

Reaching Home:

The City of London Homelessness Plan

2019 – 2024

Note:

All communities receiving funding from Designated Communities stream are required to use this template in order to complete the community plan under Reaching Home. In completing this template, communities are encouraged to develop comprehensive community plans that reflect the contributions of all funding partners, including other orders of governments, not-for-profit organizations, and the for-profit sector.

Please note that in communities that receive funding from both the Designated Communities and Indigenous Homelessness streams, cross-stream collaboration is expected to promote the adoption of a community-wide planning process and support the achievement of community-level outcomes reflecting the needs of the whole community. To support communities in completing their community plans, a Reference Guide has been developed. It is recommended that this be reviewed prior to completing your community's homelessness plan to ensure understanding of the requirements and completeness.

The Community Plan for Reaching Home must be approved by the Community Advisory Board (CAB) of the Designated Community before it is submitted to Service Canada. If your community is developing a joint plan with the Indigenous Community Entity, both Community Advisory Boards must approve the community plan.

In addition to the core requirements provided in this template, communities may also wish to include other components that provide insight into the community's housing and homelessness context or contribute to community-level homelessness challenges, such as a map of the community's current homelessness services and/or gaps in homelessness services or infrastructure (e.g. housing stock). Communities have full flexibility in drafting these sections.

Table of Contents

1. Community Engagement.....	3
2. Investment Plan.....	4
3. Cost-Matching Requirement.....	5
4. Coordinated Access	7
5. Community-Wide Outcomes	11
6. Official Languages Minority Communities	14

1. Community Engagement

Please identify the steps taken to engage your community stakeholders in developing this plan.¹

The City of London has engaged community stakeholders through the community consultation process for the development of the Homeless Prevention and Housing Community Plan – titled Housing Stability for All.

The Housing Stability Plan Development Process	
The following outlines the process undertaken to develop the Housing Stability Plan and inform the Reaching Home Community Plan.	
Phase	Description
Phase 1: Needs Assessment January 2019 – March 2019	Environmental scan conducted, which included a review of national, provincial, and local data, reports, policies, and strategic plans as they relate to housing stability. A review of the literature was also completed to investigate emerging trends, best practices, and expert opinion.
Phase 2: Public Consultation April 2019 – June 2019	<p>The public consultation process engaged Londoners in identifying strategies and actions related to housing stability to be addressed over the next five years. The public participated in the following ways:</p> <p>Online Survey – The public was invited to share their ideas about specific themes related to housing stability in London through an online survey. In total, 91 individuals responded to the online survey.</p> <p>Community Conversations – The public was invited to hold their own community conversations. The Community Conversation Toolkit provided everything an individual or organization required to facilitate a community conversation. In total, 192 individuals participated in community conversations.</p> <p>Public Consultations – Five public consultations were held to provide an opportunity to review and provide feedback on draft strategies to be included</p>

¹ Engagement with local Indigenous organizations, and the Indigenous Community Entity and Community Advisory Board is expected in the development of this community plan.

	in the Plan. In total, 230 individuals participated in the public consultations.
Phase 3: Strategy Development July 2019 – September 2019	Responses gathered through the public consultation were analyzed, themed, and summarized. The results from the public consultation, along with several other sources, including City Council/Committee conversations, municipal plans, ministry guidelines, and federal requirements were used to develop strategies priorities, strategies, actions, and measures for the Plan.
Phase 4: Strategy Validation October 2019 – November 2019	An open house was held to provide an opportunity for members of the public to re-engage and review the strategies and actions to be included in the Plan using a drop-in format. When reviewing the strategies and actions, members of the public were asked to comment on what resonated with them, what was missing, and how they could help. In total, 98 individuals attended and provided feedback.
Phase 5: Plan Finalization December 2019	The insights gathered through the open house were used to finalize the strategies and actions to be included in the Plan. The Plan was then written, combining the data, evidence, and information gathered through the needs assessment, public consultation, and strategy validation process to ensure that the voice of the community is well-represented throughout the Plan.

The City of London Community Plan will integrate with the Indigenous Homelessness Plan (**described further in section 4**) to support access to culturally appropriate housing and homelessness services for Indigenous peoples. This includes engaging Indigenous organizations and communities and coordinating with Indigenous housing providers and service providers. The City of London will support the goals, objectives, and outcomes of the Indigenous Homelessness Plan. The City has received a draft version of this Plan and is continuing to support the process.

