

Reaching Home:
City of Yellowknife 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](#).*

In February 2024, Community Advisory Board (CAB) members were notified about the revision of the Community Plan. Engaging with CAB members included connecting with Indigenous Organizations - Arctic indigenous Wellness Foundation, Youth and Youth service organization – Homebase, Organizations serving seniors – Seniors Society, health organizations and their departments in the Territorial Government as well as organizations serving individuals experiencing homelessness – Salvation Army, organizations service person with disabilities – NWT Disabilities council and the private sector.

In March 2024, the CAB saw a presentation from the Homelessness Supervisor on the draft Yellowknife Homelessness Plan 2024-28.

In June 2024 as the CE we hosted a Community Round Table on Homelessness, this event was open for all to attend. Over 100 community members gathered to have meaningful discussion on the past, the present and the future, participants were asked to reflect on 3 questions – What needs improvement? What is working well? and What do you want to see? This community engagement session was facilitated by CAEH, majority of CAB attended as well as City Council and a number of administrative City staff. During this discussion there were conversations centering on the vision of ending homelessness in Yellowknife, the 10-year plan to end homelessness and Reaching Home Directives.

Multiple Government North West Territories encampment strategy meetings occurred over the summer months of July and August 2024, these meetings included membership from Youth serving homelessness – Homebase, organizations serving individuals experiencing homelessness – YK Women`s Society, Salvation Army and YWCA. These discussions centred around shelter crowding, alternatives to encampments and health and safety of individuals living in encampments.

December 2024 CAB hosted presentations from the programs that had received funding offering the core services of Housing, Prevention and Shelter Diversion and Indigenous Case Management. Non government agencies shared the successes and the challenges over the first 8 months of the multi year funding.

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 2027-28¹.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$3 366 999	\$3 366 999	\$3 366 999	\$3 366 999	\$13,467,996.00

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
Housing Services	57%	57%	57%	57%
Prevention and Shelter Diversion	15%	15%	15%	15%

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

Client Support Services	4%	4%	4%	4%
Capital Investments	14%	10%	10%	10%
Coordination of Resources and Data Quality Improvement	4%	4%	4%	4%
Administration	6%	10%	10%	10%
TOTAL	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).

Using the Community Capacity and Innovation (CCI) funding, we plan to enhance our service delivery by strengthening our data-driven approaches and expanding our Coordinated Access system. The funding will also be allocated toward the further development and optimization of our Homeless Individuals and Families Information System (HIFIS), a vital tool for managing and tracking service delivery to individuals experiencing homelessness.

One of the primary ways the funding will support HIFIS is through the purchase of multiple specialized reports that will aid in gathering more comprehensive and accurate data. These reports will allow us to track key performance indicators, monitor the progress of individuals in the system, and ensure that we are meeting both immediate needs and long-term outcomes. By leveraging these tools, we can ensure that data collection is both efficient and consistent, which is crucial for maintaining the integrity of the system and ensuring that no individual falls through the cracks. In addition to enhancing our data systems, we plan to allocate part of the CCI funding toward training for our HIFIS lead. This individual will receive specialized training that will enable them to fully understand the advanced features of HIFIS, ensuring that the system is being utilized to its maximum potential. This training will also include learning about the best practices for data collection, interpretation, and reporting, equipping our HIFIS lead with the necessary knowledge to manage the system effectively. Once our HIFIS lead is trained, they will be responsible for passing on this knowledge to our community partners and the HIFIS Working Group. With the support of CCI funding, we will establish a comprehensive training program for these partners, ensuring that everyone involved in the system is capable of entering and retrieving data correctly. This step is critical for maintaining consistency across all service providers and ensuring that data is being used effectively across the network of partners. By empowering our partners with the right tools and skills, we can foster a more integrated and efficient approach to coordinated access.

Another key aspect of our strategy is the coordination of case conferencing within the context of our Coordinated Access Working Group. We plan to use a portion of the CCI funding to contract an experienced facilitator for this working group. The facilitator will play a pivotal role in organizing and leading case conferencing sessions, where community partners will come together to discuss the unique needs of individuals and families within the system. This collaboration ensures that individuals

receive the most appropriate support in a timely manner, as partners will have the opportunity to share their expertise and discuss the best course of action for each case.

Through these efforts, the CCI funding will support our broader goal of creating a coordinated and data-driven service delivery system. By enhancing our use of HIFIS, providing necessary training to staff and partners, and facilitating regular case conferencing, we aim to create a seamless experience for individuals seeking assistance. These improvements will not only enhance our operational capacity but also ensure that we are consistently meeting the needs of the community in an efficient, transparent, and equitable manner.

