

Report to Strategic Priorities and Policy Committee

To: Chair and Members, Strategic Priorities and Policy Committee
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Whole of Community System Response – Quarterly Report
Date: April 16, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following actions BE TAKEN regarding Whole of Community System Response – Quarterly Report, **BE RECEIVED** for information.

Executive Summary

The purpose of this report is to provide a quarterly update on the work of the Whole of Community System Response. At tabling of the last report in December, a motion was passed that the Whole of Community System Response reporting format would move from monthly updates to quarterly updates. Quarterly updates will provide status updates and mirror the 2024 Deliverables work plan that has been endorsed by the Strategy and Accountability Table and is attached as Appendix A to this report. The 2024 Deliverables work plan is an ever-evolving working document which includes key deliverables for each table, action steps and timelines. Civic administration will update Committee and Council quarterly on progress towards those deliverables and as well any new additions to the deliverables as the year progresses.

Since the December 2023 monthly report, the Whole of Community System Response has made major strides forward with Council's approval of the Highly Supportive Housing Plan and Evaluation Framework, additional highly supportive housing projects approved bringing the total number of units to 130, with two Hubs operational and a continued relationship building happening within the sector.

Linkage to the Corporate Strategic Plan

This report aligns with the strategic areas of focus in the 2023-2027 [City of London Strategic Plan](#). The City of London Strategic Plan (2023-2027) identifies housing and homelessness as a key area of focus, and housing and homelessness work is identified throughout the Strategic Plan, impacting all areas of life for Londoners.

Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness
- Improved safety in London's shelters system

Wellbeing and Safety

- Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life
- Housing in London is affordable and attainable

Analysis

- **1.0 Previous Reports Related to this Matter**
 - London's Health & Homelessness Whole of Community System Response Proposed Highly Supportive Housing Plan (SPPC, March 26, 2024)

- Evaluation Framework – Health & Homelessness Whole of Community System Response (SPPC, March 26, 2024)
- December Progress Update – Health & Homelessness Whole of Community System Response (SPPC, December 12, 2023)
- November Progress Update – Health & Homelessness Whole of Community System Response (SPPC, November 21, 2023)
- October Progress Update – Health & Homelessness Whole of Community System Response (SPPC, October 31, 2023)
- September Progress Update – Health & Homelessness Whole of Community System Response (SPPC, September 25, 2023)
- August Progress Update – Health & Homelessness Whole of Community System Response (SPPC, August 16, 2023)
- July Progress Update – Health & Homelessness Whole of Community System Response (SPPC; July 24, 2023)
- June Progress Update – Health & Homelessness Whole of Community System Response (SPPC; June 20, 2023)
- May Progress Update – Health & Homelessness Whole of Community System Response (SPPC; May 09, 2023)
- Update – Whole of Community System Response Implementation (SPPC: April 18, 2023)
- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: February 28, 2023)

2.0 Background Information

2.1 Health and Homelessness Whole of Community System Response:

Health & Homelessness Whole of Community System Response (the Plan) process has been a targeted effort to address the health and homelessness crisis in London as the number of individuals experiencing homelessness and housing deprivation has grown at significant rates, along with the complexity or acuity of needs amongst those that are most marginalized in the community. The Plan has stated consistently that there are key pillars that will be the focal point of the work, that includes the creation of 24/7 Hubs, Highly Supportive Housing, and ensuring there is a robust evaluation framework in place.

Council has endorsed the Hubs Plan in 2023 and two hubs have been operating. Council received the Housing Plan in March 2024 which is in addition to a growing number of highly supportive housing units in operation and in the planning stages. This report and the framework attached as Appendix A enclosed within, signifies another deliverable under the Whole of Community System Response Plan to ensure measurement efforts are in place. The complex health challenges associated with the effects of living unsheltered have also led to far too many preventable deaths. There have also been impacts on the social, economic, and cultural health and wellbeing of the city of London as a result of this crisis.

