

Reaching Home:
City of Greater Sudbury Community Plan
2024–2028

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Introduction

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. The Community Plan does not preclude adjustments in priorities throughout the funding cycle; communities are still expected and encouraged to regularly review priorities for investment with their Community Advisory Board(s), including sub-project approval.

To support communities in completing their Community Plan, a Reference Guide has been developed. It is strongly recommended that this be reviewed prior to completing this template to ensure understanding of the requirements.

Please note that in communities that receive funding from both the Designated Communities (DC) and Indigenous Homelessness (IH) streams, ongoing and meaningful cross-stream collaboration is expected to support the achievement of community-level outcomes reflecting the needs of the whole community.

The Community Plan for Reaching Home must be approved by the DC or TH Community Advisory Board (CAB) before it is submitted to Infrastructure Canada.

Additionally, if your community has an Indigenous Homelessness (IH) Community Advisory Board (I-CAB), they must affirm that they have been engaged on the Community Plan before it is submitted. If your community is developing a joint plan with the IH stream Community Entity, both CABs must approve the community plan prior to submission.

In addition to the core elements required in this template, communities are welcome to share any other information and/or documents that they feel might provide further insight into their local context as it relates to housing and/or homelessness context.

1. Community Engagement

As part of the community planning exercise, you must engage with community partners with the goal of understanding the needs of the local homelessness sector and identify local homelessness priorities using a coordinated, systems-based and data-driven approach.

Please describe the steps taken to engage your community partners in developing this Community Plan to ensure a community-based approach. Your response must include:

- *Which partners were engaged;*
- *When and how engagement occurred; and*
- *What aspects of the Community Plan were discussed, as well as what aspects of the Plan (i.e., decisions, outcomes, next steps) were influenced by these discussions.*

Note: *Meaningful collaboration with Indigenous and non-Indigenous partners and service providers, as well as the IH CE and I-CAB where applicable, is expected in the development of this Community Plan and must be explicitly referenced in this section. The Indigenous Partners in Your Community worksheet created for the Community Homelessness Report (CHR) may be helpful to complete this section. Please see [CHR: Reporting Tools e-course on the Homelessness Learning Hub](#)*

This Community Plan has been developed by the CAB, in consultation with the I-CAB and community partners and stakeholders, in alignment with the Roadmap to End Homelessness by 2030 Report that was approved by Council on May 28th 2024.

In January 2024 significant consultation with community partners was conducted for the development of the roadmap to End Homelessness by 2030, led by consultant Ian De Jong from Orgcode Consulting. The following entities participated in consultation:

- Canadian Mental Health Association- Sudbury/Manitoulin
- Centre de Sante Communautaire du Grand Sudbury
- Community Builders
- City of Greater Sudbury, Planning
- Elgin Street Mission
- Greater Sudbury Police Services
- Health Sciences North
- Infrastructure Canada
- Kina Gbezhgomi Child and Family Services
- Monarch Recovery Services
- N'swakamok Native Friendship centre
- Northern Initiative for Social Action
- Ontario Aboriginal Housing Services
- People with lived experience of homelessness in Greater Sudbury
- Salvation Army- Cedar Place
- Samaritan Centre

- Sudbury Action Centre for Youth
- United Way
- YMCA Employment and Immigration Services
- YMCA- Geneva House

The designated community CAB and the Indigenous CAB plan together for allocation of Reaching Home funds. The lead for the Indigenous CAB sits on the designated CAB, and a representative from the designated CAB and the Community Entity sits on the Indigenous CAB.

A Community plan workshop was held in August 2024, with participation from the CAB members and Community Entity, including the Indigenous CAB member who sits on the ICAB.

2. Investment Plan

2.1 In the table below, please identify your community's allocation of Reaching Home funding in the DC or TH and Community Capacity and Innovation (CCI) streams from 2024-25 to 2027-28¹.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$1,700,159	\$1,700,159	\$1,762,348	\$1,762,348	\$6,925,014

2.2 In the table below, please outline your planned division of DC/TH and CCI Reaching Home funding from 2024-25 to 2027-28 by activity 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 of moving forward for the allocation of Reaching Home funding.

Activities area	2024-25	2025-26	2026-27	2027-28
Housing Services	11%	50%	50%	50%
Prevention and Shelter Diversion	17.5%	15.5%	16%	16%
Client Support Services	62%	15%	15%	15%
Capital Investments	0%	10%	10%	10%
Coordination of Resources and Data Quality Improvement	9.5%	9.5%	9%	9%
Administration	0%	0%	0%	0%

¹ Communities on two-year agreement extensions should report on investment plans for 2024-25 and 2025-26 at this time.

