



# From Managing to Ending Homelessness in the City of Greater Sudbury

Housing First Steering Committee

April 7, 2025



# Desired Outcomes

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- Level setting & refresher – Same Team, Same Goal!
- Update on Progress to date with QBND, CA, and BFZ – Where we are, where we're headed!
- Clearing the Path (and avoiding the roadblocks)



## THE CANADIAN ALLIANCE TO END HOMELESSNESS

*The Canadian Alliance to End Homelessness works to prevent and end homelessness by helping to build effective community response systems and campaigning for the policy changes needed for everyone to have a place to call home.*



### Advocacy, Campaigns & Policy

To end homelessness, we need to change policy and public opinion. We work with communities and governments to develop effective policies, while building public support for ending homelessness.



### Community Impact

We partner with and support communities to build local homeless response systems aimed at reducing and ending homelessness. Our approach includes coaching, training, systems development, peer learning, and ongoing tailored community support.



### Data & Strategy

We work with local communities and partners to create solutions to reduce homelessness by providing data insights, tracking trends, creating resources and mobilizing knowledge towards ending homelessness.

### National Conference on Ending Homelessness

Every year, the National Conference on Ending Homelessness brings together over 2000 people from across the sector to engage and learn from each other, accelerating the end of homelessness in their communities.



# Built for Zero Canada Homelessness is Solvable



BFZ-C has been  
working with

67

Communities

40

BFZ-C Chronic/Veteran  
Cohort

27

BFZ-C Foundations  
Cohort

41

communities confirmed  
Basic Quality Data for  
Chronic Homelessness +  
16 Veteran Quality Data

37

communities have  
confirmed **Reaching  
Home** level of CA  
(previous RH directives)

10

Communities sustained a  
**reduction in chronic  
homelessness**

4

Communities have  
confirmed **functional  
zero** for Chronic or  
Veteran homelessness

# BND & CA On-line Courses

Feel free to check out the following free resources:

1. [Introduction to By-Name Data](#) (approx. 30 minutes) – no key required. [Slide Deck PDF](#)
2. [Introduction to Coordinated Access](#) (approx. 1 hour) – no key required. [Slide Deck PDF](#)



# By-Name Data – Short and Simple Description

Can also use a  
unique identifier

dynamic rather  
than static

known and  
consenting

**By-Name Data is real-time data of all people experiencing homelessness in your community.**

# Using By-Name Data: Helping People and Systems

Person-  
Level  
Data

1

**Helping people to exit homelessness  
(e.g., name, housing needs and preferences, etc.)**  
*for Coordinated Access and supporting individuals and  
families to housing as quickly as possible*

System-  
Level  
Data

2

**Helping systems to improve  
(active homelessness, inflow, outflow)**  
*for identifying systems improvements and measuring  
progress to functional zero*

# System-Level Data to Drive Improvement

For further details on the six data points see the

[By-Name List Data Reliability Tool](#)

