse for Child Welfare.

b) Reconnect Programs

Reconnect programs are school-community partnerships designed to provide young people at risk of homelessness with supports to address underlying issues. Reconnect programs are place-based interventions, which involve collaboration between community-based organizations specializing in supporting young people and their families, and local schools. At risk youth are connected to community-based case managers, and are offered a range of supports including information, systems navigation, referrals and housing supports, if necessary. Two examples of such programs are the nationally-funded Reconnect program in Australia, and the community-based Youth Reconnect program in Canada.

Reconnect (Australia)

In the 1990s when youth homelessness began to increase, the Australian government decided that rather than invest widely in emergency shelters and services, a better option was to focus on prevention, with schools being the obvious site for the work. The Reconnect program was launched in 1999 by the Australian federal government, and operates over 100 programs in communities across Australia, with some specializing in supporting sub-populations such as Indigenous, LGBTQ, and newcomer and refugee youth.

The goals of Reconnect are to:

› Link schools to a range of community-based supports that can help young people and their families;

› Raise students' and teachers' awareness of the causes and conditions of youth homelessness, and the kinds of supports that are available;

› Identify and work with young people who are 'at risk' of, or are experiencing homelessness (including couch surfing) to help them stabilize their living situation, and;

› Improve young people's level of engagement with family, employment, education, and training in their local community (Australian Government, 2013: Reconnect).

Reconnect is an excellent example of an early intervention strategy embedded in an integrated community system of care, working across institutional jurisdictions to provide young people who become homeless or are at risk of homelessness with supports to stay at home, or find alternative supported living arrangements.

The Reconnect program targets young people aged 12-18, and their families, who are at risk of homelessness, or who have recently become homeless (including young people who are couchsurfing). While schools are sites for identifying youth, the services and supports of Reconnect are provided through a network of community-based early intervention services specializing in working with youth that share the goal of assisting young people to stabilize their current living situations, as well as improve their level of engagement and attachments within their community (Australian Government, 2009).

The service delivery model of Australia's Reconnect program includes:

"A focus on responding quickly when a young person or family is referred; a 'toolbox' of approaches that include counselling, mediation and practical support; and collaboration with other service providers. As well as providing assistance to individual young people and their families, Reconnect services also provide group programs, undertake community development projects and work with other agencies to increase the broader service system's capacity to intervene early in youth homelessness." (Australian Government, 2003, p. 8)

The Reconnect program emphasizes accessibility, a client-centered orientation, and a holistic approach to service delivery. It has been extensively evaluated (Evans & Shaver, 2001; Australian Government, 2003; 2013), and a comprehensive review by the Australian government (2003) identified the following positive and sustainable outcomes for young people and their families, including improvements in:

> The stability of young people's living situations;

> Young people's reported ability to manage family conflict, with sustained improvement over time;

> Parents' capacity to manage conflict;

> Communication within families;

> Young people's attitudes to school;

> Young people's engagement with education and employment, and;

> Young people's engagement with community.

The Australian government has a number of resources available to support implementation, including operational guidelines and evaluation studies.

Youth Reconnect (Canada)

Youth Reconnect is an early intervention shelter diversion program originally developed in Southern Ontario's Niagara Region as a partnership between schools and the RAFT emergency shelter in St. Catharines. The program mirrors the Reconnect program in many ways, but was not a product of government. Rather, this was a community-led innovation that came about when the RAFT recognized that their 'at-capacity' emergency shelter for youth could not continue to expand to meet the need. Recognizing that many of the youth who arrived at the shelter came from small towns and rural areas surrounding St. Catharines, it made more sense to implement an outreach program designed to help youth at risk of homelessness stay in their communities by providing young people and their families with place-based supports so as to avoid the unwelcome situation where a young person is forced to leave and move to the city, where a downward spiral may ensue.

RAFT's Youth Reconnect initiative "helps clients' access resources and increases their self-sufficiency, by assisting adolescents to maintain school attendance, secure housing and develop a social safety net in their home community."

RAF.T
EMPOWERING OUR YOUTH

"Youth Reconnect provides advocacy, life skills training, one-on-one mentoring, emergency hostel access, family reunification, and community integration. Provided in partnership with other social service agencies, initiative focuses on helping clients to live independently and reduce high-risk behaviours while maintaining school attendance" (RAFT, 2014, p.1).

The RAFT Youth Reconnect program specifically targets young people between the ages of 16 and 19, though other youth reconnect programs could expand their age mandate. Teachers, coaches, and counsellors identify young people they believe to be struggling, and offer them the opportunity to meet up with a Youth Reconnect worker. An important feature of Youth Reconnect is that young people are also able to access supports through self- or family referral, or referral by service providers, such as healthcare providers, community workers, employment workers, and help line staff/volunteers.

Once connected, the young person is then met by a Reconnect worker at a place of the youth's choosing and together they assess issues and needs and help develop a community-based plan of action to draw on local supports, enhance protective factors, reduce risk, and stay in school. As a client-centered intervention, the services the young person receives will differ depending on individual circumstances and needs. If crisis housing is needed, youth are transported to one of the local hostels on a temporary basis until arrangements are made for them to move back into their community.

Typical program interventions include:

1) Helping youth remain in schools, whenever possible, by securing living arrangements;

2) Working directly with individual schools and school boards to develop plans for youth returning to school after dropping out, or creating education plans to help at-risk youth remain in school;

3) Connecting youth with financial support programs and stable housing to ensure they are able to continue with their education;

4) Securing affordable housing and a stabilized income by reducing access barriers, and providing advocacy when needed;

5) Linking youth to specialized services (i.e., mental health, addictions, family counselling), as required, and;

6) Directly assisting youth to develop a social safety net to support them in the future, and to help them as they move forward from the program.