TOTAL	100%	100%	100%	100%
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2.3 In the text box below, please describe how Community Capacity and Innovation (CCI) funding will be used to support coordinated and data-driven service delivery (e.g., supporting Coordinated Access, the Outcomes-Based Approach and use of HIFIS or existing, equivalent Homeless Management Information System).

The Community Capacity and Innovation (CCI) funding will be used to maintain one Full Time Employee at the City of Greater Sudbury with the role of Program Data Analyst. This position oversees the Coordinated Access System, By name List and HIFIS data base, provides training to community partners, audits data input, maintains data integrity, completes data analysis and reports for informing resource allocation and reporting on outcomes internally and publicly.

The CCI funding is also used to conduct the Point in Time Count and data analysis for full reporting.

3. Cost-Matching Requirement

3.1 In the table below, please outline all funding for homelessness initiatives expected to be received from other funders from 2024-25 to 2027-28². This includes both financial and in-kind contributions.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$1,700,159	\$1,700,159	\$1,762,348	\$1,762,348	\$6,925,014

² Communities on two-year agreement extensions should report on cost-matching for 2024-25 and 2025-26 at this time.

Projected Funding From Other Funders towards Homelessness Initiatives					
Program Name and Funder	2024-25 (\$)	2025-26 (\$)	2026-27 (\$)	2027-28 (\$)	Total (\$)
Provincial Homelessness Partnering Strategy	7,417,400	7,417,400	7,417,400 (to be determined)	7,417,400 (to be determined)	29,669,600
Municipal Homelessness	1,901,110	1,901,110	1,901,110 (to be determined)	1,901,110 (to be determined)	7,604,440
TOTAL	11,018,669	11,018,669	11,080,858	11,080,858	44,199,054

3.2 If your anticipated community contributions are not projected to match funding from Reaching Home for each year, please explain the circumstances below and include a description of the steps you will take to meet the requirement.

Both Provincial and Municipal Funding past 2025/26 are estimated and not approved. Should Provincial homelessness funding not meet the matching requirement for Reaching Home funds, a report will be brought to the Municipal City Council seeking appropriate funding to meet Reaching Home matching requirements.

4. Homeless Individuals and Families Information System (HIFIS)

4.1 Using your 2023-24 CHR as a guide³, please check the box if you have met the following minimum requirements as of March 31, 2024⁴. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
HIFIS MR 1	N/A	HIFIS MR 3	<input type="checkbox"/>

³ For more information on how the minimum requirements align with your Community Homelessness Report, please consult the Community Plan Guide.

⁴ Communities with two-year agreement extensions are not required to complete section 4 at this time.

HIFIS MR 2	<input checked="" type="checkbox"/>	HIFIS MR 4	<input checked="" type="checkbox"/>
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4.2 For each minimum requirement that has not yet been met (as identified in 4.1), complete a table below to describe how you will meet it by March 31, 2026. Please note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum Requirement not yet met: HIFIS MR 3	
What are the next steps the community will take to meet this requirement?	Target date for completion
Indigenous partners have decided to manage their own data. The Community Entity will continue collaborative discussions with Indigenous partners regarding use of HIFIS.	Sept 2025
Set date for official transfer from Excel to HIFIS for Unique Identifier List (UIL)	May 2025

5. Coordinated Access

5.1 Using your 2023-24 CHR as a guide⁵, please check the box if you have met the following minimum requirements as of March 31, 2024⁶. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
CA MR 1	N/A	CA MR 10	<input checked="" type="checkbox"/>
CA MR 2	N/A	CA MR 11	<input type="checkbox"/>
CA MR 3	<input type="checkbox"/>	CA MR 12	<input type="checkbox"/>
CA MR 4	<input checked="" type="checkbox"/>	CA MR 13	<input checked="" type="checkbox"/>
CA MR 5	<input checked="" type="checkbox"/>	CA MR 14	<input type="checkbox"/>
CA MR 6	<input checked="" type="checkbox"/>	CA MR 15	<input type="checkbox"/>
CA MR 7	<input checked="" type="checkbox"/>	CA MR 16	<input checked="" type="checkbox"/>
CA MR 8	<input type="checkbox"/>	CA MR 17	<input checked="" type="checkbox"/>
CA MR 9	<input checked="" type="checkbox"/>	CA MR 18	<input checked="" type="checkbox"/>

5.2 For each minimum requirement that has not yet been met (as identified in 5.1), complete a table below to describe how you will meet it by March 31, 2026. Note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum requirement not yet met: CA MR 3	
What are the next steps the community will take to meet this requirement?	Target date for completion
Create lived/living experience advisory group	September 2025
Finalize CAB Terms of Reference and make publicly available	April 2025

Minimum Requirement not yet met: CA MR 8	
What are the next steps the community will take to meet this requirement?	Target date for completion
Collect information from service providers; such as funding source(s), eligibility for services, and capacity to serve	Sept 2025
Fill provided template	Sept 2025
Make publicly available	Sept 2025

Minimum Requirement not yet met: CA MR 11

⁵ For more information on how the minimum requirements align with your CHR, please consult the Community Plan Guide.

