

**Reaching Home:  
DSSMSSAB Community Plan  
2024–2028**

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## Introduction

In completing this template, communities are encouraged to develop comprehensive Community Plans that reflect the contributions of all funding partners, including other orders of governments, not-for-profit organizations, and the for-profit sector. The Community Plan does not preclude adjustments in priorities throughout the funding cycle; communities are still expected and encouraged to regularly review priorities for investment with their Community Advisory Board(s), including sub-project approval.

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

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

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

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

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

## 1. Community Engagement

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

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

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

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

The District of Sault Ste. Marie Social Service Administration Board's (DSSMSSAB) 10 Year Housing and Homelessness Plan continues to be the guiding document in our community to address housing and homelessness needs. This plan is currently being updated in conjunction with the City of Sault Ste. Marie on the completion of their Community Safety and Well Being Plan.

As in previous years we will continue to focus on the five strategic directions outlined in the original plan. Reaching Home funding will continue to be utilized to address these strategic directions and align with the priorities set out on the Reaching Home directives. The current activities funded by Reaching Home fall into 4 of the 5 priority categories:

Priority Category	Funded Activity
Housing Services	Indigenous/Intensive Housing Based Case Manager
Client Support Services	Indigenous/Intensive Housing Based Case Manager
Prevention and Shelter Diversion	Shelter Diversion Worker
Coordination of Resource and Data Collection	Housing and Homelessness Coordinator Training Homeless Individuals and Families Information System (HIFIS)

## Consultation

On January 28, 2025, the Community Advisory Board met to discuss the completion of the Community Plan and request input. It was discussed at this meeting that we are also waiting on the final report of Sault Ste. Marie's Community Safety and Well Being Plan in which the Housing and Homelessness priorities will be identified and made part of this plan.

On February 19, 2025, a meeting was held with Ontario Aboriginal Housing Services (OAHS) and The Indigenous Friendship Center (IFC) to review and discuss the Community Plan. It was agreed at this meeting that both OAHS and IFC will provide feedback and input regarding the ongoing collaboration within the homelessness system. It was requested from IFC for six months of BNL data to review prior to additional feedback towards the Community Plan. This was provided to both IFC and OAHS February 20, 2025.

Following the meeting held on February 19, 2025, the IFC and OAHS were able to provide the following input:

*The Indigenous Friendship Centre (IFC) in Sault Ste. Marie and Ontario Aboriginal Housing Services (OAHS) continue to meet with the DSSMSSAB to engage in conversations regarding the homeless community.*

*OAHS continues to receive the funds for one IHBCM supporting up to 10 individuals at one time.*

*Although not acting as an official access point IFC and OAHS work with homeless individuals on a daily basis. Both agencies provide assistance (with the IFC receiving the Indigenous stream of Reaching Home) and advise community members of mainstream services and how and where to access them. Often times people who walk in requiring services for homelessness refuse to access mainstream services such as shelter or even income at times. Most times they are more comfortable knowing they can access the IFC. OAHS and IFC also both sit as CAB members for community engagement purposes.*

## 2. Investment Plan

2.1 In the table below, please identify your community's allocation of Reaching Home funding in the DC or TH and Community Capacity and Innovation (CCI) streams from 2024-25 to 2027-28<sup>1</sup>.

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

	2024-25	2025-26	2026-27	2027-28	Total
<b>Reaching Home Annual Allocation</b>	\$885,559	\$885,559	\$913,569	\$913,569	\$3,598,336

2.2 In the table below, please outline your planned division of DC/TH and CCI Reaching Home funding from 2024-25 to 2027-28 by activity area. Please note that it is acceptable that your community's funding priorities change over time. This investment plan is to demonstrate that your community has a vision of moving forward for the allocation of Reaching Home funding.

Activities area	2024-25	2025-26	2026-27	2027-28
<b>Housing Services</b>	13.10%	13.60%	13.43%	13.70%
<b>Prevention and Shelter Diversion</b>	20%	20.91%	20.65%	21%
<b>Client Support Services</b>	34.40%	39.50%	30.51%	31.14%
<b>Capital Investments</b>	0%	0%	0%	0%
<b>Coordination of Resources and Data Quality Improvement</b>	17.50%	13.77%	26.10%	26.60%
<b>Administration</b>	15%	12.22%	9.31%	7.56%
<b>TOTAL</b>	100%	100%	100%	100%

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

The Housing and Homelessness Coordinator continues to play an integral part in data collection and ensures data validity across all service providers. With an increase in HIFIS capabilities across the homelessness system this will help to ensure resources are allocated accordingly.