As a place-based support, the goal is to increase assets and self-sufficiency so that young people are able to stay in place. "By creating a localized support network and keeping youth within their home communities, the youth reconnect initiative is able to help youth remain connected to their communities, with the support they need, instead of forcing youth to relocate to a larger urban area, where they are more susceptible to engaging in high risk behaviours" (Niagara Resource Service for Youth, 2012, p. 2). Keeping young people in place is intended to reduce their exposure to a range of risks that come with entrenchment in homelessness including addictions, trauma, crime, and sexual exploitation.

The youth Reconnect support worker should employ a Positive Youth Development approach by letting the young person define their needs, being flexible, and providing wraparound support for the youth. This type of work is not best-suited for typical 9 to 5 work days, as staff have to be ready to provide on-call supports when and where their clients need it. Ideally, a small team of youth Reconnect support workers can more sustainably cover longer hours to be flexible to meet youths' needs.

Youth exit the program of their own volition and when they are ready. There is a "no discharge" policy, unless they reach a certain age (generally 24 years old) and can no longer qualify as youth. In these instances, referrals are made to adult services. After leaving the YR program, workers check in with youth periodically to ensure they are still housed and engaged in either school or work. These check-ins are designed to be the "lightest touch" possible – the worker is not looking to have a long-term connection. The goal for the worker is to strengthen the youth person's permanent relationships so their professional support is no longer required. The Making the Shift - Youth Homelessness Social Innovation Lab (A Way Home Canada/Canadian Observatory on Homelessness) is currently conducting research and evaluation on a Youth Reconnect project in Hamilton, Ontario.

Youth Reconnect Demonstration Project

As part of the Making the Shift Youth Homelessness Social Innovation Lab, the Canadian Observatory on Homelessness and A Way Home Canada are conducting a demonstration project on the Youth Reconnect Program in Hamilton, Ontario in partnership with Good Shepherd Youth Services and the Hamilton Street Youth Planning Collaborative. Early results from the demonstration project are compelling.

"The Youth Reconnect Program has provided Good Shepherd Youth Services the opportunity to be a driving force in a shift from a crisis response to youth homelessness towards a focus on prevention and community and family reunification. Making the Shift has encouraged this by allowing interventions to take place at a younger age (as early as 13), in creative ways (working with youth and families in whichever way works for them) and encouraging community based interventions."

- Loretta Hill-Finamore, Good Shepherd, Hamilton, ON

c) The Upstream Project (TUP) & The Geelong Project (TGP)

The Upstream Project (TUP), which originated as the The Geelong Project (TGP) in Australia, represents the next stage in the evolution of school-based early intervention programs. It employs a 'Community of Schools and Services' (COSS) model of early intervention for young people who are at-risk of disengaging from school, becoming homeless, and entering the justice system.
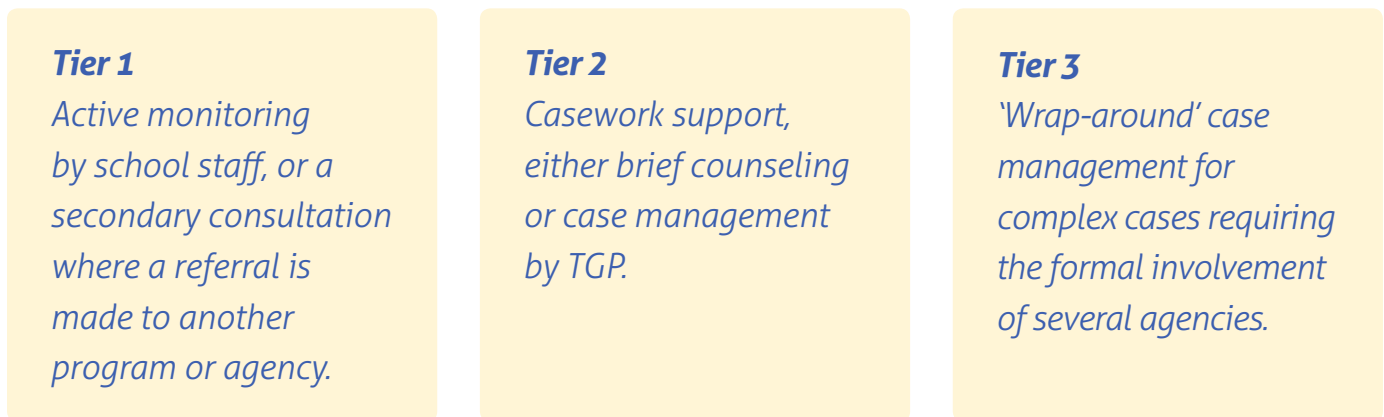
*"The strength in this model of the 'Community of Schools and Services' is that it engages and **integrates the work of all of the key people** and providers that together can make the difference in helping to re-engage the young person with school, family and community." (The Geelong Project, (n.d.), p. 1)*

How the Geelong Project Works

TGP is innovative because it integrates and delivers early intervention services through systems and service delivery development and reform. **What makes it unique is the method of identifying young people at risk. It begins with the Student Needs Survey (SNS), an evidence-based assessment tool that looks at both youths' risks and assets**. Recognizing that problems can emerge at a young age, every student in the school completes the survey, beginning in junior/intermediate school. The results are compared with knowledge and observations obtained about students from other sources, including teachers and counselors. While the Reconnect program relies on the ability of teachers and other adults to identify youth at risk, the TGP approach of assessment combined with staff knowledge can go much further in flagging young people who may not be presenting their vulnerability in overt ways.

Once young people are identified, TGP uses a flexible service delivery model based on a three-tiers of response, with Tier 1 offering the least extensive and intensive case management and intervention, and Tier 3 the most.

FIGURE 2: THE GEELONG PROJECT SERVICE DELIVERY MODEL

Tier 1	Tier 2	Tier 3
Active monitoring by school staff, or a secondary consultation where a referral is made to another program or agency.	*Casework support, either brief counseling or case management by TGP.*	*'Wrap-around' case management for complex cases requiring the formal involvement of several agencies.*

The tiers are tied to the needs of individual students, and are underpinned by youth-focused, family-centered approaches. It is not crisis-oriented, but rather is intended to support young people and families over a longer period of time. Based on evolving needs, young people can seamlessly 'step up – step down' from one level of support to another.