⁶ Communities with two-year agreement extensions are not required to complete section 5 at this time.

What are the next steps the community will take to meet this requirement?	Target date for completion
Community consultation to re-vamp Coordinated Access priorities and policies	Jan 2025
Clearly document and make publicly available	April 2025

Minimum Requirement not yet met: CA MR 12	
What are the next steps the community will take to meet this requirement?	Target date for completion
Community consultation to re-vamp Coordinated Access priorities and policies	Jan 2025
Compile policies in single document and make publicly available	April 2025

Minimum Requirement not yet met: CA MR 14	
What are the next steps the community will take to meet this requirement?	Target date for completion
Document monitoring process and make publicly available	Sept 2025

Minimum Requirement not yet met: CA MR 15	
What are the next steps the community will take to meet this requirement?	Target date for completion
Community consultation to re-vamp Coordinated Access priorities and policies	Jan 2025
Update existing triage/ assessment documentation	Feb 2025

5.3 Describe how ongoing, meaningful collaboration on Coordinated Access between Indigenous and non-Indigenous partners has or will take place as your community works to implement, maintain and improve a Coordinated Access system.

The Housing First Steering Committee oversees implementation maintenance and improvement of the Coordinated Access System within the City of Greater Sudbury. This committee is made up of leadership and stakeholders within the Housing and Homelessness sector within the City of Greater Sudbury. On this committee there is representation from several Indigenous led organizations including:

- N'swakamok Native Friendship centre
- Ontario Aboriginal Housing Services
- Shkagamik-Kwe Health Centre
- Kina Gbezhgomi Child and Family Services
- Nogdawindamin Family and Community Services

The Housing First Steering Committee along with the CAB and other community partners will be participating in a Prioritization Workshop on January 28th 2025, lead by Built for Zero, to review and consider improvements to the Coordinated Access System in our community.

6. Outcomes-Based Approach

6.1 Using your 2023-24 Community Homelessness Report as a guide⁷, please check the box if you have met the following minimum requirements as of March 31, 2024⁸. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
OBA MR 1	N/A	OBA MR 6	<input checked="" type="checkbox"/>
OBA MR 2	N/A	OBA MR 7	<input checked="" type="checkbox"/>
OBA MR 3	<input type="checkbox"/>	OBA MR 8	<input checked="" type="checkbox"/>
OBA MR 4	<input type="checkbox"/>	OBA MR 9	<input type="checkbox"/>
OBA MR 5	<input checked="" type="checkbox"/>		

6.2 For each minimum requirement that has not yet been met (as identified in 6.1), including those modified and new as of 2024-25, complete a table below to describe how you will meet it by March 31, 2026. Please note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum Requirement not yet met: OBA MR 3	
What are the next steps the community will take to meet this requirement?	Target date for completion
Update current policy to reflect movement from Excel-based UIL to HIFIS-based UIL	Feb 2025
Community-wide training	June 2025

Minimum Requirement not yet met: OBA MR 4	
What are the next steps the community will take to meet this requirement?	Target date for completion
Update current policy to reflect movement from Excel-based UIL to HIFIS-based UIL	Feb 2025
Community-wide training	June 2025

Minimum Requirement not yet met: OBA MR 9	
What are the next steps the community will take to meet this requirement?	Target date for completion
Create online data dashboard	March 2026

⁷ For more information on how the minimum requirements align with your Community Homelessness Report, please consult the Community Plan Guide.

⁸ Communities with two-year agreement extensions are not required to complete section 6 at this time.

6.3 Please describe how ongoing and meaningful collaboration between Indigenous and non-Indigenous partners has or will take place as your community works to meet the OBA minimum requirements. In communities where the Designated Communities and Indigenous Homelessness streams co-exist, collaboration with the IH-CE and I-CAB (where applicable) is expected.

Data for the Outcomes Based Approach is collected and analysed through the By Name list currently in Excel spreadsheet. Our community will be transitioning to using the Unique Identifier List in HIFIS by June 2025. Both Indigenous and non Indigenous partners collaborate to add data to the By Name List. There are currently no Indigenous led organizations using HIFIS in our community as, to date, Indigenous led organizations have opted to manage their own data. In the meantime, Indigenous led organizations can provide information through a confidential process to be added into HIFIS by the Program Data Analyst.