Through the collaborative work of more than 200 individuals across 70 organizations from a diversity of sectors a strategic roadmap for a transformative system response was created – the Whole of Community System Response. The response is a people-centred, housing-centric system that meets people where they are, without judgment, offering culturally safe, low barrier, inclusive care that is violence and trauma informed, built on an anti-oppression and anti-racism framework, and underpinned by a consistent harm reduction approach. This approach also instills a belief that housing is healthcare and a fundamental human right. The highest priority is placed on providing direct connections to the right housing and housing with supports for every individual and ensuring the integration of service functions in multiple locations to provide the necessary supports a person needs in a timely way.

This response is a single, holistic, “all doors lead here” system of care, anchored by two foundational elements – hubs and housing. There will be multiple locations throughout the community built to serve the most marginalized community members with a range of care and service from 24/7 safe spaces and access to basic needs, to health care, harm reduction and addiction treatment services, and housing supports. The system will support the highest acuity people to move safely inside, help them stabilize, wrap around them with supports and connect them to the right type of housing and help them stay successfully housed.

3.0 Outcomes Update

Strategy and Accountability Table

In December 2023, the Strategy and Accountability co-chairs co-designed the 2024 Deliverables as attached as Appendix A for the Whole of Community System Response in partnership with the other health and homelessness tables’ co-chairs. These deliverables, which outlined objectives and estimated timelines, were presented and supported by the Strategy and Accountability Table in March 2024. This work plan will provide the basis for each tables’ quarterly updates, and will be updated accordingly to stay flexible with the work.

The Strategy and Accountability Table will be reviewing the existing method of engagement, around gathering information with lived and living experience feedback and determining next steps in that process, as well as supporting the Housing Stability Plan updates coming in 2024.

Encampment Strategy Implementation Table

The priority 2024 outcome from the Encampment Strategy Implementation Table is currently in progress. The Strategic Priorities and Policy Committee will receive a Basic Needs service provision update in May, and the completed Encampment Strategy will be coming to Committee and Council in June 2024. This strategy will encompass an all-year, all-weather Encampment Strategy to ensure more sustainable service offerings meeting people’s basic human-rights are in place to avoid the extent possible of one-off supports and seasonal fluctuations. Inevitably, by nature of addressing unique needs at specific times of year, some services will scale up and down accordingly and the use of higher order Government will be prioritized, including the use of one-time funding when available. As with all strategies, the focus is to reduce the reliance and the number of encampments and individuals sleeping unsheltered with the purpose of transitioning individuals inside to more supportive accommodations.

Highly Supportive Housing Implementation Table

Since the start of 2024, the major outcome of the Highly Supportive Housing Implementation Table is the Highly Supportive Housing Plan – endorsed by Council on April 2, 2024. This plan will influence current and future highly supportive housing projects.

Regarding the path to 600 highly supportive housing units, Council approved London Cares and the House of Hope partner London Health Sciences Centre (LHSC) to add 24 new fully furnished apartments for people experiencing homelessness to a highly supportive housing building. The funds will allow the House of Hope to nearly double its number of highly supportive housing units for people in need. Residents of existing highly supportive housing units at the House of Hope have experienced significant health improvements, including a 74% reduction in emergency department visits in the first three months compared to the same period in 2022. Additionally, two residents have gained employment, and no evictions have occurred.

These additional units mean that since the Whole of Community System Response framework was approved by Council in March 2023, there will now be 93 units of highly supportive housing units open or opening this spring within a year of the plan being approved. These units build upon the project between LHSC and London Care Homeless Response Services, which opened 25 Highly Supportive Housing units at 362 Dundas Street, plus the 44 units at Indwell and the City partnered on at 403 Thompson Road.

Future Highly Supportive Housing outcomes between the Auburn Group, Drewlo Holdings, Sifton Properties, Tricar Group, and Indwell will bring the number of Highly Supportive Housing units to approximately 130 at this time. These units are an exciting step forward toward more housing projects within the community as organizations collectively aim to bring online 600 Highly Supportive Housing units over the next three years.

The Highly Supportive Housing Table's next steps will be exploring the establishment of a leads and partners table for highly supportive housing projects – similar to the one that has been set up for the lead agencies of Hubs.