This tiered approach is considered the "foundation for effective and multi-disciplinary service responses to the range of needs in the at-risk population. [...] This model supports young people, their families, their schools and communities to address issues that left unresolved lead to youth homelessness and disengagement from education" (The Geelong Project, (n.d.), p. 1).

The Geelong Project's Community of Schools and Services (COSS) model is place-based, focusing on bringing together people and resources in a given community to impact rates of homelessness and early school leaving. Partners in the project are committed to transforming the system from the 'bottom up.'

Through Collective Impact, all of the partners in the COSS model commit to looking beyond their own individual program or organizational mandates to take responsibility for all young people in their community.

FIGURE 3: THE COSS MODEL

COMMUNITY COLLABORATION

'community of schools and services'

COSS Model

EARLY IDENTIFICATION

'population screening'

AIAD - Australian Index of Adolescent Development

LONGITUDINAL OUTCOMES MEASUREMENT

- reduced family conflict and homelessness

- reduced early school leaving

PRACTICE FRAMEWORK

- multi-tiered

- flexible

- dynamic over time
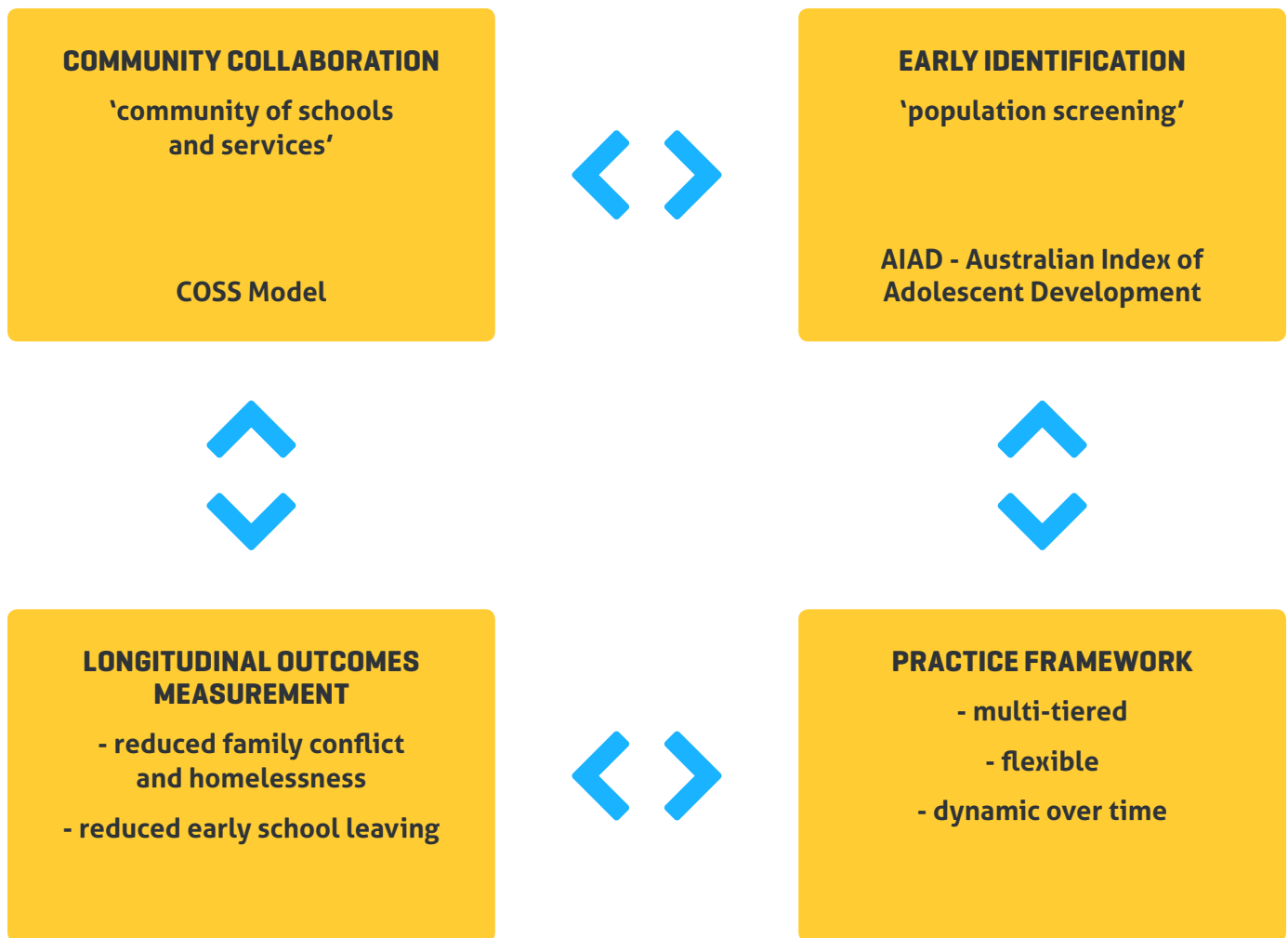
In Australia, TGP has been extensively evaluated, with a focus on measuring individual outcomes, such as specific positive changes in the attitudes, behaviours, knowledge and skills, relationships, and functioning at home and school, that lead to staying in school and the family home.

Research to Action

It is important to note that central to the development of The Geelong Project in Australia has been the focus on building a strong evidence base, where rigorous research and evaluation are at the centre of the work. Research is not seen as separate from practice, but rather as embedded within it.

As part of the research to action cycle, knowledge and learning gained through the analysis of data should routinely be used to ensure fidelity to the program model and the continuous improvement of service delivery, and to contribute to community learning and systems transformation. TPG cannot be implemented without fully integrating the work of the university research partner into practice.