Use inflow data to target prevention efforts

Use outflow data to monitor and accelerate movement

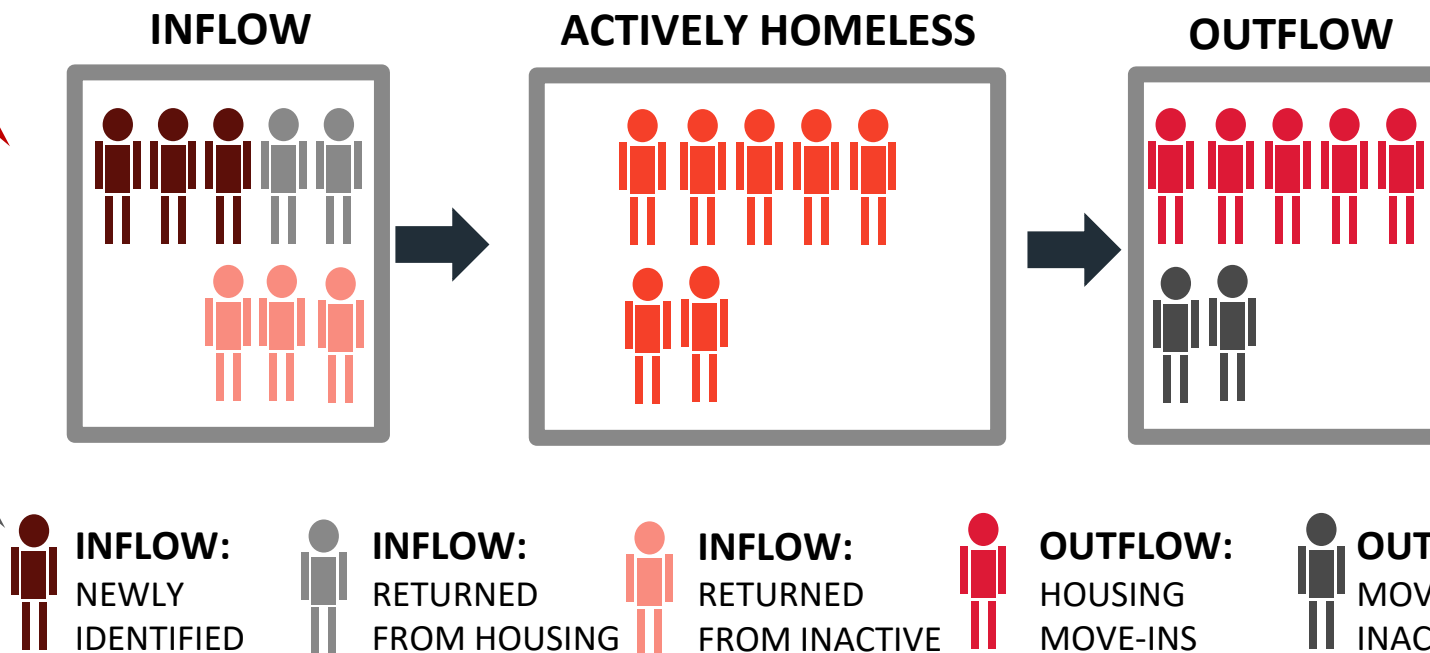
Who is becoming homeless and why?

Who is losing contact with our services?

Are housing programs working?

Who is coming back into contact with our services?

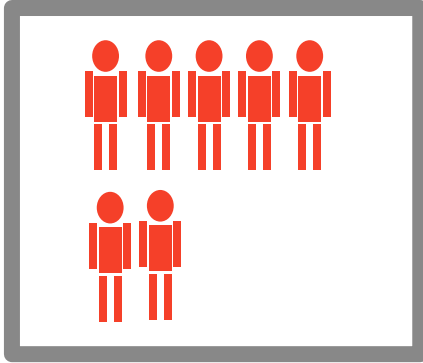
What's working to help people get housed?