Hubs Implementation Table

In 2023, the Hubs Implementation Table added the Integrated Lead Agencies and Partners Table under their portfolio to specifically support the establishment of the two Council-approved Hubs: Youth Opportunities Unlimited (Y.O.U.) and Atlohsa Family Healing Services. As of March 2024, both Hubs are operational. Y.O.U. has seen their six respite beds full consistently, with 25 total youth accessing those beds. Also as of March 2024, two of those youth who accessed the Hub have now found permanent housing through the Hub's support. Atlohsa Family Healing Services is also seeing their 10 respite beds being consistently utilized, as well as their drop-in services.

The Hubs Implementation Table has also completed their first draft of a commitment to collaboration document between the Hubs and are continuing conversations with potential partners on the development of the One Number.

Workforce Development Table

In December 2023, frontline worker representation as well as Civic Administration, representatives from CRHESI, London Police Services (LPS) and Emergency Medical Services (EMS) sat down for the first discussion around better understanding what good interactions look like between the sector's frontline staff and first responders. This was a topic that was raised in the fall of 2023 at the Workforce Development Table, and out of that initial discussion, outcomes were established such as a resource book to support first responders in further education around services in the sector; connections to educational institutions to grow awareness with students in training to be first responders; and feedback from frontline staff on what first responders can do differently in interactions.

All these outcomes have seen movement forward. A draft of the resource book for first responders is in progress. Connections have been made with the Fanshawe College School of Safety to find opportunities for frontline staff to be involved in curriculum development, guest lectures, etc. for students. Finally, a first round of feedback from frontline staff has been shared with first responders (Paramedic Services and London Police Services), and these conversations will continue. There has also been a commitment made by first responders to connect with Hubs lead agencies for walk-throughs and relationship-building, outside of when incidents occur. Frontline workers continue to be a critical component of the Whole of Community System Response and these topics are approached with sensitivity and care, as we continue to determine ways to support this sector. Additional work continues to unfold with the sector and sector

partners to establish a process for a labour market survey, and to create and deliver the components of a Workforce Wellbeing Plan.

Reference Tables

The Whole of Community System Response now has four reference tables: Business Reference Table, Developers Reference Table, Funders Reference Table and the Indigenous Reference Table.

The Business Reference Table's outcome is quarterly meetings through this calendar year, which they are in the process of setting up. This table will also be consulted on regarding the Encampment Strategy.

The Developer's Reference Table continues to support its primary outcome – which is provide guidance and expertise on properties, project management and general land development questions.

The Funders Reference Table will be determining the best process to be the main conduit for funding requests for the Whole of Community System Response, to then bring them to SAT and then committee and Council.

Please see Indigenous Led Response for more information on the Indigenous Reference Table.

Indigenous Led Response

In January 2024, it was agreed upon at the Strategy and Accountability Table that an Indigenous Reference Table be established this year. The Reference Table's major outcome will be developing its own framework around health and homelessness, which will inform updated iterations of current deliverables such as the Hubs Implementation Plan, the Highly Supportive Housing Implementation Plan and the Evaluation Framework.

Backbone Supports

System Foundations Table

The System Foundations Table has achieved three major outcomes thus far in 2024: (1) successfully hiring two Research Managers to coordinate research and evaluation efforts through our arms-length research partner, the Centre for Research on Healthy Equity and Social Inclusion (CRHESI); (2) securing funding for those roles and continued Evaluation Framework work from St. Joseph's Hospital Foundation (Finch Mental Health Fund), LHSC and Western University; (3) and having the Evaluation Framework (including roles and responsibilities, topics to be measured and examples of questions to be researched) endorsed by Council on April 2, 2024. Next, this table will be diving into policies and processes to support Hubs and Highly Supportive Housing projects, as well as setting up research teams to contribute to the Evaluation Framework.

Backbone Team

Civic Administration continues to provide logistical and administrative support for all of the tables, as well as regular communication tools to keep involved organizations and the community up to date on the work. Civic Administration also established regular co-chair connections so there is regular reporting back on the 2024 deliverables and collaboration on the work of each table. Civic Administration will be continuing work on updating foundational documents for the Whole of Community System Response such as the terms of reference for the tables.

