



Now and Tomorrow
Excellence in Everything We Do

Community Plan 2011–2014

Homelessness Partnering Strategy

Annex B: Community Plan

Community:

Province or Territory:

Delivery Model:
(For HPS Designated Communities Funds)

Date of CAB approval: Day Month Year

Date sent to Service Canada: Day Month Year

Contents

1. The Community Planning Process
 - 1.1. Community Advisory Board (CAB)
 - 1.2. Stakeholder Engagement
 - 1.3. Other Related Strategies, Programs and Community Plans
2. Community Plan Assessment
3. Good Practices
4. Current Situation
 - 4.1. Demographic and Socio-economic Trends
 - 4.2. Support Services
 - 4.3. Shelter and Housing
 - 4.4. Collection of Emergency Shelter Data
5. Issues
6. Priorities (2011–2014)

1. The Community Planning Process

1.1. Community Advisory Board (CAB)

Purpose

The purpose of this section is to identify how representative your CAB is of the stakeholders in your community. You will also consider the strengths of your CAB and any challenges you may face.

Your CAB should be representative of your community, including representation from:

- The Province/Territory
- Municipality/Regional government
- Aboriginal sector
- Private sector
- Not-for-profit/charitable sector
- Your client groups (homeless and at-risk individuals, including youth and Aboriginal people where appropriate)
- Service providers

It could also include other representatives important in your community, for example:

- Academic/research/policy group



Note: The Reference Guide includes an example for completing this section.

- a. Before answering this question, complete **Table A** (Community Advisory Board Membership) in the Data Tables.

Is there any sector or organization you would like to include in the future to make the CAB more representative of your community? **Table A** (Community Advisory Board Membership) in the Data Tables will help you to identify which sectors are already represented on your CAB.

yes no

If yes, please identify the sector or organization and describe how you will engage it.
Municiple Government, Regional Government, Province/Territory, and client groups.

- b. What are the strengths of your CAB?

Our CAB also operates as the Housing and Homelessness Coalition. The Coalition has a long history in Thunder Bay of bringing together housing providers for dialogue around housing issues in our community. The Coalition is comprised of concerned people, service providers and agencies and promotes the development of a housing continuum that is adequate, affordable, and accessible to all.

1. The Community Planning Process

- c. What challenges, if any, are faced by your CAB?

The Thunder Bay CAB does not have the involvement key municipal or provincial stakeholders at the table. We find ourselves outside of systems and information that are necessary to address homelessness issues in our community. As a result we feel we struggle to gain validity for the voice of the CAB/Coalition, and that decisions are made without any consultation of the service providers and stakeholders that make up our committee.

1.2. Stakeholder Engagement

Purpose

The challenges of homelessness are complex and are best addressed through strong support and cooperation between all levels of government, as well as the private and voluntary sectors.

The purpose of this section is to describe the support and cooperation within your community for your homelessness strategy. It is expected that you will demonstrate broad support, representing all key sectors in your community.

- a. Before answering this question, complete **Table B** (Partners and Their Involvement) in the Data Tables

How did you consult your community as you prepared this Community Plan? **Tables A** (Community Advisory Board Membership) and **B** (Partners and their Involvement) in the Data Tables may help you to identify who was involved in your community planning process. Please include information about the extent of your consultation.

The Thunder Bay CAB along with the CE hosted a Community Forum to solicit information regarding the priorities for the Community Plan. The event was attended by over 100 stakeholders (homeless or at risk individuals, service providers, municipal leaders, funders). In addition we solicited written feedback, in the form of a survey to community members who weren't able to attend the forum.

- b. Are there stakeholders or potential partners other than those listed in Table B (Partners and their Involvement) that are critical to your community's homelessness strategy?

yes no

If yes, identify these stakeholders and describe the contribution they would make to your homelessness strategy.

Municipal leaders - There are numerous factors that contribute to homelessness and policy and funding decisions that are made in isolation to the work of the CAB.

1. The Community Planning Process

There is little dialogue or consultation of the CAB by municipal leaders regarding homelessness.

If yes, how will you engage these stakeholders?

Given the historical challenges experience by the CAB in engaging our municipal government, the CAB needs to spend some time evaluating a strategy to engage the municipality.

- c. How is your CAB working with the Aboriginal sector to identify and implement Aboriginal priorities? Please note: Each Community Advisory Board is responsible for allocating a level of funding for Aboriginal homelessness that is representative of the percentage of the Aboriginal population in that community. Where feasible and appropriate, Aboriginal groups working with people who are homeless should be considered as the preferred funding recipients to deliver culturally relevant services to homeless or at-risk Aboriginal people.