FIGURE 4: ITERATIVE RESEARCH TO ACTION CYCLE

Research & Evaluation

Program Development

Service Delivery
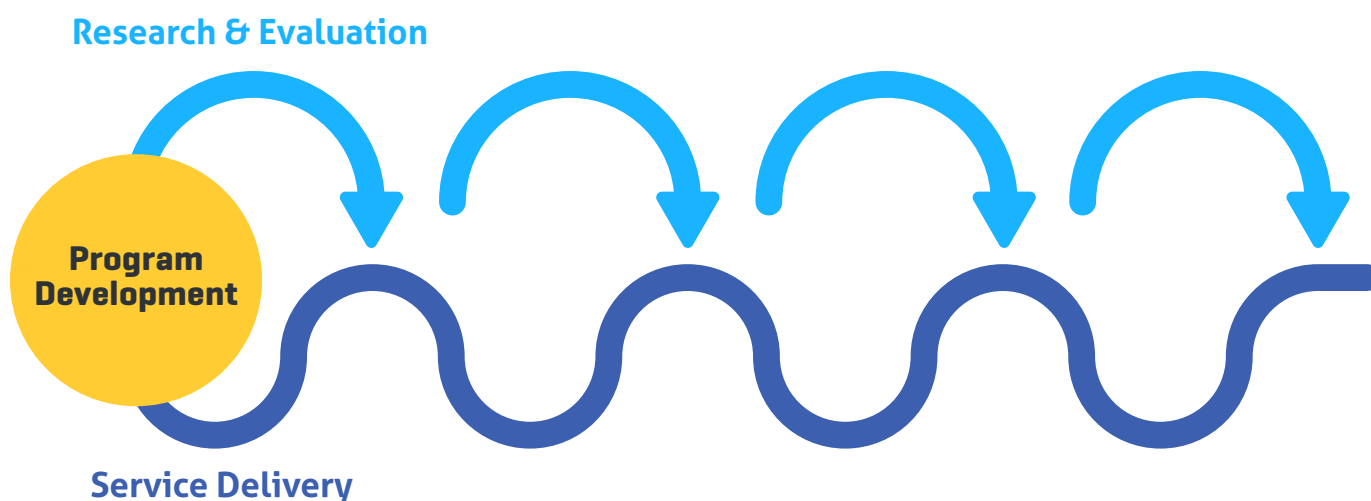
The Upstream International Living Lab

The success of The Geelong Project in Australia has led to international interest in adapting the model in other countries, including Canada. The decision to 'rename' the project Upstream came as a result of this work. The *Upstream International Living Lab* is an international social research and development consortium involving university and service partners from Australia, Canada, the United States, and Wales. The core work of this international consortium is to take what originated as The Geelong Project in Australia and facilitate its adaptation and implementation within each of the participating countries. As this work moves forwards, host countries will be supported to implement demonstration projects involving fulsome program evaluation. Going forward the consortium will focus its work on the design, implementation, and study of program and policy interventions that foster systems change resulting in the prevention of youth homelessness.

3] Shelter Diversion

Shelter diversion refers to efforts that support young people and their families in order to reduce the likelihood that youth will need to stay in emergency shelters. This means redefining the very role of such shelters. Traditionally, shelters provide crisis support for people experiencing homelessness in the form of a place to sleep, food, and potentially other supports to meet basic needs.

> **"There aren't really any programs to help at-risk youth kids before they're homeless. It's only once you're homeless."**
>
> **Calgary Youth**

Shelter diversion retools emergency services, including shelters and day programs, to provide young people with better options in the community and alternatives to intake into shelters. The goal is not just to decrease the number of young people entering emergency shelters, but to also keep them in place in their communities, connected to family and/or natural supports. It is an asset-building approach designed to address the underlying issues that put young people at risk of homelessness.

With this new mandate for shelters, emergency shelters will play different, yet incredibly important roles in the efforts to prevent and end youth homelessness. The key work at first point of contact shifts from facilitating intake into the shelter, to doing whatever it takes to help the young person avoid shelter stays and quickly find appropriate and safe housing options. Emergency shelter stays are only to be the last resort when all other options are exhausted or used to temporarily fill a gap in accommodation until more permanent and stable housing is secured.

A retooled and repurposed emergency sector goes hand in hand with a commitment to end homelessness, and will:

> Ensure that all people who come into contact with the homelessness sector are assessed and provided with supports to either return home or move into housing with appropriate supports as quickly as possible;

> Adopt a client-centered case management approach for individuals and families that enter the system, and ensure they are tracked as they navigate their way out of the system;

> Fund and reward service providers for focusing on prevention and rapid rehousing as a service priority, and make the goal of emergency services a shorter experience of homelessness, and;

> Ensure systems of care are in place so shelter providers are able to implement successful diversion programs.

In Canada, the homelessness sector is often isolated or disconnected from both the places young people come from and where they want to go. With shelter diversion, emergency shelters are not separate from either preventive approaches or strategies that help people move into stable housing. Shelter diversion programs become mechanisms for emergency shelters and services to facilitate prevention and rapid rehousing, and to help people move into and maintain independent living. The program model gives emergency shelters an active role in the reduction of the number and length of shelter stays, and connecting youth with effective supports that help them to stay in place, stabilize housing, enhance family and natural supports, and stay engaged in school and/or work.

Shelter Diversion in Action

In the Region of Waterloo, a youth homelessness shelter diversion program and tool has been piloted and is currently being expanded in the City of Cambridge, Ontario, at a youth emergency shelter - *Argus Residence for Young People*. The program pilot project "demonstrated the potential for an emergency shelter to prevent youth homelessness and reduce the need for shelter by asking key questions, providing information and increasing attachment to family and natural supports. The pilot was facilitated from one shelter location and did not require additional resources to implement" (Eva Vlasov, Executive Director, Argus Residence for Young People, personal communication, 2018).