4.0 Conclusion

Each aspect of the Whole of Community System Response continues to move forward. The momentum will continue as the work aims to bring more people inside and towards housing, which is further supported through the federal government's recent announcement on April 2, 2024, of more money towards housing in Canada.

Recommended by: Kevin Dickins, Deputy City Manager Social and Health Development

Cc:
Scott Mathers, Deputy City Manager, Planning & Economic Development
Kelly Scherr, Deputy City Manager, Environment, and Infrastructure
Anna Lisa Barbon, Deputy City Manager, Finance Supports
Barry Card, Deputy City Manager, Legal Services
Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services
John Paradis, Deputy City Manager, Enterprise Supports

Appendix A

Health and Homelessness Whole of Community System Response

2024 Implementation Approach and Deliverables

The Whole of Community System Response to Health and Homelessness (“the System Response”) model outlines how participants will implement our collective response. Over time, the model is expected to change based on evolving priorities and emerging understanding of how best to deliver on our shared commitments to build a supportive system of mutual respect and care.

Our Intent

We aim to create a unified health and homelessness system that has no wrong door and multiple locations to meet people where they are. Every entry point will offer a range of common functions in an integrated, multi-agency model designed to meet the unique demographic and care needs of individuals and ensure timely, direct pathways to housing.

Our Approach

We believe that housing is healthcare and a fundamental human right. We place the highest priority on providing direct connections to the right housing and housing supports for every individual based on their individual experience, and on building a sense of belonging for all.

Our people-centred, housing-centric system meets people where they are, without judgment, offering culturally safe, low barrier, inclusive choices for care that are violence- and trauma-informed, built on an anti-racism and anti-oppression framework, and underpinned by a consistent harm reduction approach. We are committed to prevention and collective advocacy to reduce the likelihood of individuals experiencing homelessness and to reduce demands on the System Response.

Our approach centres the voices and experiences of individuals with lived and living experience and is co-designed with community to create shared accountability and transparency.

Collective Impact

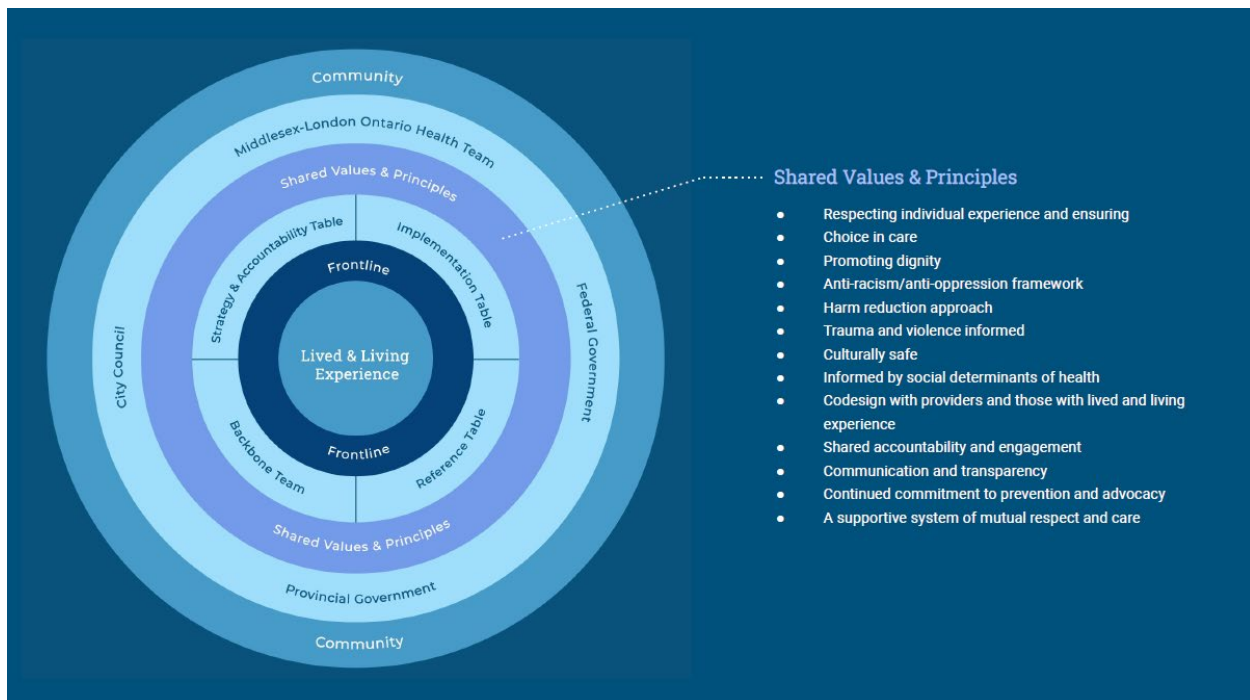
Collective impact is the commitment of a group of individuals and organizations from different sectors to a common agenda for solving a complex social problem. To create lasting solutions to social problems on a large-scale, organizations from all sectors must coordinate their efforts and work together around a clearly defined goal. There are five conditions that, together, lead to meaningful results from collective impact:

- 1. Common Agenda:** All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving it.

2. **Shared Measurement:** All participants agree on how success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.
3. **Mutually Reinforcing Activities:** A diverse set of participants, typically across sectors, coordinate activities through a mutually reinforcing plan of action.
4. **Continuous Communication:** All participants engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation.
5. **Backbone Support:** An independent function dedicated to the initiative provides ongoing administrative and logistic support to the initiative.

Implementation Framework

The whole of community implementation framework provides a people-centric model for how the System Response will organize its efforts.



Indigenous-Led Response

This work includes a commitment to supporting an Indigenous-led system response, recognizing the definition of Indigenous homelessness as separate and distinct from the common colonialist definition of homelessness and respecting the deep knowledge and consultation already inherent in the Giwetashkad Strategy.

While following the lead of Indigenous colleagues in that distinct response, there is a commitment to ensure Indigenous representation in overall system governance and implementation co-design. Discussions are currently underway to help determine a process in support of an Indigenous-led framework. As those move forward, the Health and Homelessness work and approach will adjust.

Lived and living experience

A person-centred, housing-centric system means intentionally and authentically building a “nothing about us, without us” approach. Participants will regularly and meaningfully engage people with lived and living experience in decisions that affect them, including: setting system strategy; identifying priorities for investment, establishing accountability; and designing system elements, such as services hubs, the housing continuum, and addressing the needs of people living in encampments.

The System Response includes the establishment of a Lived and Living Experience Advisory Council that will:

- Advise on strategy and priorities to ensure they align with the needs of people accessing services
- Advise on program & service design, evaluation, and research
- Participate in ongoing environmental scans to identify emerging issues

It is anticipated this Council will be in place by the end of 2024. As it is being established, participants will create meaningful opportunities for people with lived and living experience to participate in co-design of hubs, the housing continuum, and services that support encampments.

Frontline workers

A person-centred, housing-centric system means a focus on those the system is trying to help and those who are doing the critical work on the frontlines. Frontline workers will be co-designers and full participants on implementation tables. In particular, frontline workers will be meaningfully and regularly engaged regarding workforce development issues, including wellness, training, compensation, and engagement.

To support the participation of frontline workers for agencies where service will be negatively impacted, funding can be provided to allow them to backfill with relief staff to ensure their frontline workers are paid to participate.

Strategy and Accountability Table

The purpose of the Strategy and Accountability Table is to guide the overall implementation of the System Response. Specifically, the Strategy and Accountability Table will:

- Establish the Lived and Living Experience Council and receive guidance on strategy and priorities to ensure they align with the needs of people accessing services
- Establish and support all implementation and reference tables
- Establish annual implementation plans for the whole of community system response and provide updates on progress at the monthly meetings
- Review and approve all implementation plans, framework etc
- Prioritize funding requests to support implementation
- Problem solve and provide direction on implementation
- Establish an evaluation framework
- Provide direction on emerging issues
- Coordinate communication and community engagement
- Support advocacy efforts with other levels of government

Membership will include service organizations committed to the System Response.