2. Investment Plan

In the table below, please outline your planned allocation of Reaching Home funding (including funding from the Designated Community stream and Community Capacity and Innovation stream) from 2019-24 by investment area. Please note that it is acceptable that your community's funding priorities change over time. This investment

plan is to demonstrate that your community has a vision moving forward for the allocation of Reaching Home funding. An example has been included in the Community Plan Reference Guide.

Reaching Home Annual Allocation

2019-2020: \$1,026,340

2020-2021: \$1,008,840

2021-2022: \$1,199,007

2022-2023: \$1,191,877

2023-2024: \$1,191,877

	2019-20	2020-21	2021-22	2022-23	2023-24
Housing Services	32%				
Prevention and shelter diversion	32%				
Support Services	14%	76%	78%	78%	78%
Capital Investments					
Coordination of Resources and Data Collection	11%	9%	7%	7%	7%
Administration	11%	15%	15%	15%	15%
TOTAL	100%	100%	100%	100%	100%

3. Cost-Matching Requirement

In the table below, please outline all funding for homelessness initiatives your community plans to receive from external partners from 2019 to 2024. This includes both financial and in-kind contributions. If your anticipated community contributions do not project to cost-match funding from both the Designated Community stream and Community Capacity and Innovation stream for each year, explain the circumstances below the table and include a description of the steps you will take to meet the requirement. An example has been included in the Community Plan Reference Guide.

Projected External Funding towards Homelessness Initiatives

Funder	2019-20	2020-21	2021-22	2022-23	2023-24	2019 - 24
Ontario Community Homelessness Prevention Initiative (CHPI)	10,725,290	11,290,770	11,290,770	11,290,770	11,290,770	55,888,370
City of London	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	11,500,000
TOTAL	13,025,290	13,590,770	13,590,770	13,590,770	13,590,770	67,388,370

4. Coordinated Access

*Please discuss the steps you will take to implement a coordinated access system in your community. If your community has a coordinated access system in place, please describe how it presently functions. **Note:** Please also ensure you discuss how Indigenous Organizations have been engaged on the design of Coordinated Access, or how they will be engaged.*

Coordinated Access

The City of London's Homeless Prevention Team, a department within the Corporation of the City of London, is responsible for community coordination and implementation of London's Coordinated Access System, and for operation of the data-system and sharing. The City works in close collaboration with two advisory groups including the London Homeless Prevention Network, made up of the leadership of homeless serving organizations/programs that are Users of London's installation of the Homeless Individuals and Families Information System (HIFIS) and provide an advisory role for all aspects of HIFIS implementation.

In addition, the Community Advisory Board, the London Homeless Coalition Steering Committee, is mandated to provide recommendations on Reaching Home funding.

London is a Built for Zero Community and has access to knowledge and supports through the Canadian Alliance to End Homelessness to develop and implement a Coordinated Access System.

As a first step in developing the Coordinated Access System in London, the City of London Homeless Prevention team has implemented a pilot process to support participants presenting to City of London. Throughout the pilot, this intake and referral process will be updated and modified as feedback is received and lessons learned.

In addition, processes are being developed for greater upstream interventions including discharge planning from hospital and judicial systems, to prevent discharge into homelessness.

	Current State	Next Steps
Data System (HIFIS)	<p>The City of London administers HIFIS 4 and is responsible for the operation of the data system.</p> <p>A shared consent is in place that allows data sharing</p>	<p>Complete</p> <p>The City of London will continue to administer HIFIS 4 in a shared environment.</p> <p>HIFIS 4 is fully implemented in London and will be used to</p>

	<p>between organizations using HIFIS.</p> <p>In London, HIFIS is implemented in a shared environment based on the consent of participants. There are currently 11 homeless serving organizations using HIFIS 4, including the City of London.</p>	<p>support London's Coordinated Access System.</p>
By Name List	<p>Using HIFIS 4, London has developed a Quality By-Name List and has in place a Coordinated Access List and a Priority List.</p> <p>London's By-Name List is considered a "Quality By-Name List" by Built for Zero.</p> <p>Through the Priority List, the City of London has the ability to match individuals to supports and services that meet their unique needs and to prioritize based on identified community priorities (example: chronic homelessness).</p>	<p>January 2020 – March 2020</p> <p>Community partners will be engaged to determine the community priority parameters for the Priority List.</p> <p>Apply parameters to the existing Priority list to match individuals and families to available services and supports.</p>