> *The goal of this work is to support sustainable change in referral practice and decrease the number of youth entering the emergency shelter system unnecessarily."*
> *(Eva Vlasov, personal communication)*

As a promising practice, Argus Residence for Young People have developed and implemented a Youth Homelessness Prevention and Diversion Tool that outlines how coordinated prevention, intake, and assessment work, and the role of shelter workers in this process. The Diversion Tool was developed to "guide practitioners through the steps of a diversion conversation, tailored to 18 referral categories." Guided by the philosophy of *Housing First for Youth*, the program model offers supports consistent with the early intervention strategies that would be offered through youth reconnect, including enhancing family and natural supports, providing information, systems navigation, and referrals to other services and supports, including for mental health and addictions. The team of prevention and diversion workers work collaboratively and in a solution-focused way to assist youth to return home when it is safe to do so, or find alternative housing. This may involve interim housing in the short term while more permanent housing is being arranged.

Early results from the pilot program are promising, showing prevention and diversion as having an immediate and significant impact. From April 1st, 2015 to March 31st, 2016, Argus' shelter program provided 6,211 bed nights over a 12-month period. In 2016/17, bed nights reduced to 2,206 over the same period, representing a 64% decrease. In 2016-17, 607 youth aged 16-24 accessed the emergency shelter system in Waterloo Region, which represented a 22% decrease from the 776 youth served within the same period in the previous year (Housing Stability Data Summary, 2016-2017).

While this may seem like it runs counter to the concept of the emergency shelter, it actually redefines the role of emergency shelters and shelter workers in a more positive way. If every emergency youth shelter was reoriented to focus on homelessness prevention, there could be a massive reduction in youth homelessness, and better outcomes for youth, including a reduction in chronic homelessness. Within shelters, prevention and diversion workers would become part of the shelter team, with more favourable staff ratios allowing for better supports for young people significant, complex needs who are still in the emergency system.

4) Housing-Led Supports

In many cases when young people are kicked out or run away from home, they stay with friends or family who commit to take them in on a temporary basis. In other cases, young people have nowhere else to go. In order to avoid winding up having to move a great distance for services, and as an alternative to emergency shelters, there are housing-led models of early intervention for both short-term accommodations (Host Homes), and longer-term permanent solutions (Rapid Rehousing).

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a) Host Homes

Host Homes programs are community-based interventions providing short-term accommodations and supports for young people who have run away and/or cannot return to their homes. They are designed to provide young people and their families with short-term community-based supports, with the goal of keeping young people 'in place'.

The accommodation is not an emergency shelter, but rather a community member's home. This form of shelter diversion is important because Host Homes are local and programs provide community-based case management, enabling young people to stay in their communities, remain in school, and stay connected to their families and natural supports. In some cases, the stay may be short and case management light, if young people or their families simply need a 'time out'. In other cases, where the situation is more complex, the level of support will increase. If youth are unable to return home or if it is not safe, arrangements are made to support the young person to move into age-appropriate accommodation in a safe and planned way.

Host Homes offer a great way of getting community members involved in solutions to youth homelessness. Individuals and families that have a spare room are recruited into the Host Homes program. They are carefully screened, then provided with training and resources to support the young people who will be staying with them. Information about youth homelessness and the Host Homes program is provided to schools, community centres, health care providers, and others who are in contact with young people who may be at risk of homelessness. While providing encouragement and support, the 'hosts' are not responsible for case management and therapeutic support.

In a Host Homes program, young people who run away or are kicked out and who cannot find alternative accommodation are immediately connected with a host individual or family in their community. They are escorted to the home, introduced to the family, and provided with food and toiletries. The young person may want to be alone, or they may want to engage with the host. The next day, case management begins. Young people undergo an assessment to determine risks and assets, and the factors that led to their homelessness. As a youth-centred intervention, they are offered a range of supports, which may include family reconnection/mediation, and/or or help finding suitable accommodation in their community.

Host Homes are relatively new to Canada, but there are solid examples from other countries that we can learn from. Nightstop (Depaul, UK) is perhaps the most extensive and well-known Host Homes program, and operates in 40 communities with over 500 volunteers in the United Kingdom. It provides community-based supports for young people aged 16-25, who are able to stay with an adult or family for up to three weeks. In 2014, 13,500 bed nights were provided to young people. Breakfast and dinner is provided, along with toiletries and a private bedroom.

Nightstop was evaluated in 2011 (Insley, 2011) and has been identified as a promising model of shelter diversion for young people at risk of homelessness (Thompson, 2014). The evaluation found that "after staying at Nightstop, 21% returned to their families, 36% moved into supported housing, 14% obtained private accommodation, 11% moved into social housing and 14% moved in with a friend" (Insley, 2011, cited in Gaetz, 2013, p. 58). The Nightstop model is being brought to Canada by 360° Kids in York Region, Ontario.

In recent years, there has been an expansion of host homes programs for youth in the United States (Washington State Department of Commerce, 2017). Point Source Youth has played an important role in developing and implementing a range of Host Homes programs, as well as programs to enhance Family and Natural supports, and Rapid Rehousing, which are designed to support LGBTQ2S+ youth. Their website has a range of resources to assist those interested in establishing Host Homes programs.

Point Source Youth recently released its Host Homes Handbook, an excellent and extensive resource that includes information on how to set a program up, the host and youth application process, training, and a budget template.
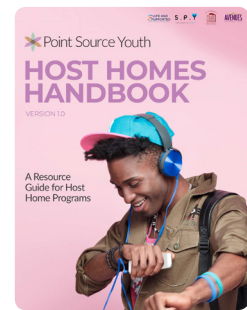
b) Rapid Rehousing

Rapid Rehousing is an intervention designed to help young people who left home and for safety reasons have no immediate prospect of returning home. Through Rapid Rehousing, young people gain quick to access housing, ideally within 30 days or less of experiencing homelessness. Based on the age and developmental needs of young people, this housing may include moving in with other family members, or obtaining single or shared accommodation. Steeped in the philosophy of *Housing First for Youth*, this approach is ideal for young people who demonstrate stronger assets and do not necessarily have the complex needs or vulnerability to be prioritized for HF4Y.