Decision-making is consensus-driven, in which all members work together to develop solutions that meet the needs of the community, wherever possible. In the event the group is unable to reach consensus after discussion, a majority vote will be called, with one vote per organization. The priority is consensus-driven decision making, and it is expected that votes will be infrequent.

Membership is through self-selection and is expected to include leaders of all organizations engaged in the whole of community system response, the co-chairs of implementation and reference tables, Indigenous health, wellness and social service leaders and elders, and experts as needed.

Implementation Tables

The System Response has four Implementation Tables to guide the initial work of the System Response focused on the following priorities:

- Developing a system of service delivery hubs
- Building out the housing continuum
- Developing an encampment strategy and system of supports
- Workforce development

The purpose of the Implementation Tables is to co-design models and develop the associated implementation plans and funding requests for consideration, feedback and approval by the Strategy and Accountability Table.

Membership is through self-selection and is expected to include people with lived and living experience, frontline workers, administrators, and other experts as needed.

Decision-making is consensus-driven, in which all members work together to develop solutions that meet the needs of the community, wherever possible. Where there is no consensus, Implementation Table co-chairs will encourage participants to refine ideas to arrive at consensus and align with the whole-of-community principle of the System Response.

Indigenous Reference Table

This work includes a commitment to supporting an Indigenous-led system response, recognizing the definition of Indigenous homelessness as separate and distinct from the common colonialist definition of homelessness and respecting the deep knowledge and consultation already inherent in the Giwetashkad Strategy.

While following the lead of Indigenous colleagues in that distinct response, there is a commitment to ensure Indigenous representation in overall system governance and implementation co-design. Discussions are currently underway to help determine a process in support of an Indigenous-led response. As those move forward, the Health and Homelessness work and approach will adjust.

Reference Tables

The purpose of the Reference Tables is to provide expert advice for the Implementation Tables and the Strategy and Accountability Table as required. Initial Reference Tables include:

- Funders
- Building and Development Industry
- Businesses and Business Improvement Associations (BIAs)

Membership at these tables is comprised of those individuals and organizations with subject matter expertise in the relevant area.

The Backbone Support

The backbone is the support infrastructure for a collective impact initiative. There are six essential functions for backbone support:

- Guiding vision and strategy – ensuring the common agenda and implementation plan is updated and implemented
- Mobilizing resources – mobilize and align public/private resources to support the initiative
- Establishing shared measurement practices
- Advancing policy
- Supporting meeting planning, logistics and support for aligned activities

- Cultivating community engagement and ownership

In our collective impact model there are many components to the Backbone Structure as we evolve and mature our collective work and the implementation of the 2024 deliverables. Outlined below are the roles and responsibilities for each key aspect of the Backbone Support:

SAT, Implementation Table and Reference Table co-chairs

- Guiding vision and strategy to ensure we are aligning the work with the shared vision and purpose of the whole of community system response
- Mobilize resources

Systems Foundations Table

- Establish shared measurement practices including the evaluation framework, dissemination and reporting framework
- Advance policy – particularly aligning policies, practices and guidelines

Backbone Team

- Meeting planning and logistics
- Support and for continuous communication and engagement, both within the System Response and to the broader community
- Support aligned activities including recruiting and convening partners and key stakeholders, seeing opportunities to align with other efforts, ensure implementation tables are data driven
- Other administrative functions and processes to support the efforts of participants

The backbone team is initially comprised of dedicated staff from the City of London; the backbone team will require involvement of other organizations and individuals to support strong System Response processes.

Funding and Resourcing

Funding requests to support implementation of the System Response will be prioritized by the Strategy and Accountability Table and directed to the appropriate organization or level of government. Funders will have accountability requirements that must be met through agreements, reporting, and other accountability mechanisms.

Participants in the System Response recognize the need for additional resources to meet community needs. At the same time, building a new system response – one in which we work together differently – compels us to look at how we organize our existing efforts and consider different approaches that optimize the impact of our work through coordination and collaboration.