<p>Coordinated Access Lead</p>	<p>A Coordinated Access Manager has been hired at the City of London. The role of this manager is to lead the development and implementation of a Coordinated Access System in London.</p>	<p>January 2020 – Fall 2020</p> <p>The Coordinated Access Manager will:</p> <ul style="list-style-type: none"> • Lead the development and implementation of a Coordinated Access System for London. • Engage community partners, including the London Homeless Prevention Network. • Work with City of London team, including Built for Zero and HIFIS leads.
<p>Community Engagement</p>	<p>There is ongoing engagement with community partners through various groups, such as the London Homeless Prevention Network and the London Homeless Coalition.</p>	<p>January 2020 – Ongoing</p> <p>City of London will engage with community partners at key points, including:</p> <ul style="list-style-type: none"> • Development – Consultation and engagement regarding key decisions. • Implementation – Engagement with community programs to identify opportunities to adjust practices. • Monitoring – Reviewing information together with community partners to identify successes and opportunities.

Giwetashkad Indigenous Homelessness Strategic Plan, 2020-2023

The Giwetashkad Indigenous Homelessness Strategic Plan, 2020-2023 was developed by At Lohsa Family Healing Services, which is a London based non-profit organization

that provides community members with Indigenous-led programming and services that offer holistic healing, education, shelter and support.

The Giwetashkad Indigenous Homelessness Strategic Plan (the Plan) describes the Plan as,

“the work of a community-driven, Indigenous-led engagement that has placed the voices and perspectives of community members with lived and living expertise of homelessness at the heart of the community engagement process. The Plan sets out a vision of home as a place of safety and belonging for all peoples: a London that all Indigenous people can call home.”

With the integration of the Indigenous Plan with the City’s 5 Year update of the City of London Homelessness and Housing Plan, the City of London will be working more closely with Indigenous partners during the development of the Coordinated Access System. During the planning of Coordinated Access in 2019 and early 2020, Homeless Prevention will engage Giwetashkad and other Indigenous partners to inform the planning phase.

Key to this is incorporating a ‘lived-experience’ perspective, which will include individuals that identify as Indigenous. As Coordinated Access is implemented in London, Homeless Prevention will ensure Indigenous programs and approaches, as identified in the Indigenous Homeless Plan, are incorporated into the operations of London’s Coordinated Access System.

As coordinated access moves from project implementation to ongoing daily operations, Indigenous partners will be engaged in the evaluation of the Coordinated Access System. As the program pivots to respond to the community’s shifting needs, Indigenous partners will continue to be engaged to ensure the continued and improved provision of culturally appropriate housing and supports.

5. Community-Wide Outcomes

If you would like your community to measure progress on additional outcomes beyond the [federally mandated outcomes](#), please identify those outcomes. Please provide your proposed indicators, targets, and methodology for each of the additional identified outcomes.

London's Housing Stability Plan for All, The Housing Stability Action Plan for the City of London, 2019-2024 outlines four strategic areas of focus. Each strategic area of focus has a goal, result, strategic initiatives, actions, and measures that will guide the work of the community now, and in the future.

The four strategic areas of focus are:

Strategic Area of Focus	Goal	Result
Respond to the homelessness crisis	Meet the immediate needs of individuals and families at risk of and experiencing homelessness.	Reduce the number of individuals and families at risk of and experiencing homelessness.
Create more housing stock	Sufficient supply and range of housing stock exists to help build strong communities.	Increase affordable, quality, and mixed housing options.
Provide housing supports	Meaningful opportunities to secure and maintain stable housing.	Increase the number of individuals and families who secure housing and stay housed.
Transform the service system	Strong, sustainable, and integrated housing stability solutions developed collaboratively to respond to local needs.	Increase in the ability of the housing stability system to address community needs.

Actions and Measures

Under the strategic area of focus to “respond to the homelessness crisis”, the actions and key measures outlined below have been identified. Key measures will be monitored throughout the year as funded agencies report on some measures quarterly. City-wide measures are monitored through HIFIS or manually by the Homeless Prevention Team, and reported annually.