Rapid Rehousing began in the United States as an approach for adults, and was grown and enhanced by federal investments through the Homelessness Prevention and Rapid Re-Housing Program in 2009. The United States Interagency Council on Homelessness (USICH) notes that the "fundamental goal of rapid re-housing is to reduce the amount of time a person is homeless" (USICH & HUD , 2014). USICH also notes that that "rapid re-housing is not designed to comprehensively address a recipient's overall service needs or poverty" (USICH & HUD, 2014). Rapid Rehousing is defined by three core components:

❭ Housing Identification;

❭ Rent and move-in assistance, and;

❭ Rapid rehousing case management and services.

There have been concerted efforts to adapt the Rapid Rehousing approach to address youth homelessness (Mitchell, 2017). The National Network for Youth (2014) identifies the following **six overall goals of youth-centric Rapid Rehousing:**

1) The ultimate goal is to obtain and/or retain permanent housing.

2) Intermediate goals are designed to achieve milestones that are set to allow youth to successfully gain the life skills necessary to obtain and/or retain permanent housing.

3) Program participants have input and final decision for all goals, action steps, and timelines.

4) Action steps to achieve goals are clear, simple-to-understand, measurable, and can be accomplished within a relatively short period of time.

5) Case manager and/or participant responsibility is designated for each action step.

6) A target date is set for completion (or review) of the steps and the overall plan.

While there is emerging evidence for the effectiveness of Rapid Rehousing for families and veterans (Burt et al., 2016; Cunningham et al., 2016; Cunningham & Batko, 2018; Gubits et al., 2013; 2015), published program evaluation data on Rapid Rehousing for youth is unavailable to date. However, Point Source Youth is currently evaluating its program by tracking youth over two years using a mixed methods approach with qualitative interviews and a data instrument on a 3 month cycle, measuring changes across six modalities: housing, income, education, mental health, physical health, and social connections.

The National Alliance to End Homelessness (NAEH) has resources on Rapid Rehousing (Rapid Re-Housing toolkit, Performance Benchmarks and Program Standards, and a Performance Evaluation and Improvement toolkit) and there is a report available on *How to Adapt Coordinated Entry and Rapid Re-housing for Youth Homelessness*.

5) Preventing Sexual Exploitation and Trafficking

In recent years there has been an increased focus on preventing the sexual exploitation and trafficking of youth, both within and outside of the homelessness sector. Research demonstrates the youth often face sexual violence and exploitation on the streets, both within Canada and abroad (Holger-Ambrose et al., 2013; Sethi, 2007; Tyler et al., 2004). For example, the *Without a Home* study found that amongst youth experiencing homelessness in Canada, 37% of young women and 41% of transgender and non-binary youth had experienced sexual assault over the previous 12 months (Gaetz et al., 2016, p. 11).

Recent research indicates that many youth who are homeless also experience sex trafficking (Clawson et al., 2009; Hodge & Lietz, 2007; Murphy, 2017; Raphael & Shapiro, 2002; Wolfe et al., 2018). A 10-city study on youth homelessness in the United States, for example, found that 19% of young people had experienced some type of human trafficking, of which sex trafficking was the most common (Murphy et al., 2017).

It is time to adopt a *preventative* approach to the sexual exploitation and trafficking of youth at risk of or experiencing homelessness. As we do this work, it is critical that we look to the wisdom and leadership of Indigenous communities, who have long been implementing community-based responses to the profound settler-colonial violence experienced by Indigenous women and girls (Kaye, 2017).

Defining Sexual Exploitation and Trafficking

To prevent sexual exploitation and trafficking amongst youth experiencing homelessness, we must first define our terms. **Sexual exploitation** can be defined as:

"An act or acts committed through non-consensual abuse or exploitation of another person's sexuality for the purpose of sexual gratification, financial gain, personal benefit or advantage, or any other non-legitimate purpose" (Swathmore College, 2017). This includes acts such as the non-consensual distribution of sexual or nude images, as well as inducing incapacitation in order to facilitate non-consensual sexual activity.

Sex trafficking is a specific *form* of sexual exploitation that falls under the umbrella of human trafficking, defined by the United Nations as:

"The recruitment, transportation, transfer, harboring or receipt of persons by means of threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person" (United Nations, 2000, p.1).

While related, sex trafficking and sexual exploitation differ from survival sex. **Survival sex** refers to instances in which individuals "have traded sex acts (including prostitution, stripping, pornography, etc.) to meet the basic needs of survival (i.e., food, shelter, etc.) without the overt force, fraud, or coercion of a trafficker, but who felt that their circumstances left little or no other option" (Covenant House, 2013, p. 7).

Sexual exploitation, sex trafficking, and survival sex are each distinct from sex work, which refers to the consensual exchange of sexual services for money or goods. Sex work and sex trafficking differ in that the latter necessarily involves coercion and control (Sethi, 2007).[4]

Sexual Violence & Colonialism

Sexual violence, exploitation, and sex trafficking in Canada are inseparable from historical and contemporary forms of colonialism. Indigenous women and girls face significantly higher rates of sexual violence compared to any other group in Canada ([Boyce, 2016](#)). In order to tackle this overrepresentation, we need to dismantle the systemic causes of all forms of violence experienced by Indigenous peoples, including specifically Indigenous women, girls, LGBTQ2S+ identifying people, and non-binary people. Indigenous-led and community-controlled preventative responses are critical to making this happen. In implementing preventative responses, it is essential that government institutions and systems are held accountable to respecting the human rights, leadership, and sovereignty of Indigenous communities.

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[3] Absent coercion and control, the buying and selling of sex is not illegal and is not necessarily exploitive. Many activists and advocates argue that sex work is a legitimate, valuable, and important form of labour in Canadian society ([Canadian Alliance for Sex Work Law Reform](#), 2018).