Thunder Bay has both an aboriginal and a non-aboriginal CAB. The chair of the non-aboriginal CAB sits on the aboriginal CAB and a representative from the aboriginal CAB attends our CAB meetings. The last round of HPS funding went specifically to address homelessness being experienced by aboriginal women leaving correctional facilities.

- d. Please answer this question only if your community receives funding from the HPS Aboriginal Homelessness Funding Stream and your CAB manages this funding; otherwise, enter n/a in the box below.

Please describe how your community will ensure Aboriginal Homelessness funding will primarily target projects from Aboriginal service providers to address the specific needs of the off-reserve homeless Aboriginal population. Your answer should include how you will ensure that the activities undertaken will respect Aboriginal identity and practices, to ensure services are integrated and culturally appropriate.

n/a

1.3. Other Related Strategies, Programs and Community Plans

Purpose
It is important to take an integrated approach to addressing homelessness issues. In this section, you will demonstrate how your work on homelessness links to other strategies, programs and plans.

- a. In the table provided below, please identify federal, provincial or territorial strategies or programs (other than HPS) which fund activities in your community related to your homelessness strategy (please see the Reference Guide for examples). If you are not aware of any relevant strategies or programs in your community, please put

1. The Community Planning Process

n/a in the first box under “Name of federal, provincial or territorial broad-based community strategies or programs”.

- In the first column, please identify the strategy or program.
- In the second column, briefly describe how it complements your homelessness strategy.
- In the final column, please identify the primary focus of the strategy or program. From the drop-down menu in the final column, you can choose from Aboriginal, youth, children, seniors, women, people with disabilities, mental health, employment, crime prevention, and anti-drug.

Name of federal, provincial or territorial community strategies or programs	Briefly describe (max 250 characters)	Primary focus of strategy or program
Urban Aboriginal Strategy	The UAS works to; target urban Aboriginal socio-economic needs within government programs; improve access and coordination of programs and services; coordinate policy research, knowledge and information sharing	Aboriginal
Alpha Court – Rapid Response Outreach Services	Provides short-term brokerage case management services Operates within a time period of 1-6 months depending on client need Service includes assisting clients to secure housing and accessing all community resources	Mental Health
Canadian Mental Health – Homelessness Outreach Program	Encourages and assists individuals or families who are homeless or at risk of becoming homeless to secure safe, affordable and long term housing through direct one on one support, advocacy and referral	Mental Health
Diilico Anishinabek Family Care - Youth Outreach Worker Services	Provides a community-based intervention to assist youth living in at-risk neighbourhoods Supports youth to find opportunities, solutions and resources to address their own social, behavioural, emotional, educational and employment needs	Youth
Canadian Mental Health Association – GAPPS- Alpha Court	Identifies and responds to the unmet needs of vulnerable persons with very serious, unstable and complex mental illnesses and addiction issues	Mental Health

1. The Community Planning Process

Name of federal, provincial or territorial community strategies or programs	Briefly describe (max 250 characters)	Primary focus of strategy or program
	Assists the target group in navigating health, mental health and addictions, and housing	
John Howard Society – ‘My Own Place’	Referral Services 24 hour emergency support Assistance to appointments and appointment accompaniment Information on affordable housing Assistance with maintaining housing	Crime prevention
		Click to choose
		Click to choose
		Click to choose
		Click to choose

- b. In the table below, please identify any other plans developed by or in your community since April 1, 2007 to address issues related to homelessness. These plans may range from plans required by the Province or Territory to local plans intended to better integrate all the strategies undertaken in your community. If you are not aware of any other community plans related to homelessness in your community, please put n/a in the first box under “Title of plan”. In the column “What issue was the plan designed to address?” please choose from the drop-down menu. Your choices are: homelessness, affordable housing, poverty, or mental health.

Title of plan	What is the main issue the plan was designed to address?
Thunder Bay Committee Against Racism and Discrimination: A Report on the Thunder Bay Plan for Action	Please choose one
Backgrounder, Recommendations, and Selective Best Practices: The Implementation of a Youth Strategy	Poverty
Under One Roof: Setting the Scene	Affordable Housing
Thunder Bay Drug Strategy Project Evaluation: Community Consultation Qualitative Report	Please choose one
	Please choose one
	Please choose one
	Please choose one
	Please choose one
	Please choose one
	Please choose one

2. Community Plan Assessment

Purpose

The purpose of this section is to assess your progress in addressing the priorities in your 2007-2009 Community Plan (and any updates) under the three HPS Activity Areas, and to identify what led to your results.



Note: The Reference Guide includes an example for completing this section.

