

**Reaching Home:
Ottawa’s Homelessness Plan, 2019 to 2024
Dated September 27, 2019**

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.

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1. Community Engagement

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

The City of Ottawa has undertaken a thorough community consultation over the past year regarding housing and homelessness. The purpose was to both update the City's 10-Year Plan on Housing and Homelessness at its five-year point, and determine how to use the new Reaching Home funding.

The City's Homelessness Programs and Residential Services Branch (the Branch) serves as the Community Entity (CE) to administer the \$7M of federal homelessness funding as well as another \$12M from the province and the City. The Branch began consultation in the summer of 2018 while conducting annual on-site reviews of the 67 funded homelessness programs at 26 agencies, by including three needs assessment questions in the interview format. Agencies were asked about funding needs, barriers in the service system, and ideas to enhance collaboration and system integration. A compilation of the responses was presented to Ottawa's Homelessness Community Advisory Board (CAB) in 2019. The CAB is the committee that provides the Branch with ongoing input into the operation of the homelessness service system. It includes three representatives of the Aboriginal CAB who, in turn, consult the Aboriginal CAB. In addition, City managers and staff attend the Aboriginal CAB when invited, or when they wish to consult the Aboriginal CAB on specific matters.

Over the past seven months, the Branch has met with the CAB frequently to obtain members' input into all the steps to transition from HPS to RH, and the processes that will determine which community agencies will receive funding for the subsequent four years. Such meetings were held on December 7, 2018 and, in 2019, on January 28, February 27, May 1, May 22, and June 25. The CAB has provided input into matters such as the following:

- writing the five-year RH budget
- the decision to extend all contracts for the Transition Year
- designing the stakeholder consultation regarding both the RH funding and the City's 10-Year Plan on Housing and Homelessness
- the decision to hold a small capital funding allocation process to assist homelessness agencies with one-time expenses
- planning the changes to be made to funding allocations in the Housing First system based on a Fidelity Assessment that was completed by the Canadian Alliance to End Homelessness (CAEH) during the consultation period
- determining the process to allocate the RH funding to service projects
- the decision to write the upcoming service contracts with a four-year term.

Starting in the fall of 2019, the CAB will provide input into other improvements in the homelessness system based on the following:

- the input received in the community consultation
- the content of the Reaching Home Directives' requirement to expand Coordinated Access and the use of the Homeless Individuals and Family Information System, HIFIS-4, to more homelessness services
- the recommendations of the CAEH Fidelity Assessment
- the analysis of Ottawa's recent Point in Time (PiT) Count

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

Aside from consulting the CAB as described above, Ottawa’s Housing Services has conducted a comprehensive consultation on housing and homelessness in the first half of 2019, as part of the mid-point update of the City’s 10-Year Housing and Homelessness Plan. Staff, in partnership with the Housing Systems Working Group, developed a robust project governance structure comprised of seven Working Groups that bring together over 60 local organizations/associations. The consultation on homelessness services included the following groups: the Aboriginal CAB, A Way Home Ottawa (regarding youth), the Homelessness Prevention Sub-Group of the CAB, the Housing First managers’ group and the CE’s own staff. The discussion topics included system barriers and innovative ways to overcome them, and selecting target outcomes.

At the time of this report over 1000 residents representing a diversity of organizations, and service partners as well as people with lived experience of poverty, housing insecurity and homelessness. The breadth of this consultation means the 10-Year Plan and the Reaching Home Plan have both incorporated a full range of input. We have learned about what is working well, barriers and gaps in the system, and innovative, evidence-informed ideas to accelerate the City’s progress in dealing with housing and homelessness challenges.

2. Investment Plan

In the table below, please outline your planned allocation of Reaching Home funding 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.