Health and Homelessness Whole of Community System Response – 2024 Deliverables

Table	Deliverable	Key Action Steps	Timeline
Strategy and Accountability Table	Updating the Housing Stability Plan	<ul style="list-style-type: none"> • Establish a project team and framework/process for review and update. Goal is to create a single plan/framework that brings together all components of addressing health and homelessness in our community (whole of community system response, sustainability, low, mid and high acuity etc) • Engagement of sectors and regular updates to Council through quarterly reports • Community engagement • Review with Implementation and Reference Tables • Approval by SAT • Submission to City Council for approval • Submission to the Province 	<p>Q1</p> <p>Ongoing</p> <p>Q2</p> <p>Q2/Q3</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>
	Establishment of the Lived and Living Experience Council	<ul style="list-style-type: none"> • Undertake initial review of current method of engagement and seek feedback from agencies. • Review purpose and scope – is this still what is needed and the best mechanism to achieve the purpose? • Engage people with lived and living experience regarding purpose and scope • Based on the outcome, develop implementation steps with goal to have the result in place by year end 	<p>Q2</p> <p>Q2</p> <p>Q2</p> <p>Q3</p>
	Capacity of Health and Substance Use System	<ul style="list-style-type: none"> • Similar to the sustainability of the sector discussion, undertake a review of the capacity of the health and substance use system to determine what is required to support the implementation of the whole of community system response and the relationship with the updated Housing Stability Plan 	<p>Q2</p>

Table	Deliverable	Key Action Steps	Timeline
		<ul style="list-style-type: none"> Results of this review may lead to an independent action plan or it is integrated into the Housing Stability Plan update 	
	Summit 2024	<ul style="list-style-type: none"> Plan and hold a Summit 2024 that serves as an update on progress, check in, celebration, etc. 	Q2
Hub Implementation Table	Interim Intake Process	<ul style="list-style-type: none"> Finalize interim intake process for people moving from hubs into housing Bring to SAT for approval. Update Council through April quarterly report 	Q1 Q1 April
	One Number	<ul style="list-style-type: none"> Establish lead and project team Confirm purpose of one number and develop implementation plan to achieve that purpose i.e community facing and relationship with 911 Seek initial support from SAT regarding purpose and implementation plan Seek funding source through Funders Table Confirm direction and funding source with SAT to proceed to implementation Implementation 	Immediate Q2 Q2/Q3 Q3 Q3 Q4
	Lead Agency and Partners Table	<ul style="list-style-type: none"> Development of consistent approach to community engagement for initial and future hubs with a recommendation to SAT Development of standard MOU/Commitment to Collaboration for lead agencies and partners in hub operation (this MOU could also be used for highly supportive housing leads and partners). Reference tables to be consulted and then final draft brought to SAT for support 	Immediate Q2

Table	Deliverable	Key Action Steps	Timeline
		<ul style="list-style-type: none"> Quality Improvement Planning re: achieving service standards 	
	Bringing on additional hubs	<ul style="list-style-type: none"> Development of strategy for readiness/scaling up and determination of the total number of hubs required and populations to be served – this could be integrated into the update of the Housing Stability plan Bring forward readiness plan to SAT for support Support to potential lead agencies in terms of proposal development, locations etc Process for bringing additional hubs forward will be either through unsolicited proposal to the City OR RFP pending additional provincial funds 	<p>Q2</p> <p>Q2</p> <p>Ongoing</p> <p>Ongoing</p>
Housing Implementation Table	Housing Implementation Plan	<ul style="list-style-type: none"> Revise plan and provide update to SAT for approval Submit to Council for endorsement 	<p>March 7 SAT</p> <p>March 26 SPPC</p>
	Leads and Partners Table	<ul style="list-style-type: none"> Consider the establishment of a leads and partners table for highly supportive housing projects – similar to the one for HUBs. 	Q1
	Intake Process	<ul style="list-style-type: none"> Finalize standard intake process to ensure consistency and transparency for highly supportive housing units (this will be tied to Hubs to Housing transition process and Coordinated Access”) 	Q2
	Process for Projects Coming forward	<ul style="list-style-type: none"> Identify a process for supporting projects coming forward to ensure adherence to the plan 	Q2