This section and your Community Plan Priorities (2007-2011) in the information package are colour-coded by activity area, in the same way as the Community Plan Priorities you submitted for 2007–2011.

- The Continuum of Housing and Supports priorities are coloured green.
- The Knowledge and Communication priorities are coloured orange.
- The Community Development priorities are coloured yellow.

If you have no priorities in an activity area, type “n/a” into the box under “Please describe your success ...” and proceed to the next activity area.

Use your information package:

- The *Community Plan Priorities (2007–2011)* lists the priorities you set for 2007—2011.
- The *HPS Projects and Priorities Report* identifies which priorities were implemented through projects in your community.
- The *HPS Investments and Results Report* identifies the results (outcomes) achieved by the HPS-funded projects in your community.

Before you begin this section, you must complete **Table C** (Assessing Community Plan Priorities 2007—2011) in the Data Tables. In this section, use this Table C to identify your level of success in implementing your priorities.

a. Continuum of Housing and Supports Priorities

Please describe your success in implementing your Continuum of Housing and Supports priorities. Please make reference to your *HPS Investments and Results Report* to describe how you know that you have been successful.

One of the priorities of the 2007-11 plan was to develop services for the hard to house homeless population. HPS funds were used to develop and run a program that targetted services for hard to house individuals. In the 9 months that the program was operational, 98 individuals were engaged in services, 42 maintained

2. Community Plan Assessment

housing, 33 transitioned through the John Howard Society transitional housing facility and 52 were no longer using the emergency sheltering system.

Please describe any challenges faced by your community in implementing your Continuum of Housing and Supports priorities and how you addressed them. (If your community did not face challenges, please enter n/a.)

The greatest challenge in implementing programs through HPS is the short term nature of the funding. The assumption that community agencies will be able to access sustainable funding after HPS funds run out is not realistic. There is no sustainable long term funding to provide services to homeless individuals and help them find and maintain affordable housing.

b. Knowledge and Communication Priorities

Please describe your success in implementing your Knowledge and Communication priorities. Please make reference to your HPS Investments and Results Report to describe how you know that you have been successful.

n/a

Please describe any challenges faced by your community in implementing your Knowledge and Communications priorities and how you addressed them. (If your community did not face challenges, please enter n/a.)

n/a

c. Community Development Priorities

Please describe your success in implementing your Community Development priorities. Please make reference to your HPS Investments and Results Report to describe how you know that you have been successful.

n/a

Please describe any challenges faced by your community in implementing your Community Development priorities and how you addressed them. (If your community did not face challenges, please enter n/a.)

n/a

3. Good Practices

Purpose

The purpose of this section is to highlight HPS-funded projects implemented in your community since April 1, 2007 that have been particularly successful.

- a. Please describe the HPS-funded projects implemented in your community which you consider to be good practices in preventing and reducing homelessness (maximum of three, maximum length 1500 characters).

Please consult your HPS Projects and Priorities Report for a list of HPS-funded projects implemented in your community.

1. My Own Place In July of 2009 the John Howard Society of Thunder Bay commenced the My Own Place project with HPS funding . The project was designed to address the community plan priority of assisting the "hard to house" find and maintain permanent housing. The project model was successful in housing the episodic homeless, the hidden homeless, as well as those who cycle through the sheltering system despite being recipients of ODSP/OW. The project was able to show a 50% success rate for those who engaged in the services. In a nine month period the project engaged 75 individuals in services and successfully housed 38. The model engaged individuals more frequently, reducing the overall reliance on the emergency shelter system by all homeless populations. The fundamental service and support elements of the project were:
 1. Services were offered at times clients were most at risk. Project staff worked outside of regular office hours and provided evening, weekend and 24 hour on-call emergency support
 2. The project leveraged the physical building space of the John Howard Society. The building provided office, programming and transitional housing for homeless clients.
 3. Clients were transitioned from homelessness gradually by moving into the supportive transitional units and then into independent housing as clients strengths and skills improved.
 4. The program offered life skills, recreation and cultural services.
 5. Trusting relationships were built with clients to address the psychological homeless clients experiences as a result of fractured relationship and disconnection from the larger community.
 6. Community Partnerships were developed and nurtured through collaboration agreements to deliver services to clients to assist them in maintaining housing.
 7. Staff continued to follow-up with clients for months to ensure housing supports continued to be in place.

3. Good Practices

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- b. The HP Secretariat is committed to learning about and sharing good practices across Canada and may wish to follow up to learn more about the successful HPS-funded projects in your community. For each of the good practices you have described, please indicate your preferences by filling in the appropriate fields in the table below.

