

Reaching Home:

City of Toronto Designated Community 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.

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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 Toronto is developing a new 10-year Housing and Homelessness Action Plan to address the full scope of housing issues in Toronto from 2020 to 2030. A total of 5,732 people were engaged over the course of the consultations between March and July 2019. The two broad audiences engaged were members of the general public (e.g. individual residents, tenants and homeowners) and stakeholders, a group that comprised a wide array of individuals and organizations that provide housing and homelessness services and support to Torontonians (e.g. non-profit and private housing organizations, housing providers, support service agencies, etc.).

The consultation process targeted residents of Toronto across the entire housing spectrum. This included Toronto Community Housing tenants, private market renters and homeowners, people living in supportive or transitional housing, refugees and newcomers, seniors, those experiencing homelessness, and more. To enhance participation from equity-seeking groups, the City funded existing organizations who provide housing services and supports to facilitate their own engagement sessions with their communities. Two workshops were held with local Indigenous organizations. One with clients from a local Indigenous focussed shelter (participation from 25 residents) and the other with Indigenous organizations in the housing and homelessness sector (participation from 19 partners). Toronto has also engaged with the Indigenous Community Advisory Board (CAB) on the development and implementation of the plan at its bimonthly meetings.

A variety of consultation activities were conducted including: public meetings; meetings with Toronto Community Housing tenants; stakeholder workshops; Indigenous consultations; online/paper questionnaire; DIY workshops; international public panel on housing; solutions workshop; Toronto Employment & Social Services pop-ups; email submissions; and Twitter feedback.

The Toronto Alliance to End Homelessness (TAEH) is in receipt of funding to conduct consultations and workshops in September and October 2019. The consultation process will provide a report of the needs identified by the community which will inform the Reaching Home (RH) Community Plan and the broader Shelter, Support and Housing Administration (SSHA) 2020-2025 Service Plan. We will be providing a RH Community Plan update for 2021.

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

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.

Toronto's Community Plan recognizes that Reaching Home is a service-based program that has limited capacity to support capital projects. Our Community Plan will change with our new Service Plan for 2021 which will result in changes to our estimates. An update will be provided in 2021.

Annual Allocations:

2019-2020: \$23,437,027

2020-2021: \$23,420,028

2021-2022: \$25,777,430

2022-2023: \$25,768,606

2023-2024: \$25,768,606

	2019-20	2020-21	2021-22	2022-23	2023-24
Housing Services	23%	23%	17%	17%	17%
Prevention and shelter diversion	34%	34%	25%	25%	25%
Support Services	11%	11%	17%	17%	17%
Capital Investments	3%	3%	10%	10%	10%
Coordination of Resources and Data Collection	14%	14%	16%	16%	16%
Administration	15%	15%	15%	15%	15%
TOTAL	100%	100%	100%	100%	100%

The last 3 years are estimated and will be updated with the approval of the SSHA 2020-2025 Service Plan.

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
Community Homelessness Prevention Initiative (CHPI)	\$115,588,955	\$117,619,934	\$117,619,934	\$117,619,934	\$117,619,934	\$586,068,691
Home For Good (HFG)	\$24,475,715	\$24,475,715	\$24,475,715	\$24,475,715	\$24,475,715	\$122,378,575
Homeless Initiatives Fund (HIF)	\$2,602,427	\$2,602,427	\$2,602,427	\$2,602,427	\$2,602,427	\$13,012,135
TOTAL	\$142,667,097	\$144,698,076	\$144,698,076	\$144,698,076	\$144,698,076	\$721,459,401

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.

DIRECTIVE	PROGRESS	NEXT STEPS AND TIMELINES
<p>GOVERNANCE STRUCTURE</p>	<p>The City of Toronto, Shelter Support and Housing Administration has been identified as the lead agency for the development and implementation of a Coordinated Access System across the City of Toronto Census Metropolitan Area.</p> <p>Internal (SSHA) governance structures have been implemented</p> <p>A project leadership group who makes decisions about the coordinated access system and recommendations to the Senior Management Team at SSHA meets every 6 weeks to guide the development of a Coordinated Access System</p> <p>An operations working group meets every 6 weeks to provide updated on the operational components of the project and inform further development work</p> <p>Indigenous CAB Coordinated Access Subcommittee meets regularly</p> <p>The Coordinated Access Subcommittee was formed in June 2019 as an ad hoc committee of the Toronto Indigenous Community Advisory Board (CAB). The purpose of the subcommittee is to guide the design, development, implementation and ongoing operation of</p>	<p>TAEH People with Lived Experience Caucus who are engaged in a development of the Coordinated Access system</p> <p>Homelessness Management Information System (HMIS) governance</p> <p>A HMIS development working group will be established to enhance Toronto's Shelter Management Information System (SMIS), including hiring a project manager, by early 2020</p>