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 2027-28². This includes both financial and in-kind contributions.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$3 366 999	\$3 366 999	\$3 366 999	\$3 366 999	\$13,467,996.00

Projected Funding From Other Funders towards Homelessness Initiatives					
Program Name and Funder	2024-25 (\$)	2025-26 (\$)	2026-27 (\$)	2027-28 (\$)	Total (\$)
Health Canada	\$100 000	\$808 000			\$908 000
City of Yellowknife	\$360 000	\$360 000	\$360 000	\$360 000	\$1 440 000
Government of the NWT	\$9 500 000	\$9 500 000	\$9 500 000	\$9 500 000	\$38 000 000
TOTAL					\$40 348 000

² Communities on two-year agreement extensions should report on cost-matching for 2024-25 and 2025-26 at this time.

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.

[add response here]

4. Homeless Individuals and Families Information System (HIFIS)

4.1 Using your 2023-24 CHR as a guide³, please check the box if you have met the following minimum requirements as of March 31, 2024⁴. 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	X
HIFIS MR 2	X	HIFIS MR 4	X

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

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

⁴ 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 guide⁵, please check the box if you have met the following minimum requirements as of March 31, 2024⁶. 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 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 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 type="checkbox"/>
CA MR 7	<input checked="" type="checkbox"/>	CA MR 16	<input checked="" type="checkbox"/>
CA MR 8	<input checked="" type="checkbox"/>	CA MR 17	<input type="checkbox"/>
CA MR 9	<input type="checkbox"/>	CA MR 18	<input 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 9 / 10	
What are the next steps the community will take to meet this requirement?	Target date for completion
Compile information on service providers that participate in CA and include it all in a system map and upload to the city of Yellowknife website.	May 2025
Ensure all housing and resources funded are included in the resource inventory	May 2025

Minimum Requirement not yet met: CA MR 12/13	
What are the next steps the community will take to meet this requirement?	Target date for completion
Access points are documented, the CA system is not currently in practice, Working group will re- establish access points and start adding to the BNL.	May 2025

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

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

Minimum Requirement not yet met: 16,17,18	
What are the next steps the community will take to meet this requirement?	Target date for completion
Though vacancy matching and referral processes are documented and exist it is not yet being put into practice.	Sept 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

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.

The foundation of our ongoing, meaningful collaboration between Indigenous and non-Indigenous partners in our Coordinated Access system is built upon several key principles. First and foremost, this collaboration will be grounded in mutual respect, which involves acknowledging the value and importance of each partner's contributions, perspectives, and cultural practices. This ensures that all partners feel valued and understood in the process. Alongside respect, cultural competency will play a vital role. Lastly, shared decision-making will empower both Indigenous and non-Indigenous partners to have an equal voice in shaping the strategies, decisions, and policies that guide the system, fostering a sense of ownership and cooperation in achieving common goals.

A key part of this collaboration involves actively engaging our community. To facilitate this, we will reintroduce a Coordinated Access Working Group, a dedicated forum where both Indigenous and non-Indigenous representatives come together. The working group will serve as a platform for consistent communication, allowing for the sharing of ideas, concerns, and solutions. Through regular meetings, the working group will ensure that all stakeholders are kept up-to-date on developments and can provide ongoing feedback. These meetings will foster relationships, deepen mutual understanding, and create a space for collaborative problem-solving. Consultation and case conferencing will be integral components of our approach. During consultations, we will invite input from the broader community to better understand their needs and priorities. This feedback will be incorporated into our planning and decision-making processes. Case conferencing will allow professionals and partners to come together to discuss specific cases, ensuring that individuals' needs are met holistically and collaboratively. This method encourages the exchange of expertise and diverse perspectives, leading to more effective and tailored support for those seeking help.

By combining these elements, we are ensuring that our Coordinated Access system is responsive, effective, and inclusive. The system will be dynamic, capable of adapting to new challenges, and sensitive to the evolving needs of our community. Our approach will be flexible and open to change, with regular feedback loops and an emphasis on continuous improvement. This collaborative approach will evolve over time as we continue to work together, maintaining open communication to address emerging issues, celebrate successes, and make necessary adjustments. It will not be a static or one-time effort but rather a process of constant growth, reflection, and refinement. Through these ongoing efforts, our ultimate goal is to create a seamless and accessible experience for all individuals seeking support. This means reducing barriers to entry, ensuring that every person who needs help is able to navigate the system without unnecessary complexity or obstacles. The combined wisdom, dedication, and input of Indigenous and non-Indigenous partners will create a system that is truly supportive, equitable, and responsive to the diverse needs of all individuals in our community.

6. Outcomes-Based Approach

6.1 Using your 2023-24 Community Homelessness Report as a guide⁷, please check the box if you have met the following minimum requirements as of March 31, 2024⁸. 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 type="checkbox"/>
OBA MR 4	<input checked="" type="checkbox"/>	OBA MR 9	<input checked="" type="checkbox"/>
OBA MR 5	<input checked="" 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 8	
What are the next steps the community will take to meet this requirement?	Target date for completion
Following regrouping the CA working group will use existing data from outcomes documented in HIFIS to set monthly and annual baselines in reduction targets	March 2026

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

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

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

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.