# Person-Specific Data for Coordinated Access

## ACTIVELY HOMELESS

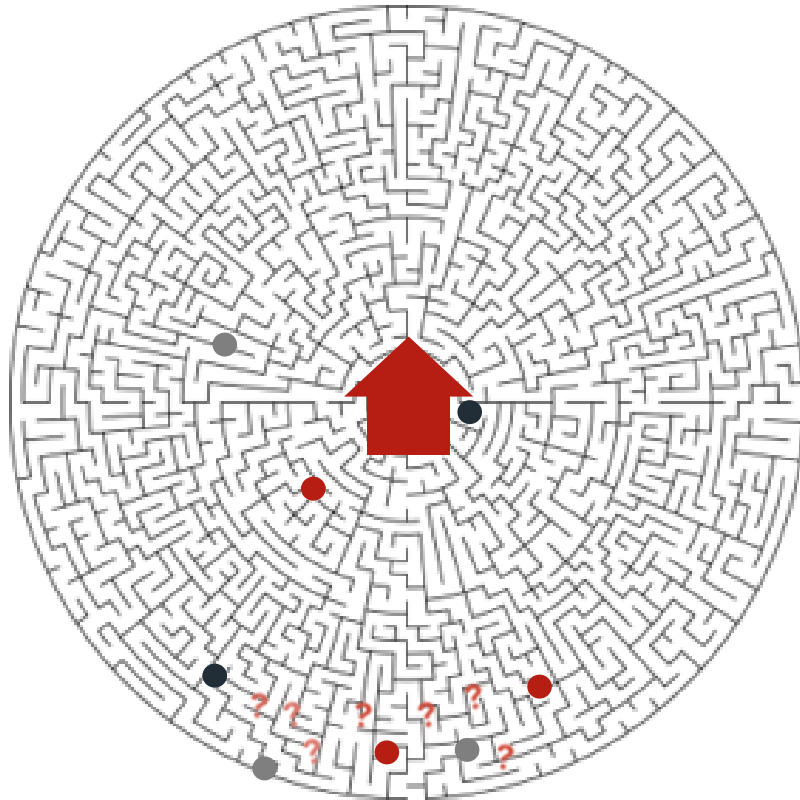


Who is eligible  
and prioritized for  
an available  
vacancy?

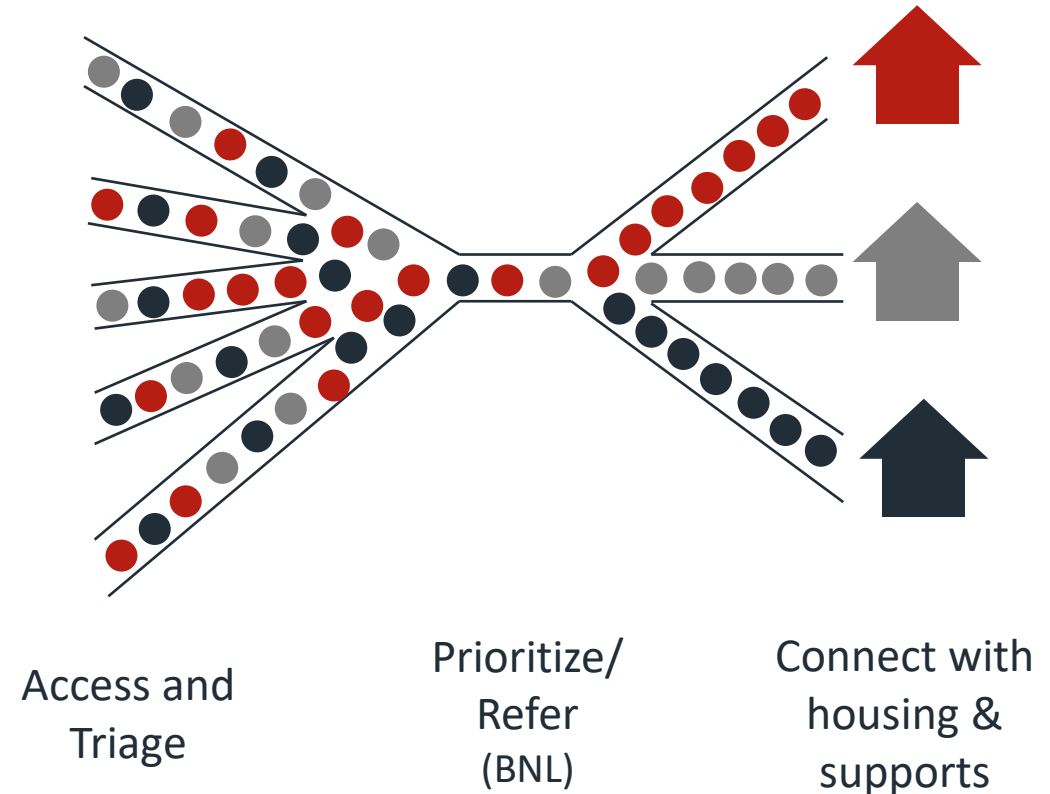
The By-Name List is used to  
**coordinate access to housing  
resources** that are available  
across the community

