

INFRASTRUCTURE CANADA DETAILED ACTION PLAN

to the recommendations of *Report 5: Chronic Homelessness*

- Fall 2022 Reports of the Auditor General of Canada -

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	<i>Indicator of Achievement</i> (For Committee Use Only)
5.45	Recommendation. Infrastructure Canada should:	Agreed.				Name: Janet Goulding Position: Assistant Deputy Minister, Community Policy and Programs Branch Tel # 613-218-4336 Email: janet.goulding@inf.gc.ca	
5.45	<ul style="list-style-type: none"> Collect and analyze data in a timely manner so that it can report up-to-date results on homelessness and chronic homelessness; 	<p>While the COVID-19 pandemic required communities to shift their focus to pandemic response measures, impacting their ability to collect and report timely data and therefore the ability of the department to analyze and report up-to-date information, Infrastructure Canada recognizes the importance of emergency shelter and program data to support an understanding of homelessness and the extent to which the program is addressing needs.</p> <p>With respect to shelter data, in early 2022, the department began work to identify technological solutions to accelerate data availability. A workplan for implementing these solutions will be developed by March 31, 2023.</p>	Estimates of national shelter use and chronic homelessness that are available within a year.	Fall 2023	<p>Fall 2022 (completed)</p> <p>Develop a new methodology for estimating shelter use that accounts for changes that took place among shelter services due to the pandemic in 2020.</p> <p>Develop the 2020 estimate of shelter use and chronic homelessness.</p> <p>Spring 2023</p> <p>Develop a workplan for further accelerating the availability of national shelter statistics.</p>		
5.45	<ul style="list-style-type: none"> Finalize the implementation of its results reporting platform; 	The last phase of the new Reaching Home Results Reporting Online (RROL) system is expected to be released in fall 2022. This will allow for timely collection and analysis of annual program results.	The full implementation of the Reaching Home Results Reporting Online system will allow for timely program data collection and analysis, and will reduce burden on both communities to report, and Infrastructure Canada staff to validate and analyze the data in a timely manner.	November 2022	<p>The RROL platform was released and made available to communities in February 2022 to enter their project details data for the fiscal years 2021-22 and 2022-23.</p> <p>The module of the RROL system that will allow organizations to submit Annual Results and make amendments to Project Details is being launched to funded recipients throughout November 2022.</p> <p>Training began with the Atlantic region on November 9, followed by Quebec Shared</p>		

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					<p>Delivery organizations and Ontario region during the week of November 15, Western Canada and Territories region during the week of November 21, and CISSS/CIUSSS in Quebec during the week of November 28.</p> <p>Annual Results for 2021-2022 will be available by March 2023, while Annual Results for 2022-2023 will be available starting in June 2023.</p>		
5.45	<ul style="list-style-type: none"> Use the information and data that it collects to determine why trends in homelessness are emerging and how its programs are addressing the needs of people experiencing homelessness and chronic homelessness, and 	<p>To explain trends in homelessness through data collected by the department, as well as other data available, new research products will be released by May 31, 2023, including one that will review known structural factors that influence homelessness and an analysis of their relative contribution to observed changes in shelter use.</p>	<p>Infrastructure Canada will put in place research plans that support projects that seek to determine the factors driving homelessness trends and whether funded projects are addressing the needs of people experiencing homelessness, including chronic homelessness.</p> <p>Timely data collection and analysis of program data will support informing on the achievement of Reaching Home expected outcomes, and determine the extent to which the program contributes to preventing and reducing homelessness in Canada.</p>	March 2023	<p>Fall 2022</p> <p>Put in place projects that seek to understand the factors and drivers of homelessness, including:</p> <ul style="list-style-type: none"> a review of the literature on structural factors that impact homelessness and an environmental scan of data available for these factors; and, a study focusing on the prevalence of labour market participation, employment history and income sources among people experiencing homelessness, as well as their impact on the likelihood of exiting homelessness. <p>Winter 2023</p> <p>Develop a 2023-24 research plan that includes projects that:</p> <ul style="list-style-type: none"> further explore factors driving homelessness trends; and, assess alignment of funded projects for addressing the needs of people experiencing homelessness. 		
5.45	<ul style="list-style-type: none"> Use the information that it collects and the resulting analysis to make program adjustments where required. 	<p>All of these information sources will support the department in making adjustments to the program where and when needed.</p>	<p>On an ongoing basis, when and where appropriate, Infrastructure Canada will make needed adjustments to the Reaching Home program.</p>	Spring 2024	<p>Winter 2023</p> <p>Seek access to incremental funding provided through Budget 2022 (for 2024-25 and 2025-26) supported by available homelessness and housing data, and community progress on coordinated access.</p> <p>Spring 2023 to Winter 2023</p>		

