

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 – Q2 Quarterly Report
Date: July 18, 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 – Q2 Quarterly Report;

- a) That, the Whole of Community System Response – Quarterly Report **BE RECEIVED** for information.

Executive Summary

This report serves as our second quarterly report, with the last update being in April 2024. As directed by Council in December 2023, Whole of Community System Response progress updates moved from monthly to quarterly. These reports follow progress updates on the Draft 2024 Deliverables document as attached as Appendix A, 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 Q1 Quarterly Report in April 2024, the Whole of Community System Response has seen finalization and endorsement of the Community Encampment Response, the public announcement of more highly supportive housing units in the community, an updated Hubs application process, and the beginning of research and evaluation teams meeting around this work.

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

Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness to attain and retain permanent housing. This work supports recovery efforts through a coordinated response

that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

Analysis

• 1.0 Previous Reports Related to this Matter

- Whole of Community System Response – Quarterly Report (April 16, 2024)
- 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 will receive 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 draft framework as 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

The Strategy and Accountability Table recently reviewed and supported the Community Encampment Response. The table is also providing space for new ideas and solutions within the Whole of Community System Response and continuing to provide support and direction for the Draft 2024 Deliverables as attached as Appendix A. Since the last quarterly report, Jodi Younger, Vice-President – Patient Care & Quality, St. Joseph’s Health Care London, has been endorsed as the healthcare co-chair of the table.

Encampment Strategy Implementation Table

The Community Encampment Response plan was endorsed at the June 18 Strategic Priorities and Policy Committee and the June 25 Council meeting. This document underwent multiple community engagements, as well as consultation with local businesses and those with lived and living experience. In addition, a Basic Needs report was also brought forward at the June 18 Strategic Priorities and Policy Committee. Further refinement on how to support the basic needs of individuals living unsheltered continues, as does monitoring the impact of proximity parameters on encampment locations and for those experiencing unsheltered homelessness, the immediate surroundings, and the frontline workers that support folks.

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.

Recently announced in June 2024, and endorsed by the Strategic Priorities and Policy Committee and Council, is 50 additional highly supportive housing units being offered through a project at 46 Elmwood Place between the City of London, the federal government and Auburn Group, Drewlo Holdings, Sifton Properties, Tricar Group and Indwell. This project, approved by Council in June 2024, will see the former long-term living building converted into highly supportive housing in early 2025. This brings our total of highly supportive housing units to 143.

The Highly Supportive Housing Table will be reviewing an amended process around intake for highly supportive housing projects that partner with Civic Administration and continuing to work on standing up its lead agency table with current highly supportive housing operators.

Hubs Implementation Table

Both Hubs continue to be busy. For Youth Opportunities Unlimited (Y.O.U.), their six respite beds and nine transitional rooms continue to be at capacity. Since the opening of this Hub, there have been powerful stories of progress for youth entering the hub achieving sobriety, reconnecting with family and kin, transitioning to permanent housing, registering for school, being connected with primary care case workers, and experiencing overall improved health outcomes. Eight youth have found housing through the Hub through reconnecting with family, transitional housing and private housing.

Atlohsa Family Healing Services also continues to be operating at capacity with their 10 respite beds and 18 transitional spaces. There have been six Indigenous people permanently housed. In terms of staffing and space updates, they've added Youth Diversion and Youth Stability workers and renovated washrooms with two new showers complete. Finally, an open-door policy is in place, continuing to support whole of community with meals, showers, laundry, and rest.

The Hubs Implementation Table has been working alongside Civic Administration to build a refined and more collaborative Expression of Interest (EOI) process to support more organizations within the sector to apply to become Hubs. That process is moving forward to the Strategy and Accountability Table for consideration.

Workforce Development Table

This table has made progress on two of its major deliverables. One being a document of recommendations on improving interactions between frontline staff within the sector and first responders. The document has been reviewed and added to another deliverable: a resource booklet including information on when different service providers are open, what services they provide, etc. to give more detail for responders first when seeking support options for individuals they encounter. There is also an opportunity, currently in progress, for frontline representatives to present at London Police Services (LPS) parade presentations in the fall, and the frontline representatives and LPS are working together on that initiative.

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.

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 held one of their quarterly meetings, where they supported a review session on the Community Encampment Response plan with local businesses to seek their feedback as part of overall community engagement on the plan.

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 has developed a form for applications for funding and will be aiming to meet again this summer.

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. The table is still in development.

Backbone Supports

System Foundations Table

With 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, this table is now working towards the Council resolution to report back on metrics and the report format for data sharing around the Whole of Community System Response. The research and evaluation teams, managed by the Centre for Research on Health Equity and Social Inclusion (CRHESI), have launched, and are meeting regularly to discuss what research and evaluation projects are already happening in the community and what other questions need to be answered through the measurement of the Whole of Community System Response. Finally, the table is exploring policies, procedures, guidelines, etc. that should apply to Hubs, Highly Supportive Housing and also provide a baseline for the rest of the sector.

Backbone Team

Civic Administration continues to provide logistical and administrative support for all the tables (implementation and reference tables), as well as regular communication tools to keep involved organizations and the community up to date on the work. Civic Administration was also central to the organization and implementation of community engagements and their presentations.