Good Practice	May the HP Secretariat contact someone about the good practice described above?	If yes, please provide contact information in the space(s) below (name, organization, telephone, e-mail)	May the HP Secretariat share this good practice with others?
1.	Yes	Liisa Leskowski, Executive Director, John Howard Society of Thunder Bay 315 Syndicate Ave, S Thunder Bay, ON P7E 1E2 807 623 5355 lleskowski@johnhowardtbay.on.ca	Yes
2.	Click to Choose	<input type="checkbox"/>	Click to Choose
3.	Click to Choose	<input type="checkbox"/>	Click to Choose

4. Current Situation

4.1. Demographic and Socio-economic Trends

Purpose

The purpose of this section is to identify the changes or trends you have seen in your community as a whole and in the homeless and at-risk populations within your community. This information should help you to identify any changes in the needs of the homeless and at-risk populations in your community.



Note: The Reference Guide includes an example for completing this section.

- a. Please identify any population, housing or income changes or trends in your community since 2007 and explain how these changes or trends have affected your community. Please refer to the Census and housing data included in your information package and any other recent environmental scan produced in your community.

Northern Ontario has been in an economic decline for many years and this has resulted in a migration of individuals from the outlying communities into Thunder Bay. As a result our emergency sheltering and community food banks have seen a steady increase in users.

We are also experiencing a high number of homeless individuals who abuse alcohol and drugs. The lack of sheltering services for this population has put a strain on our existing emergency shelters and service providers.

As well, there is a shortage of affordable or subsidized housing available for low income individuals. The community has seen a decrease in free market units due to the city acquiring the properties for new construction. These units were historically used by single low income individuals.

- b. Before answering this question, complete **Table D.1** (Homeless and At-risk Populations) in the Data Tables.

How have the homeless and at-risk populations in your community changed since 2007?

We have seen an increase of 40% in the homeless and at risk population in our community. There has been a decrease of transitional housing for the homeless population, and a 15% increase in the homeless population living on the street. Since 2007, individuals at risk of eviction or living in unaffordable or unacceptable housing increased by 482 people.

4. Current Situation

4.2. Support Services

Purpose

The purpose of this section is to describe any changes needed to services in your community because of changes in the characteristics of the homeless and at-risk populations.



Note: The Reference Guide includes an example for completing this section.

- a. How have changes in the needs of the homeless and at-risk populations since April 1, 2007, affected the type of support services needed in your community?

The type of support services required for our at-risk populations include addictions and mental health supports, housing retention supports, and a wrap around case management model that would support homeless individuals who suffer from a mental illness /FASD /Acquired Brain Injury or suffer from cognitive impairment.

4.3. Shelter and Housing

Purpose

The purpose of this section is to describe any changes needed in emergency shelter or transitional or supportive housing in your community because of changes in the homeless and at-risk populations in your community.



Note: The Reference Guide includes an example for completing this section.

- a. Before answering this question, complete **Table E** (Shelter Verification Form) and **Table F** (Residential Facilities for Homeless People) in the Data Tables.

How have changes in the needs of the homeless and at-risk populations since April 1, 2007, affected the need in your community for emergency shelter, transitional or supportive housing?

We have seen an increase in the emergency shelter beds, but have experienced a decrease in the number of transitional beds for the homeless population. This is due to the fact that the community based agency that provides this service receives no funding and struggles to maintain beds open for homelessness individuals to utilize. The local DSSAB does not fund any transitional or supportive housing for homeless individuals. We have a great need for this type of service in Thunder Bay.

4.4. Collection of Emergency Shelter Data

Purpose

The purpose of this section is to identify:

4. Current Situation

- the current situation in your community regarding the collection and export of emergency shelter data;
- how your community will prepare to export shelter data.

The answers will help you to prepare to meet the National Homeless Information System requirements. Note: The Reference Guide includes details on the requirements for HPS reporting over the period 2011–2014.

As you answer the questions in this section, please start thinking about how you will use this data once collected. For example:

- You can use this data to do reliable analysis of admission trends, and profiles of the homeless population in your community (well-organized data coordination activities amongst service providers allow whole communities/provinces to collect similar information, defined in the same way).
- You can use this data to identify: the average length of shelter stays; the number of chronically homeless individuals; the progress you are making on implementing your priorities; and trends in the homeless populations in your community.
- You will be able to track movement of individuals between service providers.

The use of a common data collection tool (HIFIS or non-HIFIS data collection system) will provide you with accurate, reliable data that will assist in your reporting requirements for HPS.

When you send this information to the HP Secretariat, it will help us to:

- determine the scope of homelessness in Canada;
- demonstrate how the face of homelessness is changing;
- create policy that better responds to these changes, taking an evidence-based approach to policy options and decision-making.