Strategic Initiative 1.1: Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness

Actions	Key Measures
1.1.a Triage and prioritize people system-	# of individuals and families who have

wide to support effective and efficient use of system resources.	completed assessments
1.1.b Develop a coordinated access system that addresses the immediate needs of individuals and families.	<p># of public consultations and engagements with diverse local communities, including those with lived experience</p> <p># of programs participating in coordinated access practice</p> <p>Average time between coordinated entry, assessment, referral, and placement</p>

Strategic Initiative 1.2: Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.

Actions	Key Measures
1.2.a. Increase integration with outreach agencies and City service areas.	# of agencies and City service areas engaged
1.2.b. Engage partners in the Coordinated Informed Response, including those with lived experience.	<p># of partners engaged</p> <p># of individuals and families connected to addictions and mental health services</p>
1.2.c. Move the Coordinated Informed Response from a pilot to a permanent program to rapidly house individuals and families experiencing unsheltered homelessness.	# of individuals and families housed

Strategic Initiative 1.3: Provide the right level of support at the right time to decrease the use of emergency services.

Actions	Key Measures
1.3.a Increase system capacity and availability of services across sectors to meet the housing stability needs of individuals and families in crisis.	<p># of support workers in the housing stability system</p> <p># of agencies who provide supports</p>
1.3.b Work with London Police Service and Emergency Medical Services to establish an engagement protocol to support individuals experiencing unsheltered homelessness.	<p># of protocols established</p> <p># of people supported into housing</p> <p># of people supported into services</p>
1.3.c Increase supports located within other sectors to prevent discharge to shelter or homelessness.	<p># of housing finder positions supporting health, education, and justice discharge processes</p> <p># of schools participating in homelessness education programs</p>

	# of individuals diverted from being discharged into homelessness
--	-------------------------------------------------------------------

Strategic Initiative 1.4: Prevent individuals and families from entering homelessness

Actions	Key Measures
1.4.a Improve diversion practices to better assist individuals and families to secure housing.	# of individuals and families diverted from homelessness # of individuals and families rapidly rehoused
1.4.b Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of evictions prevented # of individuals and families who remain housed # of individuals and families rapidly rehoused
1.4.c Establish a mobile diversion and prevention team that supports individuals and families throughout the City.	# of housing finder positions supporting health, education, and justice discharge processes # of schools participating in homelessness education programs # of individuals and families diverted from being discharged into homelessness

Strategic Initiative 1.5: House and re-house individuals and families experiencing homelessness rapidly.

Actions	Key Measures
1.5.a Implement unique opportunities to support rapid rehousing options.	# of opportunities available (e.g. head-leases, long-term motel stays, etc.) # of individuals and families housed
1.5.b Strengthen the current housing finder role.	# of housing finder positions # of individuals and families housed
1.5.c Engage landlords to increase rental opportunities for rapid rehousing.	# of landlords engaged # of rental opportunities available
1.5.d Provide financial supports to assist individuals to secure housing.	# of housing allowances provided # of individuals and families assisted through the Housing Stability Bank

6. Official Language Minority Communities

The Government of Canada has a responsibility under the Official Languages Act to ensure that programs and services meet the needs of [Official Language Minority Communities \(OLMCs\)](#). Please describe the steps that you will take to ensure that the services funded under the Reaching Home take the needs of the [OLMCs](#) into consideration where applicable.

The City of London is committed to ensuring that we address the needs of homeless persons in both official languages. To this end, we actively encourage organizations representing the OLMCs to apply by issuing Calls for Proposals in both official languages, and have maintained good relationships with a local Francophone Association. According to project data, in 2018-19, less than 1% of the homeless community identified as a member of the OLMCs. We include a clause in all sub-projects agreements to ensure that service providers are prepared to offer services in French, should there be a request. We also have good connections with a local Immigration Assistance Organization that can help individuals access translation supports. We will continue to monitor that service providers are meeting this clause, and we will continue to monitor the demand for services in the official minority language on an ongoing basis so that a right mix of sub-projects is in place to support the OLMCs.

Indigenous Homelessness – Community Advisory Board

Note: ESDC has removed all personal and identifying information for members of the Community Advisory Board(s) from this document. To validate or change this information, please contact your Service Canada representative.