### 3. Cost-Matching Requirement

3.1 In the table below, please outline all funding for homelessness initiatives expected to be received from other funders from 2024-25 to 2027-28<sup>2</sup>. This includes both financial and in-kind contributions.

	2024-25	2025-26	2026-27	2027-28	Total
<b>Reaching Home Annual Allocation</b>	<b>\$885,599</b>	<b>\$885,599</b>	<b>\$913,569</b>	<b>\$913,569</b>	<b>\$3,598,336</b>

<b>Projected Funding From Other Funders towards Homelessness Initiatives</b>					
<b>Program Name and Funder</b>	<b>2024-25 (\$)</b>	<b>2025-26 (\$)</b>	<b>2026-27 (\$)</b>	<b>2027-28 (\$)</b>	<b>Total (\$)</b>
HPP	5,102,300	5,102,300			<b>\$10,204,600</b>
<b>TOTAL</b>					<b>\$10,204,600</b>

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

n/a
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<sup>2</sup> Communities on two-year agreement extensions should report on cost-matching for 2024-25 and 2025-26 at this time.

#### 4. Homeless Individuals and Families Information System (HIFIS)

4.1 Using your 2023-24 CHR as a guide<sup>3</sup>, please check the box if you have met the following minimum requirements as of March 31, 2024<sup>4</sup>. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
HIFIS MR 1	N/A	HIFIS MR 3	<input checked="" type="checkbox"/> YES
HIFIS MR 2	<input checked="" type="checkbox"/> YES	HIFIS MR 4	<input checked="" type="checkbox"/> YES

4.2 For each minimum requirement that has not yet been met (as identified in 4.1), complete a table below to describe how you will meet it by March 31, 2026. Please note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion

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

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



## 5. Coordinated Access

5.1 Using your 2023-24 CHR as a guide<sup>5</sup>, please check the box if you have met the following minimum requirements as of March 31, 2024<sup>6</sup>. Any status updates since March 31, 2024, must also be reflected:

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

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

Minimum requirement not yet met: [CA MR 8]	
What are the next steps the community will take to meet this requirement?	Target date for completion
With Coordinated Access meetings resuming this year, the committee will work towards the completion of a system map by October 2025.	October 2025

Minimum Requirement not yet met: [CA MR 12]	
What are the next steps the community will take to meet this requirement?	Target date for completion
With Coordinated Access meetings resuming this year, the committee will continue to work towards documenting the completion of service navigation and case conferencing.	October 2025

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

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

<b>Minimum Requirement not yet met: [CE to add here]</b>	
<b>What are the next steps the community will take to meet this requirement?</b>	<b>Target date for completion</b>

<b>Minimum Requirement not yet met: [CE to add here]</b>	
<b>What are the next steps the community will take to meet this requirement?</b>	<b>Target date for completion</b>

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

Ongoing and meaningful collaboration between Indigenous and non-Indigenous partners is essential to successfully implementing, maintaining, and improving the Coordinated Access system in our community. Through regular engagement, shared decision-making, and culturally responsive approaches, we aim to create a system that is inclusive, effective, and responsive to the unique needs of all individuals experiencing homelessness.

Organizations such as Algoma Family Services, Ontario Aboriginal Housing Services, Indigenous Friendship Centre, John Howard Society, Ontario Works, Ontario Disability Support Program, Children's Aid Society of Algoma, Nogdawindamin Family and Community Services, Sault Area Hospital, Northway Wellness Centre, Canadian Mental Health Association, Pauline's Place, and Social Services play a key role in this collaboration. These partners have actively participated in Coordinated Access meetings which will resume quarterly in May 2025. These meetings consist of collaboration of access points, BNL data review and policy discussions to ensure service delivery is seamless and equitable.