Preventing Sex Trafficking Involvement

Young people experiencing sex trafficking are necessarily experiencing homelessness, even if they are 'housed' (based on the [Canadian Definition of Youth Homelessness](#)). Youth homelessness prevention must include targeted efforts to prevent sex trafficking for both housed and unhoused youth, as well as effective approaches to stabilize youths' housing once they exit a trafficking situation. Given the profound trauma and violence facing these young people, there is an urgent need to design our social services and preventative interventions to address this flagrant human rights violation.

Existing interventions cut across all types of prevention and have included legislative change, public awareness campaigns, criminal justice reform, and the implementation of program areas and community-based partnerships (e.g., between healthcare, social services, police services) aimed at effective emergency responses.

Within the homelessness sector, a majority of preventative efforts have focused on early intervention and housing stabilization for youth experiencing or exiting sex trafficking situations. While evidence and approaches to prevention are still emerging domestically and internationally, existing practices suggest some critical components that should be included in a preventative approach to sex trafficking:

1) Preventing sex trafficking recruitment and sexual exploitation within homeless services.

2) Cross-sectoral partnerships and coordination to support a timely and coordinated response.

3) Trauma-informed programming, counselling, and services to support young people recovering from experiences of sex trafficking or exploitation.

4) Housing stabilization interventions for youth with histories of sex trafficking involvement to address the unique challenges these young people face.

5) Fostering relationships with family and natural supports in order to prevent sex trafficking victimization, and to stabilize youth exiting sex trafficking circumstances.

6) Upstream preventative actions to reduce the prevalence and occurrence of sex trafficking.

1) Preventing sex trafficking recruitment and sexual exploitation within homeless services.

Youth experiencing homelessness are often targeted for sexual exploitation and sex trafficking recruitment in public spaces (e.g., bus stations). What is less well-known is that youth are also actively recruited from within youth-serving agencies (e.g., shelters, drop-ins). That young people may be receiving life-saving services and supports in the same service contexts in which they are lured into sex trafficking is a contradiction that must be prepared for within the homelessness sector, and within other public and private system contexts as well (e.g., schools, group homes, rehab centres).

Preventing sexual exploitation and trafficking in emergency-focused homelessness services is a critical component of youth homelessness prevention. Preventive interventions must understand and address the complexity of youth experiencing homelessness, who may be victims of sex trafficking or exploitation themselves, being forced to recruit other youth into sex trafficking (see Covenant House, 2017).

Prevention in these contexts should include:

› Training for frontline staff and senior personnel on the characteristics and dynamics of sex trafficking recruitment and luring, and strategies to effectively address the recruitment of young people within these contexts. Such efforts should include education on how young people can identify and manage sex trafficking recruitment efforts, including within the context of intimate partner relationships.

› Free and confidential legal supports, advice, and representation offered to young people experiencing homelessness. These supports can be offered within emergency-focused social service contexts, as well as through outreach efforts.

"Operating in a shelter setting means there is always the danger of people utilizing services in order to lure vulnerable residents, particularly if they are aware there is a specialized program for survivors of sex trafficking. This danger can come from residents in the shelter, participants in the specialized programming itself and people who loiter outside"

(Covenant House Toronto, 2017, p.22)

2) Cross-sectoral partnerships and coordination to support a timely and coordinated response.

Researchers and professionals have suggested that because of the complex challenges facing the survivors of sexual exploitation and trafficking, it is critical to bring together multidisciplinary teams that span social services, law enforcement, medical services, and others (Clawson & Dutch, 2007; Covenant House Toronto, 2017; Hodge & Lietz, 2007; Miller-Perrin & Wurtele, 2017).

Research has specifically identified the need for increased collaboration and coordination across agencies serving survivors of trafficking (Clawson & Dutch, 2007; Miller-Perrin & Wurtele, 2017). A good example of this collaboration in action is the Crisis Intervention Response Team in Toronto, which brings together shelters, mental health services, law enforcement, Indigenous-serving organizations, and other youth-serving organizations in order to coordinate service delivery for survivors of sex trafficking. As part of these efforts, the Team implemented a 24-hour emergency response team and protocol, as well as a coordinated referral system (including medical and legal).

3) Trauma-informed programming, counselling, and services to support young people recovering from experiences of sex trafficking or exploitation.

Researchers, advocates, and professionals have emphasized the need for trauma-informed supports and services for youth exiting sex trafficking circumstances (Carter, 2016; Covenant House Toronto, 2017), as well as those experiencing sexual exploitation. As explained by Covenant House Toronto (2017), "working from a trauma-informed perspective means being sensitive to their trauma, understanding behaviours (e.g., anger, substance use) as occurring as a result of this trauma, understanding their triggers, and avoiding re-traumatization" (p. 21).

4) Housing stabilization interventions for youth with histories of sex trafficking involvement to address the unique challenges these young people face.

Youth experiencing homelessness and sex trafficking involvement often need extensive, longer-term, trauma-informed services to support their safety, health, wellbeing, housing stability, and social inclusion. Housing stabilization supports should be deeply integrated and respond immediately when a young person is able to exit their circumstance (Covenant House Toronto, 2017; Wolfe et al., 2018). Covenant House Toronto, for example, offers a suite of services, including The Rogers Home, a 2-year transitional housing program offering wraparound support services. These services include: advocacy and system navigation, legal supports and court preparation, supports for immigration issues, and mentoring and peer support (Covenant House Toronto, 2017). Housing stabilization efforts for Indigenous youth exiting sex trafficking should also be able to access culturally-sensitive and appropriate services and supports, such as traditional healthcare services and supports (Sethi, 2010).

5) Fostering relationships with family and natural supports in order to prevent sex trafficking victimization, and to stabilize youth exiting sex trafficking circumstances.

