Appendix E - Roadmap to End Homelessness Logic Model

Vision/Goal: To achieve functional zero homelessness in Greater Sudbury by 2030

Resources:

- Federal funding
- Provincial funding
- Municipal funding
- Internal CGS staff
- Service delivery partners

Activities	Outputs	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes
What strategies/programs are currently in place or will be implemented?	What are tangible products of our activities?	What changes do we *expect* to occur within the short-term?	What changes do we *want* to see after that?	What changes do we *hope* to see over time?
Pillar 1: Prevention – homelessness is rare				
• Affordable Housing Supply (e.g., deep-core, rent supplements, housing allowances, private market) • CHPI program (including expansion to program) • Client Navigators • Affordable Housing CIP • Action Research Project on Chronic Homelessness (ARCH) • Rent Bank • Internal Policy Review • Housing Loss Prevention Strategy • Strengthen Partnerships with Provincial Systems and Other Sectors • Communications Strategy – NIMBY-ism • Advocacy – rent supplements, affordable housing, social assistance rates	• Affordable housing developments and investments (deep-core, rent supplements, housing allowances, private market, AHCIP, land-banking) • Individuals supported with housing loss prevention through CHPI, Client Navigators, rent bank, housing loss prevention strategy • Communications to community to reduce NIMBY-ism • Strategies implemented to	• Individuals experiencing homelessness move into affordable housing • Evictions prevented through CHPI, Client Navigators, rent bank, housing loss prevention strategy • Adequate supports are available to support the needs of people at-risk of homelessness • Discharge planning	• Reduction of people who become newly homeless each month (50% reduction target) • Reduction of people who return to homelessness each month (50% reduction target) • Reduction of people who are at-risk of homelessness due to increased affordable housing supply, improved building conditions	• Further reduction of people who become newly homeless each month (functional zero target) • Further reduction of people who return to homelessness each month (functional zero target)

	• address youth homelessness (ARCH) • Internal policies reviewed and updated to ensure alignment between departments • Partnerships strengthened with provincial systems and other sectors • Advocacy to upper levels of government on increased rent supplements, affordable housing development and social assistance	processes are strengthened within provincial institutions preventing exits into homelessness • Housing conditions are improved through partnerships with other sectors (e.g., public health, by-law) increasing housing retention • Increased investments in affordable housing, rent supplements and social assistance due to advocacy • NIMBY-ism is reduced	and increased social assistance	
Pillar 2: Rapid re-housing/diversion – homelessness is brief				
• Emergency Shelters • Flex Funds • Bridge Housing • Client Navigators • Rapid Re-housing • Urgent Status – RGI Waitlist • Strategy to reduce discrimination and racism • Identification Bank	• Individuals access emergency shelters, bridge housing and identification bank • Individuals are supported to obtain housing through client navigators, rapid re-housing, urgent status, flex funds, bridge housing • Strategies implemented to reduce discrimination and	• Housing is obtained through client navigators, rapid re-housing, urgent status, flex funds, bridge housing • Discrimination and racism is reduced towards individuals experiencing homelessness in the rental market, leading to	• Reduction of individuals actively homeless in the community (50% reduction target) • Average length of time to become housed through the By-Name List and Urgent Status is reduced (50% reduction target) • Individuals achieve housing stability and	• Reduction of individuals actively homeless in the community (functional zero target) • Average length of time to become housed through the By-Name List and Urgent Status is further reduced (target 30 days to become housed)

	racism in the rental market	increased housing opportunities and outcomes	remain housed after 12 months	• Individuals remain housed long-term • Reduction of emergency department visits due to shortened experience of homelessness
Pillar 3: Supportive housing and wrap-around services – homelessness is non-recurring				
• Supportive Housing • Housing First program • Coordinated access • Veteran Homelessness program • Community Housing engagement • Advocacy – supportive housing • Transitional Emergency Shelter models • Transitional Housing for priority populations	• Individuals housed through supportive housing, housing first program, transitional housing, veteran homelessness program • Individuals prioritized for housing programs through coordinated access • Advocacy to upper levels of government on investments to supportive housing • Engagement opportunities provided through community housing to tenants • Emergency shelter models converted to transitional housing	• Increased supportive housing developments • Individuals become housed in transitional housing converted from emergency shelters • Individuals become housed through coordinated access in housing programs that match their level of need (supportive housing, housing first, transitional housing, veteran homelessness program) • Community housing tenants participate in engagement opportunities	• Reduction of people who return to homelessness each month (50% reduction target) • Individuals housed in supportive housing programs achieve housing stability and remain housed after 12 months • Improvements to health outcomes of supportive housing participants • Individuals enroll in job training programs or achieve employment following becoming housed • Increased participation by community housing tenants in engagement opportunities	• Further reduction of people who return to homelessness each month (functional zero target) • Individuals housed in supportive housing programs remain housed and successfully transition out of the program into community • Further improvements to health outcomes of supportive housing participants • Individuals exit social assistance programs and enter full-time employment

Pillar 4: System-level Recommendations				
• Develop Health, Housing and Homelessness Integrated Planning and Operations Table • Develop Workforce Strategy • Develop Lived Experience Advisory group • Strategies to support Indigenous Healing and Well-being • Trauma-informed approach to service delivery	• Partners participate in the Health, Housing and Homelessness Integrated Planning and Operations Table • Strategies implemented to recruit and retain skilled staff in the sector • Individuals participate in the lived experience advisory group • Strategies implemented to support indigenous healing and well-being • Trauma informed approaches implemented sector-wide	• Advocacy to upper levels of government on priority areas identified through the Integrated Table • Increased recruitment and retention of staff in the sector • Lived experience advisory group participates in system planning • Support provided for indigenous systems planning • Increased engagement with homeless population due to trauma training	• Priority items are achieved through advocacy of the Integrated Table • Agencies continue to recruit and retain staff • Indigenous healing and well-being is improved due to system approach • Improved housing outcomes due to trauma informed approaches	• System conditions are achieved to support functional zero homelessness (e.g., agencies have adequate staff to support programs, coordinated system planning occurs, staff receives adequate training to support housing outcomes) • Reduction of over-representation of Indigenous population within the homeless population