4.0 Conclusion

With announcements around additional highly supportive housing projects, more partners within the sectors exploring the Hubs model, and a unique to London Community Encampment Response plan supported by Council, the Whole of Community System Response now has strategic pillars focused on how to support people that have nowhere to live in their efforts to reduce deprivation and meet their basic human needs in encampments, a plan that is operationalized on creating acute indoor hub spaces, and a clearly defined and expanding highly supportive housing framework. The three focus areas are underpinned by an ever-evolving evaluation and research component, dedicated training, development, and support model for the workforce, and regular engagement with a wide range of funders, businesses, and developers. Civic Administration continues to support any advocacy efforts of Council and is routinely asked to contribute or participate in cross-province discussions on this robust model of care.

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

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

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

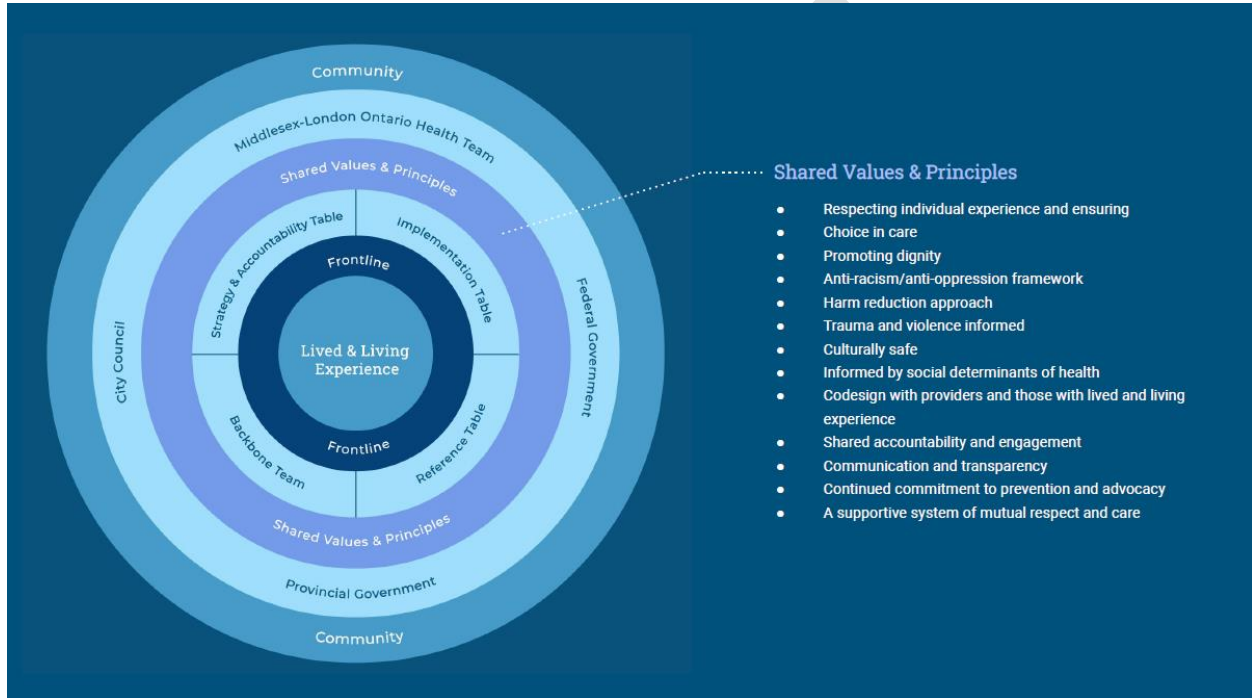
Collective impact is the commitment of a group of individuals and organizations from different sectors to a common agenda for solving a complex social problem. To create lasting solutions to social problems on a large-scale, organizations from all sectors must coordinate their efforts and work together 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 affirmation 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	Progress
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>	In Progress
	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>	In Progress
	Capacity of Health and	<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 	Q2	Not Started

Table	Deliverable	Key Action Steps	Timeline	Progress
	Substance Use System	<p>community system response and the relationship with the updated Housing Stability Plan</p> <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	Not Started
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	In Progress
	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 	<p>Immediate Q2</p> <p>Q2/Q3 Q3 Q3 Q4</p>	In Progress

Table	Deliverable	Key Action Steps	Timeline	Progress
	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 • Quality Improvement Planning re: achieving service standards 	<p>Immediate</p> <p>Q2</p>	In Progress
	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>	In Progress
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>	Complete
	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	In Progress

Table	Deliverable	Key Action Steps	Timeline	Progress
	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	In Progress
	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	In Progress
	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	In Progress
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 May June June SPPC June 18	Complete

Table	Deliverable	Key Action Steps	Timeline	Progress
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	In Progress
	Workforce wellbeing plan	<ul style="list-style-type: none"> Identify partner to coordinate/host/promote events 	Q1	In Progress
	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	Complete
	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	In Progress
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	In Progress
Business Reference Table		<ul style="list-style-type: none"> Quarterly meetings 	Ongoing	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	Ongoing

Table	Deliverable	Key Action Steps	Timeline	Progress
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	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	Complete (initial framework to Council Spring 2024 – more to come)
	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	In Progress
	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	Not Started
	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	In Progress

Table	Deliverable	Key Action Steps	Timeline	Progress
	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	In Progress
	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	In Progress