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					Review existing program policies and guidelines (e.g., Reaching Home Directives, implementation of coordinated access) and identify changes that may be merited given available data, feedback from program partners, and the evolving context of Canada's housing market and homelessness challenges.		
5.49	<p>Recommendation. Infrastructure Canada should collaborate with designated communities and other partners to develop an action plan with timelines to address the barriers to the implementation of coordinated access that were identified in its analysis of community reporting.</p>	<p>Agreed. While the COVID-19 pandemic required communities to shift their focus to pandemic response measures, impacting their ability to pursue the transformational change required to introduce coordinated access, Infrastructure Canada recognizes the importance of supporting the ongoing efforts of communities to implement and maintain this approach to service delivery.</p> <p>Subsequent to the period under audit, the Department implemented the following measures: doubled the funding identified to support communities in their implementation of coordinated access; enhanced and extended funding to the Canadian Alliance to End Homelessness (CAEH) to provide technical assistance and support to communities; and issued additional guidance related to coordinated access implementation and the outcomes-based approach. Additionally, Infrastructure Canada will be working individually with all the communities that have not yet implemented coordinated access to help them achieve the requirements by March 31, 2023.</p>	Infrastructure Canada will collaborate with designated communities to develop individualized action plans to address barriers to the implementation of coordinated access requirements, and help them achieve these requirements.	March 2023	<p>Summer 2022 (completed)</p> <p>Release additional guidance related to coordinated access implementation, to clarify the Reaching Home program requirements and help communities to self-assess their progress.</p> <p>Fall 2022 (completed)</p> <p>Develop an engagement strategy that outlines next steps to support communities by putting individualized action plans in place, so that they can work to meet any outstanding coordinated access requirements by March 31, 2023.</p> <p>Fall 2022 to Spring 2023 (ongoing)</p> <p>Support each community with their implementation of coordinated access by:</p> <ul style="list-style-type: none"> • Holding a first meeting with each community in Fall 2022 to: <ul style="list-style-type: none"> ○ Review their current status with Coordinated Access implementation in detail; ○ Discuss their plan to meet any outstanding minimum requirements by March 31, 2023; and, ○ Discuss local challenges they may be facing and the supports that may help them move forward. 		