Table	Deliverable	Key Action Steps	Timeline
	Process for accessing funding including municipal, OHT, the Fund etc.	<ul style="list-style-type: none"> • Development of a funding map/formula • Need clear linkages with capacity of health system work 	Immediate
Encampment Implementation Table	Encampment Strategy	<ul style="list-style-type: none"> • Disseminate literature review to EIT • Draft terms of reference, workplan, literature review • Review draft consultant's report and provide feedback • Develop consultant's report recommendations • Finalize report • Review/Modify encampment strategy and update SAT • Seek feedback from reference tables and Community consultations • Finalize encampment strategy and implementation plan • Present to SAT • Revise if necessary and present to City Council 	March March April April May May May June June SPPC June 18
Workforce Development Table	Labour Market Study	<ul style="list-style-type: none"> • Subsequent to SAT support on next steps, provide an overview to Funders Table to identify potential funder and process to initiate the study • Pending source of funding identified develop project lead and plan for study to proceed and be completed in 2024 	March Q2 – Q4
	Workforce wellbeing plan	<ul style="list-style-type: none"> • Identify partner to coordinate/host/promote events 	Q1
	Working together – front line and first responders	<ul style="list-style-type: none"> • Develop EMS/LPS guidelines to support positive interactions between front line and first responders 	Q2-Q3

Table	Deliverable	Key Action Steps	Timeline
	Workforce Training Plan	<ul style="list-style-type: none"> Finalize draft workforce training plan Provide to relevant reference tables for review and feedback Bring final draft to SAT for review and feedback Finalize plan 	Q2-QQ3 Q2-Q3 Summer 2024
Indigenous Reference Table		<ul style="list-style-type: none"> Discussions underway to determine next steps Supports and resources to be identified to support the development of an Indigenous-led framework 	Immediate
Business Reference Table		<ul style="list-style-type: none"> Quarterly meetings 	Ongoing
Developers Reference Table		<ul style="list-style-type: none"> Support to hub and housing implementation tables Provide feedback to key planning and implementation documents Provide development and construction advice and expertise on specific site and buildings 	Ongoing
Funders Reference Table		<ul style="list-style-type: none"> Develop guiding principles for collaboration with funders. Identify opportunities to support implementation Respond to specific requests 	Feb Ongoing
Backbone Supports	System Foundation: Evaluation Framework	<ul style="list-style-type: none"> Confirm evaluation framework with SAT to submission to Council Develop data collection and reporting strategy for year over year reporting beginning every July Align this reporting with the quarterly CoL reporting 	Mar Q2 Q2
	System Foundation: Policies, procedures and guidelines	<ul style="list-style-type: none"> Undertake review of the fundamental policies, procedures and guidelines that need to be in place to support hubs and highly supportive housing (driven by implementation plans) and make recommendations for changes, updates or new 	Q3

Table	Deliverable	Key Action Steps	Timeline
	System Foundation: Alignment with local health systems planning	<ul style="list-style-type: none"> Develop a process to align the work of Health and Homelessness with health system planning occurring at the Ontario Health Team and Ontario Health - West 	Q2
	Community Engagement	<ul style="list-style-type: none"> Develop and implement ongoing community engagement strategy regarding the work, progress and updates for whole of community system response and specific initiatives e.g.: housing stability plan update, new hubs, new highly supportive housing initiatives etc. 	Immediate
	Communication	<ul style="list-style-type: none"> Review and update communication tools for keeping all tables and involved organizations up to date on the work and next steps e.g. quarterly bulletins, etc. Develop communication strategy for the community on progress etc 	Q1 Q1
	Administrative	<ul style="list-style-type: none"> Update the letter of commitment Update terms of reference for all tables Put in place leadership succession plans Update assignment of supports to each table Develop standard reporting tools that link to the communication Formally establish the Co-chair table with the responsibility for oversight of the 2024 deliverables, the day-to-day management of agendas and work of each table, etc. 	Q2 Immediate