**One clear pathway** to  
accessing housing resources for  
all known individuals actively  
experiencing homelessness

# Coordinated Access

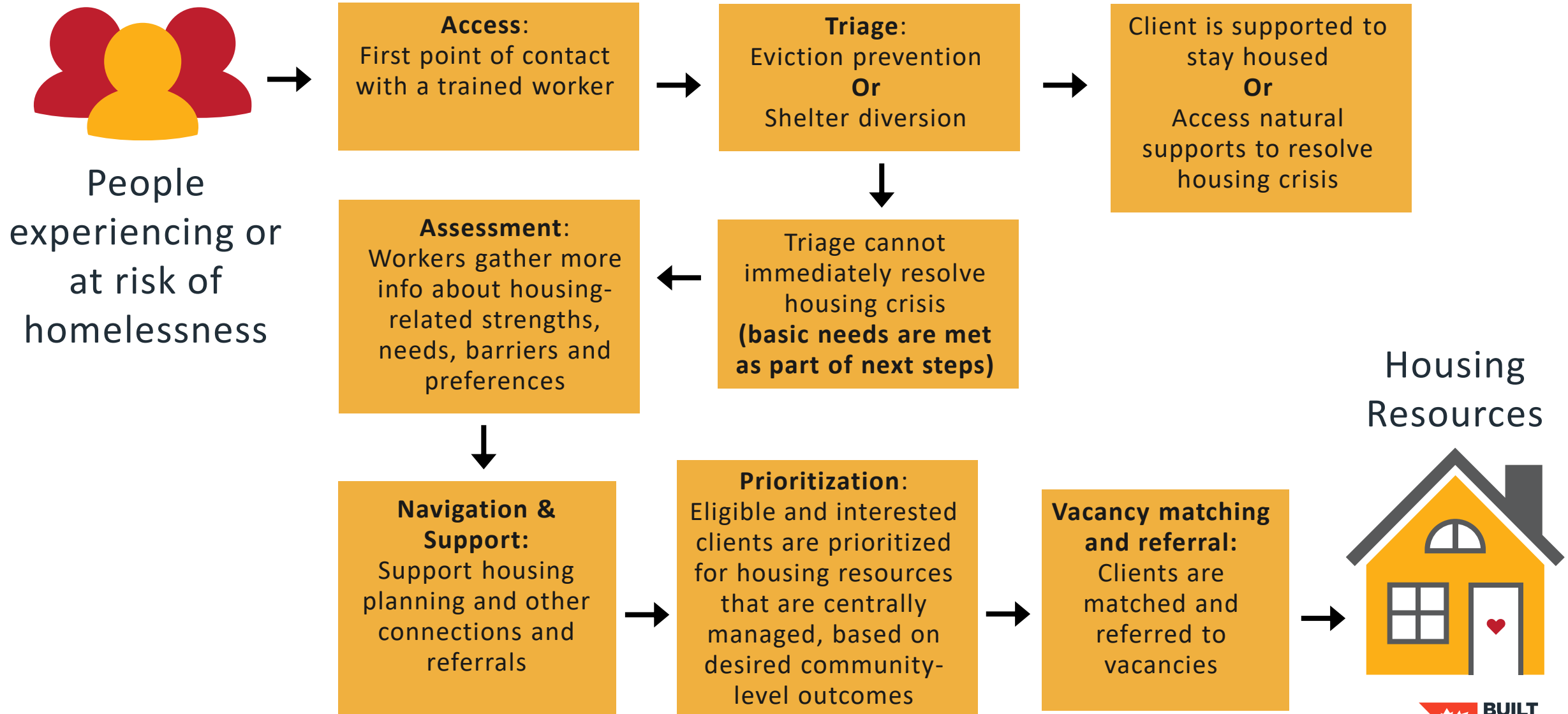


**Without Coordinated Access**



**With Coordinated Access**

# Coordinated Access Process Flow



# It's not just a program...

## Former Approach to Managing Homelessness



No single actor is fully accountable for ending homelessness in a community.



Funders evaluate success on the performance of individual housing programs.



A once-a-year count of a problem that changes nightly.



Housing supply paralysis.