Ongoing and meaningful collaboration between Indigenous and non-Indigenous partners will form the cornerstone of our efforts to ensure that processes are in place for gathering and maintaining complete, accurate data for filling vacancies. This collaboration is not just about sharing information—it is about developing a shared understanding and commitment to the importance of data integrity and consistency. Both Indigenous and non-Indigenous partners will come together regularly to evaluate and refine these processes, ensuring that the data collected reflects the true needs and circumstances of individuals in the community.

As part of this effort, partners will meet and work together in a HIFIS Working Group to establish clear data-sharing protocols. These protocols will lay out how information will be exchanged between partners in a secure and efficient manner. This means that all parties involved in the process will understand what data is required, how it should be shared, and who is responsible for maintaining it. The creation of these protocols ensures that everyone is on the same page, reducing misunderstandings or gaps in information. These clear guidelines will help create a foundation of trust, transparency, and consistency in how data is managed across different partners. One of the key elements in this process will be ensuring that all necessary information to determine eligibility and prioritization for vacancies is consistently collected and updated for each individual in the dataset. This means that the data will not only be gathered regularly, but also carefully monitored by the HMIS lead to ensure its accuracy over time. The criteria for eligibility and prioritization will be clearly defined and understood by all partners, ensuring that the process of selecting individuals for housing opportunities is fair, consistent, and based on the most up-to-date information available. To facilitate this process, we will engage in regular communication between partners. This will include regular HIFIS working group meetings, check-ins, and open channels of dialogue to address any concerns, share feedback, and update the data-sharing protocols as needed. Additionally, dataset training will be provided to all relevant stakeholders upon request. This training will help ensure that everyone involved in the process understands the technical aspects of the data system, including how to input and update information correctly, how to access the data when needed, and how to interpret it in a way that informs decision-making. Proper training will also help partners develop a shared understanding of the importance of maintaining the integrity of the dataset.

By fostering ongoing communication and collaboration, as well as maintaining robust training and review processes, we will ensure that all relevant data is captured accurately and used effectively. This will help to prioritize individuals for vacancies in a manner that is not only fair but also efficient. With accurate data in hand, partners will be able to make informed decisions about who should be given priority for housing resources, ensuring that those with

the greatest need are the ones who are supported. Ultimately, this collaborative approach will help create a transparent and equitable system for allocating housing resources. By ensuring that data is handled responsibly, and by involving a diverse range of partners in the decision-making process, we will build a system that is fair, accountable, and accessible to all. The transparency of this system will build trust among all stakeholders, while the equity of the process will help guarantee that resources are distributed in a way that best serves the needs of 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 Community Entity recognizes its responsibility to make:

1. Project-related documentation and announcements available (for the public and prospective Project participants, if any) in both official languages;
2. actively offer Project-related services in both official languages;
3. encourage members of both official language communities to participate in the Project; and
4. provide its services, where appropriate, in such a manner as to address the needs of both official language communities.

The Community Entity is committed to ensuring that we address the needs of those experiencing homelessness in both official languages. To this end, we have included a clause in all of the sub agreements that project-related documentation can be received in both official languages; to actively offer project-related services in both official languages; to encourage members of both official language communities to participate in the project; and to provide its services, where appropriate, in such a manner as to address the needs of both official language communities. The Community Entity will support the provision of programs/services in French if and when the need becomes apparent by accessing translation services through La Federation Franco-Tenoise. The Community Entity will continue to monitor the demand for service in the official minority language on an on-going basis to ensure members of the OLMC are not denied service.

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)	
Community Entity (Ex-Officio Member)	Mayor Rebecca Alty
Provincial/Territorial government	Renay Ristoff
Local/Municipal government	Carly Saunders, Stephen Van Dine, Grant White, Aytan Salih, Kristine Cook
Indigenous government	
Individuals with lived experience of homelessness	Robert Foote
Indigenous Peoples, nations and organizations, Friendship Centres	Wilbert Cook, Bala Tirupathi
Indigenous housing organizations	
Youth and/or child-serving organizations, including Child Welfare agencies	Hawa Dumbuya-Sesay
Organizations serving survivors of domestic violence and their families	Renee Sanderson
Seniors and senior-serving organizations	John Williston
Newcomers and newcomer-serving organizations	
The private sector	
Police and correctional services	
Landlord associations and/or the housing sector	Colleen Wellborn
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	Tony Brushett
Other	

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.

<u>Carole Cochran</u>	<u>[Signature]</u>	<u>2025-03-22</u>
Name	Signature	Date (YYYY-MM-DD)

_____	_____	_____
Name	Signature	Date (YYYY-MM-DD)

_____	_____	_____
Name	Signature	Date (YYYY-MM-DD)