	2019-20	2020-21	2021-22	2022-23	2023-24	Totals
Housing Services	49%	50%	46%	47%	47%	47%
Prevention and shelter diversion	1%	7%	7%	7%	7%	6%
Support Services	25%	23%	27%	27%	28%	26%
Capital Investments	6%	1%	0%	0%	0%	1%
Coordination of Resources and Data Collection	6%	6%	5%	5%	5%	6%
Administration	13%	13%	15%	14%	13%	14%
TOTAL	100%	100%	100%	100%	100%	100%

	2019-20	2020-21	2021-22	2022-23	2023-24	Totals
Housing Services	\$3,829,127	\$3,874,739	\$3,932,860	\$3,991,852	\$4,051,730	\$19,680,308
Prevention and shelter diversion	\$72,106	\$574,229	\$582,842	\$591,584	\$600,458	\$2,421,219
Support Services	\$1,956,155	\$1,804,161	\$2,323,799	\$2,358,656	\$2,394,037	\$10,836,807
Capital Investments	\$453,429	\$50,000	\$0	\$0	\$0	\$503,429
Coordination of Resources and Data Collection	\$484,098	\$459,546	\$463,982	\$460,864	\$465,434	\$2,333,924
Administration	\$992,971	\$1,008,211	\$1,323,285	\$1,214,986	\$1,106,283	\$5,645,736
TOTAL	\$7,787,886	\$7,770,886	\$8,626,767	\$8,617,942	\$8,617,942	\$41,421,423

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. An example has been included in the Community Plan Reference Guide.

Projected Funding towards Homelessness Initiatives*						
Funder	2019-20	2020-21	2021-22	2022-23	2023-24	Totals
City of Ottawa	\$39,245,168	\$40,030,071	\$40,830,673	\$41,647,286	\$42,480,232	\$204,233,431
Ontario CHPI**	\$38,679,912	\$38,679,912	\$38,679,912	\$38,679,912	\$38,679,912	\$193,399,559
Ontario HFG***	\$4,731,979	\$4,731,979	\$4,731,979	\$4,731,979	\$4,731,979	\$23,659,895
Totals	\$82,657,059	\$83,441,962	\$84,242,564	\$85,059,177	\$85,892,123	\$421,292,885

*figures taken from HPS Final Progress Report, May 2019-Ottawa.doc

** CHPI = Community Homelessness Prevention Initiative

*** HFG – Home for Good program

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.

The planning for Ottawa's Coordinated Access system is done in consultation with our Adult Housing First Working Group and Youth Coordinated Access Group, both of which include representatives from the local Indigenous agencies. The broader aspects of this planning are done in consultation with both the CAB and the Aboriginal CAB.

Adult Housing First

The City implemented the centralized Coordinated Access function for adult Housing First services in June 2015. OrgCode Consulting Inc. assisted the City in its consultation meetings with service providers, and then in designing the system's processes. City staff developed the HF Coordination data base, using Excel, Access and HIFIS. As openings arise on the adult Housing First (HF) caseloads, the City's HF Data Administrator prioritizes and matches new clients from the database of eligible clients.

The criteria for prioritization to HF services and access to housing subsidies currently include a combination of both acuity score and being either chronically or episodically homeless, whether staying in an emergency shelter or on the street.

Youth Coordinated Access

In 2017, the City led the development of a Youth Coordinated Access (YCA) initiative as part of its Housing First Program. The YCA is a collaborative effort between the City and nine community partners to ensure the effective prioritization and matching of youth to HF supports and services in the community. HF workers and supervisors meet monthly with the City to facilitate caseload matching and balancing, confer on caseload issues and discuss system issues affecting case management.

Through the YCA process, youth between 16 and 24 are assessed using the Transition Age Youth-Vulnerability Index-Service Prioritization Decision Assistance Tool (TAY-VI-SPDAT). Through the YCA process, priority is given to youth who are 16 and 17 years of age, youth who are living on the street, in shelters or unstably housed, and youth who are pregnant and/or parenting. Other priority considerations include youth who have been in the shelter system for 90 plus days, have known or suspected mental health issues, or a high SPDAT score, and youth who identify as lesbian, gay, bisexual, transgendered, questioning or two-spirited. At a minimum, youth must either be homeless or at imminent risk of homelessness.

Indigenous Coordinated Access

As requested by Ottawa's Aboriginal CAB, to ensure cultural sensitivity and appropriateness of referrals, Youth who self-identify as First Nations, Métis or Inuit (i.e. Indigenous), and who are open to working with an Indigenous organization, are referred to the HF Manager at Wabano Centre for Aboriginal Health. These clients choose which agency they would prefer to work with. The matches are reported to the HF Coordination function for data tracking by the City's HF Data Administrator. Further development of the processes related to Indigenous Coordinated Access will be developed in collaboration between the Aboriginal CAB, the City, and relevant community partners. There are representatives of Indigenous agencies on both the Adult Housing First Working Group and the Youth Coordinated Access Group.