Note: The Reference Guide includes an example for completing this section.

- a. Is shelter data compiled at the community level?

yes no

If yes, by whom? Do they produce regular reports?

- b. Before answering this question, complete **Table D.2** (Data Sources for Homeless and At-risk Populations) in the Data Tables.

What actions will your community have to take to collect emergency shelter use data to share with the Homelessness Partnering Secretariat? What additional resources will you require? Please refer to **Table D.2** (Data Sources for Homeless and At-risk

4. Current Situation

Populations) and **Table E** (Shelter Verification Form) in the Data Tables to help you assess your current situation.

In order for our community to collect emergency shelter data there would have to be cooperation between the DSSAB and the local emergency shelters to share the data they collect. We have two shelters in our community, neither of them are on HIFIS. In order for the emergency shelter to collect that data, they would need staff resources to collect, compile and share the data.

5. Issues

Purpose

The purpose of this section is to:

- identify the most important issues related to homelessness in your community, and
- explain how your community contribution will support your efforts to address these issues.

This section will help you to identify your 2011–2014 Community Plan priorities.

- a. Please identify and describe the most important or pressing issues related to homelessness in your community.
 - Please consider the facilities, services and supports which the homeless and at-risk populations in your community need or will need in the next three years.
 - Please also consider any improvements needed in community coordination, partnership development and data management by your community.

You should identify only those issues that are of a high enough priority that you intend to address them in the next three years. The issues could either become a priority for funding through HPS or another source of funding. In section 6 (Priorities 2011-2014), you will have the opportunity to identify your priorities for HPS funding. In **Table G** (Community Contribution) in the Data Tables, you will identify your community contribution, which includes funding to address any of the issues you have identified.

(You can include a maximum of ten issues)

1. Lack of communication and collaboration with the District Social Services Administration Board.
2. Lack of representation on the CAB by local and provincial ministries
3. Lack of housing options for at risk populations
4. Lack of supports for homeless individuals with addictions issues
5. Lack of transitional or treatment options for homeless individuals with addictions issues
6. Lack of supports and housing options for homeless individuals with mental illness
7. No transitional or supportive housing for homeless individuals

8. Not enough support services for homeless individuals to find and maintain community housing.

9.

10.

- b. Before answering this question, complete **Table G** (Community Contribution) in the Data Tools.

How will the funds you receive from your other funders (your community contribution) add to your homelessness strategy?

6. Priorities (2011–2014)

Purpose

The purpose of this section is to:

- identify your priorities for 2011–2014;
- indicate how you plan to distribute your HPS allocation to achieve these priorities;
- explain how you will ensure that the organizations which implement projects are aware of the outcomes you have identified.



Note: The Reference Guide includes an example for completing this section.

- a. Please copy and paste each Priority from Section P-1 in your Community Plan Annex C: Priorities (2011—2014) (maximum of ten) into the table below. Then enter the percentage of your community’s total HPS Designated Communities funding allocation you plan to use for each priority. Please complete the column on Aboriginal Homelessness funding only if your community receives Aboriginal Homelessness funding and your CAB is responsible for managing these funds. When you have completed all priorities, please add these numbers up; the total percentage should equal 100%.

Priority Number	Priority from P-1	Percent of Designated Communities Funding	Percent of Aboriginal Homelessness Funding
1	To provide supportive housing options for people with concurrent mental health and addictions issues.	25%	<input type="text"/> %
2	To provide safe sheltering services for homeless individuals under the influence of drugs or alcohol.	25%	<input type="text"/> %
3	To develop creative housing solutions and/or models for homeless individuals who have FASD.	25%	<input type="text"/> %
4	To provide transitional housing for homeless women in conflict with the law.	25%	<input type="text"/> %
5	To develop a second stage housing strategy/program for all people experiencing homelessness	<input type="text"/> %	<input type="text"/> %
6	<input type="text"/>	<input type="text"/> %	<input type="text"/> %
7	<input type="text"/>	<input type="text"/> %	<input type="text"/> %
8	<input type="text"/>	<input type="text"/> %	<input type="text"/> %
9	<input type="text"/>	<input type="text"/> %	<input type="text"/> %
10	<input type="text"/>	<input type="text"/> %	<input type="text"/> %
Total percentage of Designated Community allocation and Aboriginal Homeless funding (if applicable): (this must equal 100%)		<input type="text"/> %	<input type="text"/> %

- b. In your Community Plan Annex C: Priorities (2011—2014) you identified at least one outcome indicator or *Coordination and Data Management* activity for each priority (section P-5 to P-7). How will you communicate these indicators and outcomes to project sponsors?