	<p>a Coordinated Access System to ensure it is responsive to the needs of Indigenous agencies and service users. Three meetings have been held to date.</p> <p>A terms of reference outlines the following responsibilities:</p> <ul style="list-style-type: none"> • Address issues related to the design, development, implementation and ongoing operation of a Coordinated Access System in Toronto which meets the needs of Indigenous communities. • Liaise with Indigenous agencies to gather feedback on system design and improvements. • Keep respective organizations informed of the work of the subcommittee and status of Coordinated Access in Toronto. • Inform the development of a work plan to guide the work for the subcommittee. <p>Toronto Alliance to End Homelessness (TAEH)/SSHA Coordinated Access Working Group meets monthly</p> <p>This Working Group includes members of SSHA, the TAEH, including people with lived experience, and meets once per month</p> <p>Service Providers meet regularly</p> <p>Regular meetings occur with SSHA and front-line staff delivering programs to gather information and feedback on coordinated access implementation and operation</p>	
<p>COMMUNITY LEVEL OUTCOMES</p>	<p>Toronto has a draft By Name List, generated monthly, and has the ability to report on all known people experiencing homelessness and using the shelter system in Toronto, based on data</p>	<p>Monthly By Name List reports will be generated for priority sub populations by early 2020 and shared</p>

	<p>captured in the Shelter Management Information System. Inflow and outflow data are currently being shared internally to SSHA and has been shared with the TAEH Steering Committee in September.</p> <p>A chronic homeless subset of this list is also generated</p> <p>Monthly housing outcomes reports are compiled and reported to Canadian Alliance to End Homelessness (CAEH) Built for Zero</p>	<p>with the TAEH Steering Committee, and, thereafter, beyond the TAEH Steering Committee.</p> <p>Shelter flow data will be shared with the TAEH Steering Committee on a regular basis by Q2 2020 and will be shared beyond TAEH Steering Committee by Q4 2020</p> <p>The By Name List will incorporate people experiencing homelessness outside of the shelter system by Q4 2021.</p>
HOMELESSNESS MANAGEMENT INFORMATION SYSTEM	<p>Toronto currently has a common information system in place – the Shelter Management Information System (SMIS) – which captures information on the vast majority of people experiencing homelessness in Toronto.</p> <p>The system meets the security requirements for Reaching Home</p> <p>The system currently provides access points across the system, primarily at shelter sites (n=68), as well as at 24-hour respite sites, Central Intake, and the Streets to Homes Assessment and Referral Centre.</p>	<p>Work is underway to expand the access points to include other services (see Access section below)</p> <p>The system is being expanded to enable assessments to be conducted (see assessment section below)</p>
ACCESS	<p>SMIS is currently used across all shelter sites funded by the City of Toronto and captures 80% of overnight spaces in our 24-hour respite sites</p>	<p>Integration of warming centres and remaining 24-hour respite site programs in 2019.</p>