Leaving hospital or corrections

Eligibility for HF also includes people leaving correctional facilities or psychiatric residential care, if they have spent 180 days homeless including hospital days within the past year, or are currently homeless and had more than three episodes of homelessness in the past year of at least 30 days.

Referral of Potential Clients to HF

Potential HF clients are referred to the City's Housing First Coordinated Access Process through the following services: Shelter-based Case Managers, Direct Engagement (DE) workers at shelters, the Salvation Army's Outreach Van or the Minwaashin van providing outreach to Indigenous sex-trade workers, the City-funded John Howard Society and Elizabeth Fry Society "In-reach" workers who support adults exiting the correctional system, the City funded CMHA HF program, and social workers at hospitals.

Supportive Housing

Coordinated Access is also used for supportive housing projects built through Action Ottawa, which allocates funding from all three levels of government to construct affordable housing. These projects may only accept people who have been experiencing chronic homelessness and who are in need of more intensive support than can be provided through Housing First supports. Coordinated Access to supportive housing continues to evolve in Ottawa, as follows:

- In spring 2019, the City met twice with participating agencies to develop a process map, as part of creating clear information describing the process for referring agencies
- After the current Transition Year, which gave one-year extensions to previous Homelessness Partnering Strategy (HPS) contracts, Coordinated Access will be expanded to *other* supportive housing projects funded through RH, and, later, to supportive housing funded through provincial and municipal funding streams.
- Over 2020 to 2022, all supportive housing projects will be encouraged to adopt the HIFIS software as a central database of clients.

Upcoming Expansion of Coordinated Access and HIFIS

Over the next two years, Ottawa will comply with the Reaching Home funding's requirement that all RH-funded sub-projects both use HIFIS and participate in Coordinated Access. Currently, HIFIS is only used by emergency shelters, and Coordinated Access is used only in HF to adults, youth and Indigenous people.

After the funding allocations for the next four years of RH have been determined, in October 2019, the City will begin work with agencies in the homelessness service system to do the following:

- Develop a Coordinated Access system for families in need of Housing First
- Work with the Indigenous agencies to formalize their process for Coordinated Access to HF for Indigenous people
- Work with the emergency shelters to expand their use of HIFIS to the other social services they provide (beyond just shelter)
- Undertake a planning process with other services in the service system that are not funded by RH, to encourage the adoption of HIFIS and Coordinated Access. The goals for this change would be to reduce the number of times people need to retell their story to receive services, and to facilitate the sharing of client information among each client's service providers.

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.

Ottawa will use statistics taken from HIFIS data to annually calculate and report on the number of individuals who experience homelessness each year, in the following categories:

A 50% reduction in chronic homelessness from 2018 to 2028 (the numbers below include the number of individuals including members of families experiencing homelessness).

Target=50% reduction by 2028-726 chronically homeless people. There were 1,452 chronically homeless people in 2018.

Homelessness reduced, for all clients, by 25%

Target=25% reduction by 2028-5,953 homeless people. There were 7,937 homeless people in 2018.

25% reduction for Indigenous people

Target= 25% reduction by 2028=480 homeless people. There were 641 Indigenous homeless people in 2018.

Inflows to homelessness reduced by 25%

Target=25% reduction of inflows by 2028- 2,988 inflows of new homeless people. There were 3,984 inflows in 2018.

Returns to homelessness reduced by 25%

Target=25% reduction by 2028- 1,854 inflows of new homeless people. There were 2,472 inflows in 2018.

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 Ottawa, as the Reaching Home (RH) Community Entity, includes the following language in each RH funding sub-agreement.

Language of Publicity and Service: The Recipient shall:

- (a) Make project-related documentation and announcements (for the public and prospective project participants, if any) in both official languages where applicable;
- (b) Actively offer and provide in both official languages any project-related services to be provided or made available to members of the public, where appropriate;

- (c) Encourage members of both official language communities, including official language minority communities, to participate in the project and its activities; and
- (d) Organize activities and provide its services, where appropriate in such a manner as to address the needs of both official language communities.

The City monitors agencies to ensure that the above requirements are met, including with bilingual web sites.

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.