Following the meeting held on February 19, 2025, OHAS was able to provide the following input:

*OAHS and IFC look forward to the reinstatement of the Coordinated Access Meetings which have not happened since March of 2024. Joint conversations around Indigenous Access points have stalled although there are room for improvements within the mainstream system for Indigenous people.*

*OAHS continues to provide one IHBCM to work with up to 10 Indigenous individuals with the funding received by DSSMSSAB. This continues to allow for an Indigenous worker to serve Indigenous people.*

*As the data shows, Indigenous homelessness remains disproportionate with less than 50% of people being housed identifying as Indigenous. There are many opportunities to share resources from the mainstream system to Indigenous people who may not be accessing the coordinated access system.*

*Opportunities such as prioritized access to PHB's, COHB's, and to community assistance services such as the Housing Stability Bank.*

*OAHs and IFC remain guarded in regard to data sharing but will continue to engage in meaningful conversations to develop a holistic system where Indigenous people are prioritized for services.*

## 6. Outcomes-Based Approach

6.1 Using your 2023-24 Community Homelessness Report as a guide<sup>7</sup>, please check the box if you have met the following minimum requirements as of March 31, 2024<sup>8</sup>. Any status updates since March 31, 2024, must also be reflected:

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

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

Minimum Requirement not yet met: [OBA MR 5]	
What are the next steps the community will take to meet this requirement?	Target date for completion
We are continuing to work with Built-for-Zero Canada to transfer the By Name List data to HIFIS to ensure data validity. We are also in the process of upgrading HIFIS to the most current version to ensure we have full HIFIS capabilities.	October 2025

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion

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

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

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

*Although progress is being made towards an Indigenous access point, there remains a gap in the collection of Indigenous data. The local Indigenous Friendship Center continues to report a large number of the Indigenous population not accessing mainstream services, therefore not documented using mainstream data collection methods. All parties understand the importance of inclusive data to ensure a true reflection of the homelessness population is captured. We will continue to have meaningful discussions in partnership with Indigenous agencies to ensure accurate data is captured.*

*Our Homelessness Prevention Team continues to meet weekly, and data is reviewed to ensure it is up to date. Our Housing & Homelessness Coordinator continues to work with all funded service providers to ensure the data being collected is accurate and a true reflection of homelessness in the community.*

## 7. Official Language Minority Communities

*The Government of Canada has a responsibility under the [Official Languages Act](#) to ensure that programs and services meet the needs of Official Language Minority Communities (OLMCs). Please describe the steps that you will take to ensure that the services funded under [Reaching Home](#) take the needs of the OLMCs into consideration, where applicable.*

*The DSSMSSAB is committed to ensuring we address the needs of homeless persons in both official languages. We will include a clause in all sub project agreements to include the services to be offered in the minority official language if requested and will continually monitor the demand for services in the minority official language.*

## 8. Community Advisory Board—Designated Communities/Territorial Homelessness

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

(Lines below can be removed where not applicable)

Sector	CAB Members
Infrastructure Canada (Ex-Officio Member)	Sewina Chu
Community Entity (Ex-Officio Member)	Joanne Pearson, Elysha Cuglietta
Provincial/Territorial government	
Local/Municipal government	Salvatore Marchese (City of Sault Ste. Marie)
Indigenous government	
Individuals with lived experience of homelessness	
Indigenous Peoples, nations and organizations, Friendship Centres	Paul Gouge, Cathy Syrette (Indigenous Friendship Centre)
Indigenous housing organizations	Justin Marchand (Ontario Aboriginal Housing Services)
Youth and/or child-serving organizations, including Child Welfare agencies	
Organizations serving survivors of domestic violence and their families	Norma Elliot (Women in Crisis) Jennifer Syrette (Nimkii-Naabawagan Batchewana FN) Kristine Lalonde (Pheonix Rising)
Seniors and senior-serving organizations	
Newcomers and newcomer-serving organizations	
The private sector	
Police and correctional services	
Landlord associations and/or the housing sector	
Health organizations, including hospitals and other public health institutions, and organizations focused on mental health and addictions	Annette Katajamaki (Canadian Mental Health Association Algoma)
Veterans Affairs Canada and/or Veterans-serving organizations	
Organizations serving individuals experiencing, or at risk of experiencing homelessness	Lori Houston (United Way) Pauline's Place Jackie Martin (John Howard Society)
Other	Katie Blunt (Habitat for Humanity) Nicolas Luck (The Downtown Association)

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

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

Elysha Cuglietta  
\_\_\_\_\_  
Name

*Elysha Cuglietta*  
\_\_\_\_\_  
Signature

2025-03-25  
\_\_\_\_\_  
Date (YYYY-MM-DD)

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date (YYYY-MM-DD)

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date (YYYY-MM-DD)



## 9. Community Advisory Board—Indigenous Homelessness

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

(Lines below can be removed where not applicable)

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

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

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

**OR**

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

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 Name

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 Signature

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 Date (YYYY-MM-DD)

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 Name

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 Signature

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 Date (YYYY-MM-DD)

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 Name

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 Signature

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 Date (YYYY-MM-DD)