## The Built for Zero Movement



Lead by an integrated, coordinated **team**



Community- level measurements look at performance of the **system** with a relentless focus on ENDING homelessness



Comprehensive **real-time**, by name data that is DRIVING improvements and pivots



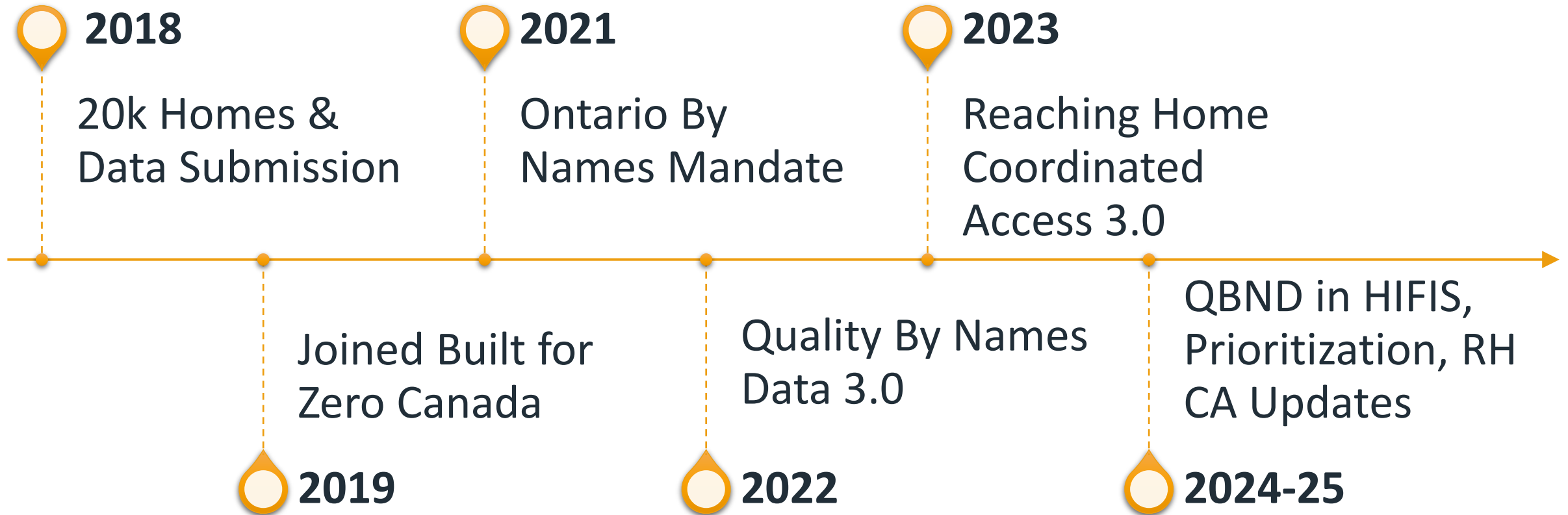
**Strategic**, data-driven housing & resource investments