The designated community CAB and the Indigenous CAB plan together for allocation of Reaching Home funds. The lead for the Indigenous CAB sits on the designated CAB, and a representative from the designated CAB and the Community Entity sit on the Indigenous CAB.

7. 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 Reaching Home take the needs of the OLMCs into consideration, where applicable.

The City of Greater Sudbury 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. The following language will be included in the Calls for Proposals and the Sub Project agreements: The Service provider shall: a. make Project-related documentation and announcements available (for the public and prospective Project participants, if any) in both official languages; b. actively offer Project-related services in both official languages; c. encourage members of both official language communities to participate in the Project; and d. provide its services, where appropriate, in such a manner as to address the needs of both official language communities.

8. Community Advisory Board—Designated Communities/Territorial Homelessness

Note: You may list more than one name/organization for each sector, and you may list a name/organization in more than one sector, as applicable.

(Lines below can be removed where not applicable)

Sector	CAB Members
Infrastructure Canada (Ex-Officio Member)	Emily Yacuk – HICC
Community Entity (Ex-Officio Member)	Gail Spencer – City of Greater Sudbury Mallory Gunn – City of Greater Sudbury
Provincial/Territorial government	
Local/Municipal government	
Indigenous government	
Individuals with lived experience of homelessness	
Indigenous Peoples, nations and organizations, Friendship Centres	Wanda Beaudry – N'Swakamok Native Friendship Centre Louise Jacko – N'Swakamok Native Friendship Centre
Indigenous housing organizations	Naomi Martel – Ontario Aboriginal Housing Services
Youth and/or child-serving organizations, including Child Welfare agencies	
Organizations serving survivors of domestic violence and their families	
Seniors and senior-serving organizations	
Newcomers and newcomer-serving organizations	Nancy Rivest – YMCA, Employment & Immigration Services
The private sector	
Police and correctional services	Sherry Young – Greater Sudbury Police Services Matt Hall – Greater Sudbury Police Services Daniel Despatie – Greater Sudbury Police Services
Landlord associations and/or the housing sector	Carly Gasparini – Community Builders North
Health organizations, including hospitals and other public health institutions, and organizations focused on mental health and addictions	Karen Henze – CMHA Paola Nikodem – Health Sciences North Jasmine Beange – Monarch Recovery Services
Veterans Affairs Canada and/or Veterans-serving organizations	

Organizations serving individuals experiencing, or at risk of experiencing homelessness	Ray Landry – Homelessness Network
Other	Nancy Dube – Community member

CAB Chairs or Co-Chairs (if applicable):

I affirm that the above members of the CAB have reviewed the attached Community Plan, and that a majority of CAB members approve of its content.

Nancy Dubé
Name

Nancy Dubé
Signature

2025/01/22
Date (YYYY-MM-DD)

Karen Henze
Name

[Signature]
Signature

2025-01-28
Date (YYYY-MM-DD)

Carly Gasparini
Name

[Signature]
Signature

2025/01/28
Date (YYYY-MM-DD)

9. Community Advisory Board—Indigenous Homelessness

Note: You may list more than one name/organization for each sector, and you may list a name/organization in more than one sector, as applicable.

(Lines below can be removed where not applicable)

Sector	CAB Members
Infrastructure Canada (Ex-Officio Member)	
Community Entity (Ex-Officio Member)	
Provincial/Territorial government	
Local/Municipal government	
Indigenous government	
Individuals with lived experience of homelessness	
Indigenous Peoples, nations and organizations, Friendship Centres	
Indigenous housing organizations	
Youth and/or child-serving organizations, including Child Welfare agencies	
Organizations serving survivors of domestic violence and their families	
Seniors and senior-serving organizations	
Newcomers and newcomer-serving organizations	
The private sector	
Police and correctional services	
Landlord associations and/or the housing sector	
Health organizations, including hospitals and other public health institutions, and organizations focused on mental health and addictions	
Veterans Affairs Canada and/or Veterans-serving organizations	
Organizations serving individuals experiencing, or at risk of experiencing homelessness	
Other	

Indigenous CAB Chairs or Co-Chairs (if applicable):

(If Community Plan is not a joint plan): I affirm that the above members of the Community Advisory Board have been engaged on the Coordinated Access and Outcomes-Based Approach sections of the attached Community Plan.

OR

(If Community Plan is a joint plan): I affirm that the above members of the CAB have reviewed the attached Community Plan, and that a majority of CAB members approve of its content.

Wanda Cajanek
Name

W. Cajanek
Signature

Jan 22nd 2025
Date (YYYY-MM-DD)

Name

Signature

Date (YYYY-MM-DD)

Name

Signature

Date (YYYY-MM-DD)