Research suggests that strong family and natural supports connections can operate as a protective factor against sex trafficking recruitment and involvement (Wolfe et al., 2018). The Field Centre for Children's Policy, Practice, & Research (2018) recommends that practitioners:

> *"Identify and foster emotional attachments for vulnerable children and youth with both family members and other caring adults, including natural mentorship initiatives, to help connect at-risk youth with caring adults in their lives. Early identification of and facilitation of such relationships can serve to both prevent youth from becoming victimized and to provide a resource should they end up needing support and assistance" (p. 54).*

Studies also indicate that a majority of young people experiencing sex trafficking in Canada have been recruited domestically, and in many cases locally (RCMP, 2013). This means that many young people who exit sex trafficking may have family, friends, or other natural supports that may be able to assist in housing stabilization and social inclusion. Opportunities for Indigenous youth to be connected or reconnected with their community, culture, Elders, or family are also critical.

6) Upstream preventative actions to reduce the prevalence and occurrence of sex trafficking.

Profound structural and systemic challenges make it difficult to prevent trafficking at a societal level. We know that sex trafficking is a highly lucrative form of organized crime, with some studies indicating that Canadian traffickers receive an average financial gain of $280,000 for every trafficking victim they exploit (CISC, 2008, p. 5). Disrupting this "big business" is a critical compliment to early intervention and housing stabilization efforts, requiring legislative and policy change to ensure our public systems do not inadvertently assist in the commission of these crimes. Upstream efforts include:

> Implementing policies and practices that prevent the recruitment of youth from the child welfare system into sex trafficking (see Wolfe et al., 2018);

> Collaboration and coordination between Indigenous communities and the Canadian government to develop local and regional Indigenous-led responses to the sex trafficking of Indigenous girls and women (see Sethi, 2010);

> Amendments to the Criminal Code of Canada to better support and protect survivors of sex trafficking (see Barrett & Shaw, 2013), and;

> Broad educational campaigns on sex trafficking, implemented through in-school presentations, online prevention/educational programs, training programs for relevant professionals (e.g., shelter staff, hotel staff, etc.), and parent and educator forums (see Covenant House Toronto, 2017).

Forced & Exploitative Labour

In addition to sex trafficking, there are other forms of forced labour and exploitative labour that youth experiencing homelessness are subjected to. By definition, any young person being forced to work against their will and under threat of punishment (e.g., threat of deportation, violence, separation from child) is experiencing homelessness, even if they are 'housed' (based on the Canadian Definition of Youth Homelessness). These labour conditions are sometimes referred to as 'labour trafficking,' and a study on youth experiencing homelessness in New Orleans found that 25% of youth had experienced exploitative and/or exceedingly dangerous labour conditions, and that 19% had experienced wage theft (Murphy et al., 2015). Preventative interventions in this area are critical, requiring structural change, system reform (e.g., immigration reform to better support youth with precarious legal status), and early interventions in public systems and the homelessness sector. Further research, action, and policy reform in this area is needed.

Conclusion

Across Canada, we must focus on intervening quickly and effectively when young people are *at risk* of homelessness, rather than waiting until they are in crisis. We must dispel the idea that youth can pull themselves out of homelessness without some level of intervention. Successfully avoiding or exiting homelessness requires a fulsome range of supports, interventions, and options for youth.
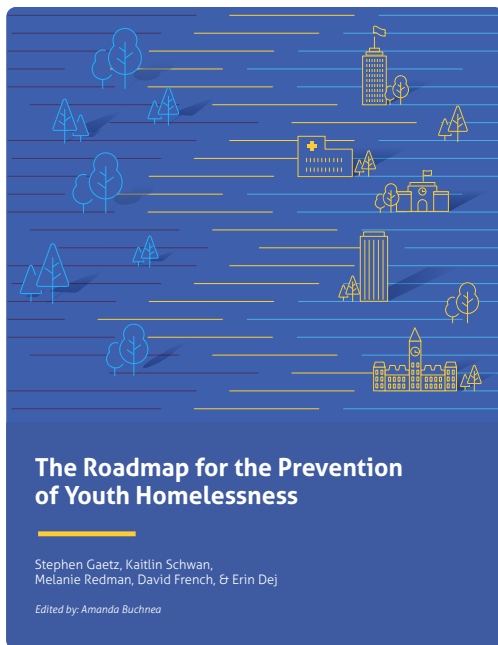
Fortunately, research from around the world is validating the efficacy of many early intervention policies, program areas, and practices, which have proven their value within community responses to youth homelessness, and have shaped coordinated plans or strategies aimed at shifting the trajectory of young people's lives.

Early intervention strategies should be enhanced to keep young people 'in place' in their communities, where they can receive support from friends, family, and other natural supports. These early intervention efforts can divert young people from entering emergency shelters and mainstream homelessness services, help them stay in school, improve their wellness and social inclusion, and help repair difficult relationships with family or other natural supports, if safe, appropriate, and desired by the young person.

> We embark on this difficult work with a commitment to young people to provide help earlier, to respect their rights and expressed desires, to improve their long-term health and wellbeing, and to centre our practices on the desired outcomes we want for any young person.

As the evidence base grows, we must focus on building capacity within existing systems that serve youth who are homeless, or at risk of becoming homelessness. As part of this change process, we need to continue to invest in the important emergency-focused services that are part of our youth homelessness system until such a time that prevention efforts lead to a dramatic reduction in the numbers of youth experiencing homelessness crises. At the same time, we must reimagine the roles of emergency shelters and their staff. We embark on this difficult work with a commitment to young people to provide help earlier, to respect their rights and expressed desires, to improve their long-term health and wellbeing, and to centre our practices on the desired outcomes we want for any young person.

Early intervention is only one part of youth homelessness prevention, and should be combined with other preventative interventions and policies in order to be maximally effective. A comprehensive framework for youth homelessness prevention can be found in *The Roadmap for the Prevention of Youth Homelessness.*

The Roadmap for the Prevention of Youth Homelessness

Stephen Gaetz, Kaitlin Schwan, Melanie Redman, David French, & Erin Dej

Edited by: Amanda Buchnea

DOWNLOAD

The Roadmap for the Prevention of Youth Homelessness

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