# Progress Update in Sudbury

# Greater Sudbury Improvement Journey

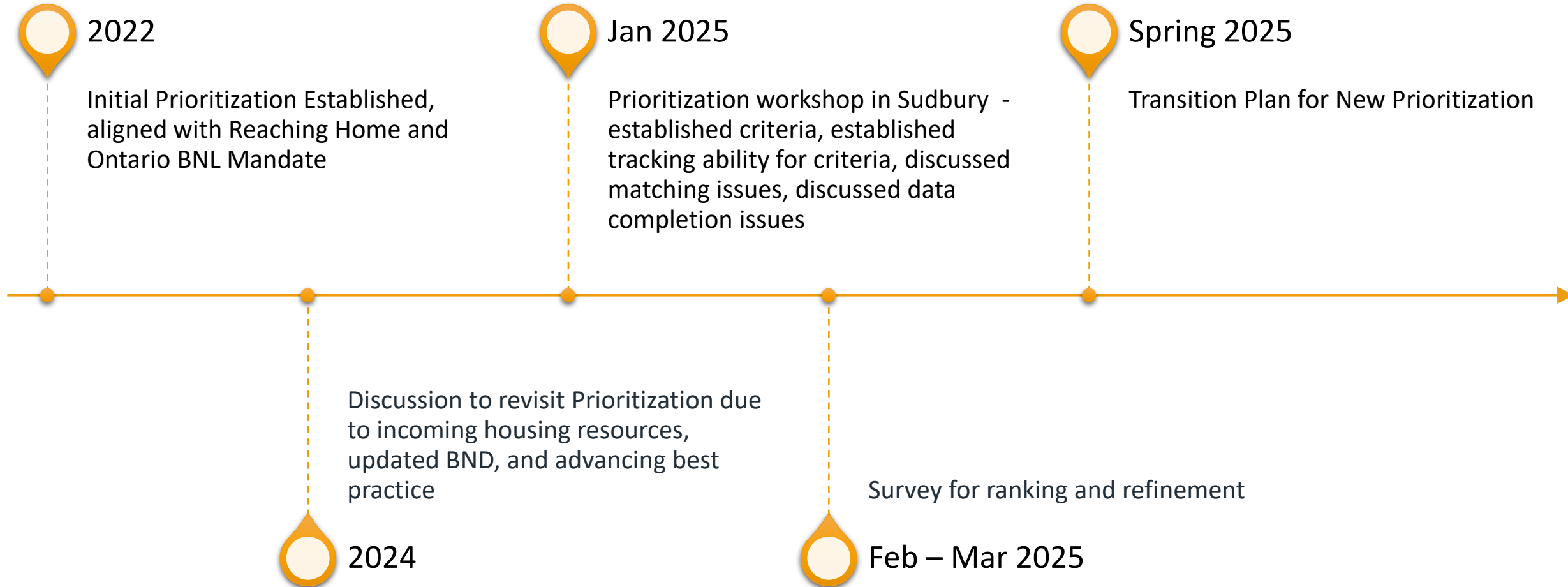




# Community Highlights

- Early adopter of CA and BND
- Leading Community in HIFIS Implementation
- **151 Move Ins** in last 12 months
- Active Participation in Learning Sessions, CAEH Conference, Community of Practice Calls, BFZ Movement Leadership Group
- Developing Housing-Focused Programs (Housing Continuum)\*
- Roadmap to **End Homelessness by 2030**

# Sudbury Prioritization Journey





# Current Matching Process

1

## Vacancy Referral

Service providers advise BNPL Coordinator (City of Sudbury) of Vacancy prior to or during HART Meeting.

2

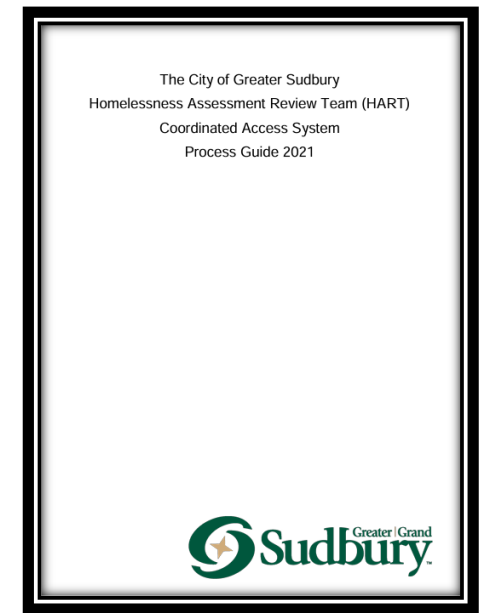
## Priority List

BNPL Coordinator filters BND by eligibility and priorities, and presents at HART meeting

3

## Selection at HART

Matches of done based on prioritization list and HART Discussion.  
(Time frame for accept/decline is two weeks.)



# Updated Prioritization 2025\*

Youth						
Priority	Tri-Morbidity	Unsheltered	Aging Out of Care	Chronic	Pregnant or Parenting	Total
Score	5 (+1)	4	3	2	1	16
Single Adults						
Priority	Tri-Morbidity	At Risk of Violence	Unsheltered	Chronic	Senior (55+)	Total
Score	5 (+1)	4	3	2	1	16
Families						
Priority	Domestic Violence / Intimate Partner Violence	Family Separation or Child Welfare Involvement	Chronic (>1 Member)	Acute Mental Health (> <u>1</u> Member)	Indigenous (>1 Member)	Total
Score	5	4	3	2 (+1)	1	16

Priority: Low (0-4), Mid (5-8), High (8+)