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					<ul style="list-style-type: none"> Ensuring each community has an action plan in place by December 31, 2022, that outlines their next steps to address any outstanding minimum requirements, as well as the timelines by which they will be met. Host subsequent meetings with communities on an as-needed basis, to continuously support communities towards coordinated access implementation. Encourage communities to work with CAEH to help them move forward with their plan to meet the minimum requirements, which could include supports through Built for Zero (BFZ-C) or training and technical assistance (TTA) funded through Reaching Home. In addition, Reaching Home funding can be used to help cover the costs of developing and implementing this plan. 		
5.74	<p>Recommendation. The Canada Mortgage and Housing Corporation and Infrastructure Canada should</p> <ul style="list-style-type: none"> align, coordinate, and integrate their efforts to prevent and reduce homelessness and chronic homelessness engage with central agencies to clarify accountability for the achievement of the National Housing Strategy targets to eliminate gaps 	<p>Agreed.</p> <p>While federal efforts are only one component of addressing homelessness, CMHC and Infrastructure Canada recognize that preventing and reducing homelessness, including chronic homelessness requires clear accountability, alignment of federal initiatives and cross-jurisdictional support and efforts. While CMHC is the lead and accountable for the NHS as a whole, CMHC and Infrastructure Canada will work with central agencies by December 31, 2023, to clarify accountability for the achievement of the chronic homelessness NHS target.</p> <p>In support of improved alignment, coordination and integration on homelessness and chronic homelessness including prevention, subsequent to the initial audit period, an</p>	<p>Improved alignment, coordination and integration of federal efforts to prevent and reduce homelessness and chronic homelessness.</p> <p>Clear federal accountability for the achievement of the National Housing Strategy target to reduce chronic homelessness by 50%.</p>	December 31, 2023	<p>Fall 2022 (completed)</p> <p>Establish an Assistant Deputy Minister-level committee between INFC and CMHC to collaborate more formally on infrastructure, housing and homelessness. This will lead to stronger policy collaboration to achieve federal housing and homelessness objectives.</p> <p>Winter 2023</p> <p>Establish two additional Assistant Deputy Minister-level committees to improve alignment, coordination and integration:</p> <ul style="list-style-type: none"> An interdepartmental committee on chronic homelessness that will meet regularly to facilitate greater coordination and alignment between organizations on efforts related to homelessness and chronic homelessness. An interdepartmental committee to promote alignment, share emerging gaps, and coordinate the range of federal initiatives 		

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		<p>Assistant Deputy Minister-level committee between CMHC and Infrastructure Canada was established to collaborate more formally on infrastructure, housing and homelessness. Two additional interdepartmental committees will be struck in 2022-23: one across federal organizations to facilitate efforts on chronic homelessness; and the other with Veterans Affairs Canada to support the implementation of the new Veteran Homelessness Program.</p> <p>Beyond improving federal governance structures, by December 31, 2022, CMHC and Infrastructure Canada will develop a targeted awareness strategy to ensure that Reaching Home funding recipients can maximize opportunities available through other National Housing Strategy programs that could support their efforts to address homelessness. To promote the ongoing awareness of opportunities, Reaching Home funding recipients will be encouraged to integrate regional CMHC staff into community-level planning around funding through existing structures such as Community Advisory Boards.</p> <p>For cross-jurisdictional support and efforts, one mechanism that is used is the Federal/Provincial/Territorial Forum on Housing which provides opportunities to discuss the implementation of the National Housing Strategy and assess its effectiveness. CMHC is the co-chair of the FPT Housing Forum at the deputy and senior officials' levels and Infrastructure Canada is also represented.</p>			<p>available to support the implementation of the Veteran Homelessness Program.</p> <p>Develop an awareness strategy for funding opportunities for the homeless-serving sector. This work is intended to ensure that Reaching Home's funding recipients are aware of other available funding opportunities and programs offered through the National Housing Strategy (NHS).</p> <p>Part of the awareness strategy will also include ways to encourage Reaching Home funding recipients to integrate regional CMHC staff into community-level planning around funding through existing structures, such as Community Advisory Boards (CABs).</p> <p>Winter to Spring 2023</p> <p>CMHC and INFC will collaborate to clarify and define federal accountability for the National Housing Strategy's target to reduce chronic homelessness by 50% by 2027-28, including identifying:</p> <ul style="list-style-type: none"> • The lead federal organization responsible for the achievement of this target, along with supporting federal organizations included in the scope of the target; and, • Which federal initiatives contribute directly and those that contribute indirectly to the target's achievement. <p>Summer to Fall 2023</p> <p>CMHC and INFC will leverage the forthcoming interdepartmental committee on chronic homelessness to assess this stream of work on federal accountability for the National Housing Strategy target on chronic homelessness and examine gaps.</p>		