	<p>Access points include services that are specific to the following population groups:</p> <ul style="list-style-type: none"> • Indigenous people • Youth • Families • Refugees and newcomers • People who identify as LGBTQ2S • Men • Women • Couples <p>Access points include low-barrier services (24-hour respite sites) which prioritize ease of access to safe indoor space, and require limited information to be shared by the client.</p>	<p>Integration of Out of the Cold programs in 2020.</p> <p>Integration of street outreach program in 2020.</p> <p>Integration of other homelessness service providers by 2021.</p>
<p>TRIAGE AND ASSESSMENT</p>	<p>All access points currently use the Housing Support Screening Tool (HSST) on the point of referral for housing and/or supports services.</p> <p>Housing with Supports Assessment Tool (HSAT) was tested with select programs and evaluated by an independent third party.</p> <p>Work completed to incorporate the results of research, evaluation, and community consultations into an updated version of the tool – Service Triage, Acuity, and Referral Support Screening (STARSS)</p>	<p>In 2019, the STARSS tool will be piloted in select shelter sites who have adopted a housing-focused case management model.</p> <p>In 2020, the tool will be tested in other access points (e.g., 24-hour respite sites, street outreach).</p> <p>By Q4 2021, the tool will be integrated into the Homelessness Management Information System and rolled out across all access points</p>
<p>PRIORITIZATION</p>	<p>Prioritization processes currently use chronic homelessness as the primary prioritization criteria for programs across our Coordinated Access System</p>	<p>SSHA is in the process of developing a new 2020 – 2025 Housing Stability</p>

	<p>A chronic homelessness eligibility criteria is in place for SSHA's follow-up supports program, voluntary trusteeship program, and housing allowances.</p> <p>SSHA has established a Priority Access to Housing and Supports (PATHS) process which uses total length of stay as the primary prioritization criteria.</p>	<p>Service Plan, which will support the establishment of prioritization criteria for Toronto's Coordinated Access System</p> <p>SSHA plans to incorporate the new definition of chronic homelessness for its eligibility criteria starting in 2020.</p> <p>Consultations for the Service Plan will occur in Q4 2019 and Q1 2020, with a draft available in Q3 2020 and City Council approval expected in Q4 2020</p>
<p>VACANCY MATCHING AND REFERRAL</p>	<p>All access points are currently able to refer to the following programs and services, started as part of a Coordinated Access Pilot Program in 2017, which has since been evaluated</p> <ul style="list-style-type: none"> • Housing Allowance (monthly subsidy for people who have secured housing and are exiting homelessness) • Bridging Grants (first and last month's rent for people who have secured housing and are exiting homelessness) • Follow Up Supports (medium and high level housing supports for approximately 1 year for people who have secured housing and are exiting homelessness) • Voluntary Trusteeship (medium and high level money management supports for people who are 	<p>Results of the evaluation will inform further development and coordination across programs in 2019 and 2020</p> <p>Enhancements to be made to the digital platform/s currently being used to better support and coordinate service delivery for front-line users. Prototyping of options to occur Q3 2020</p>

	<p>currently experiencing homelessness, or have secured housing and are exiting homelessness)</p> <p>A Priority Access to Housing and Supports (PATHS) Process has been established to connect people experiencing homelessness to vacant housing with support opportunities using the By Name List and length of homelessness prioritization procedures</p>	
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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.

The City of Toronto will track and report on outcomes based on the four identified priorities: (1) Chronic homelessness in the community (2) An overall reduction in homelessness including a reduction in Indigenous homelessness (3) A reduction in new inflows of homelessness and (4) Returns to homelessness from housing are reduced.

The City of Toronto is in the process of developing a new Service Plan for 2020 to 2025. This plan, informed as well by the community plan will outline strategic priorities of SSHA, and guide the planning, management and delivery of SSHA's services over the term 2020-2025. The Service Plan will enable us to identify and track additional outcomes. The By Name List will be used to gather client level data and identify priority populations collected through the Shelter Management Information System (SMIS).

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 Toronto is committed to ensuring that we address the needs of homeless persons in both official languages. Our Community Advisory Board has a fluent French speaking member. In addition, the City of Toronto uses auto-translation (Google Translate) to browse the City's website in more than 50 languages and accept service requests and general inquiries via 311. All funded agencies are asked to confirm how they provide services and meet the needs of OLMC. Agencies either have staff who are able to provide services in French, or connect clients to a French speaking service provider through another community agency or use the Multilingual Community Interpreter Service (Ontario).

Shelter, Support and Housing Administration (SSHA) has been tracking funded agencies with the ability to serve clients in French for several years. All Reaching Home funded agencies either have staff who have the ability to provide services in French or they connect clients with a community partner who can provide service in French or use the Multilingual Community Interpreter Service (Ontario). We will continue to monitor that service providers are prepared to offer services in French, should there be a request and will continue to monitor the demand for services in the official minority language.

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.