\*Proportional Allocation: **1 in 3** resources for Indigenous Population

# HART Evolution



# Dynamic Prioritization

## Caseload Balancing

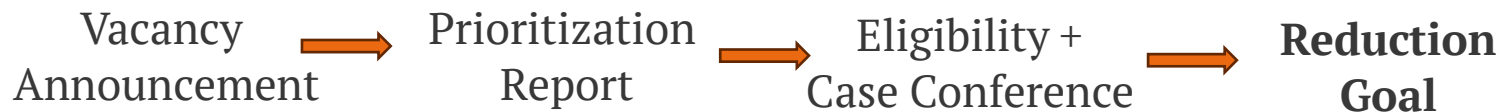
Ensure balanced caseloads by acuity levels and capacity

## Housing First

Maintain Housing First and CA principles in new projects

## Collaboration

Foster compatibility among residents and supports





# Transition Plan

1. Define Criteria with Community



2. Update the BND Addition Form



3. Update HIFIS w/ Custom Table – April 2025

4. Work with ACRE Consulting on new Prioritization Report

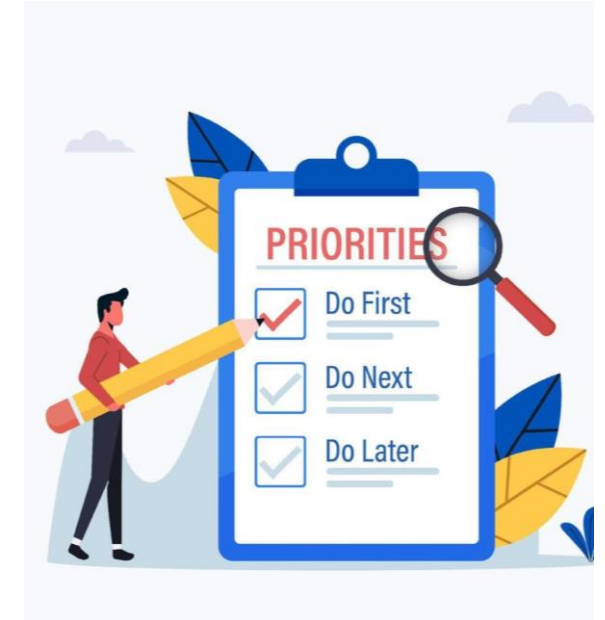
5. Bring BND exclusively into HIFIS (discontinue Excel version)

6. Update Consent Form, CA Guide, Prioritization Matrix

7. Update Training Materials for Service Providers and HIFIS User Guide; 1-3 Month Training

8. Update Housing Resource Inventory with new Eligibility Criteria

9. Evaluate/Review/Pivot in 2026





**Where do we  
need to go?**

# Pathway to Ending Homelessness



## Leadership and Governance

- Leadership (Political Acuity)
- Mindsets
- Clear Guiding Principles
- Governance
- Facilitation and Meeting Design



## Technical Skills for Complex Problem Solving

- Improvement Science/Model for Improvement/Continuous Improvement
- Data Analysis and Visualization
- Change Management
- System Planning



## Data Culture

- Quality BNL
- Integrated HMIS
- Real-time, By-Name Feedback Loop for Data-Driven Evidence Informed/Data Driven Decision Making



## Community Will and Buy-In

- Communication
- Community Engagement
- Right People at the table
- Municipal council endorsement



## Systems Integration

- Quality CA system
- Proven Approaches
- Other Human Service Systems
- Systems Design



## Relentless Housing Focus

- Housing and Support Investment
- Alignment across projects and priorities
- Focus on housing chronic population
- Flexible resources that can pivot based on data
- Housing First

## COMMUNITY PATHWAY



Onboarding

Quality By-Name List

Reduce

Home Stretch

Sustain

Functional Zero







# Homelessness Response System



## **Multiple Priorities / Plans:**

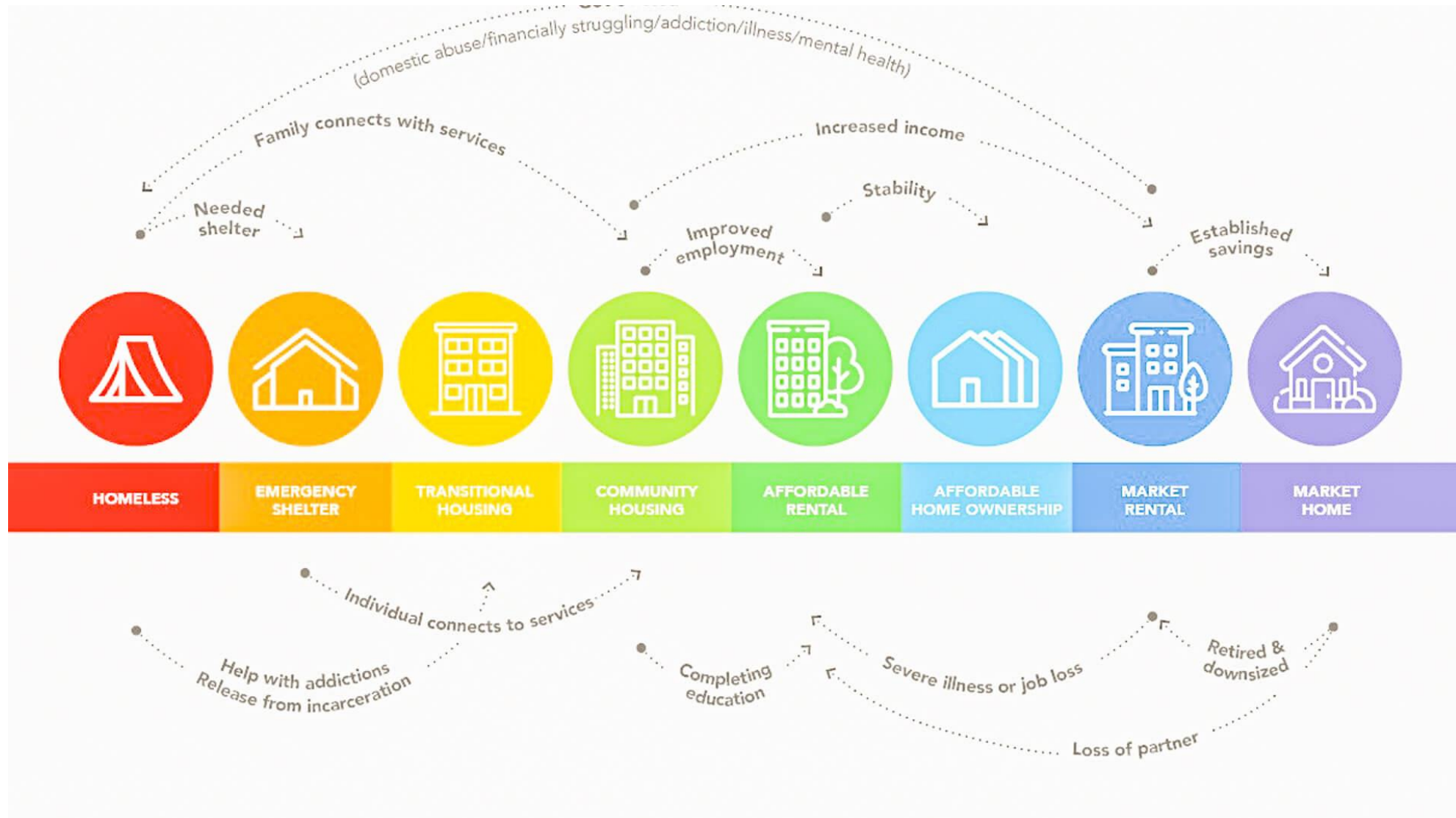
Roadmap to End Homelessness  
Reaching Home Requirements  
Community Safety & Wellbeing  
Housing Strategies  
Provincial Mandates  
City Priorities



## **True Collaboration:**

Transparency & Equity via CA  
Community Buy In (Safety & Trust)  
Single Source of Truth (HIFIS)  
Accountability and Adaptability  
BND in all Housing Builds

# From Access to Exit





**From Managing  
Homelessness  
to Ending  
Homelessness –  
Rowing  
Together!**



# We got this!

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