

*The Government of Canada's
Homelessness Initiative*

Supporting Community Partnerships
Initiative

COMMUNITY GUIDE

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CONTENTS

A. Purpose of Guidelines.....	3
B. About the Homelessness Initiative.....	4
Background.....	4
Supporting Community Partnerships Initiative (SCPI).....	4
Summary.....	4
Objectives.....	5
C. Other Homelessness Programs.....	6
Youth Employment Strategy.....	6
Urban Aboriginal Strategy.....	6
Canada Mortgage and Housing Corporation (CMHC) Programs.....	7
Residential Rehabilitation Assistance Program.....	7
Shelter Enhancement Program.....	8
Mortgage Insurance Fund.....	8
Federal Real Property for the Homeless Fund.....	8
D. Components of the Supporting Community Partnerships Initiative (SCPI).....	9
Community Plan.....	9
Community Planning Groups.....	10
Community Entity	10
Community Service Providers.....	11
Community Advisory Boards.....	12
Individual Projects.....	12
E. Applying for SCPI Funding.....	13
Allocation of Funds.....	13
Eligible Organizations.....	13

Eligible Costs.....	13
Planning	13
Implementation.....	14
Community Plan Development.....	14
Community Planning Projects.....	17
The Community Plan: The Nine Basic Components	17
1) Geographic Area.....	17
2) Objectives.....	17
3) Community Plan Development Process.....	18
4) Assets and Gaps.....	18
5) Priorities.....	19
6) Sustainability.....	20
7) Evaluation Strategy.....	20
8) Communications Strategy.....	21
9) Community Financial Contribution	21
Community Entity.....	21
Projects.....	23
Projects Within a Community Plan.....	23
Urgent Need Projects.....	24
F. Approval and Contracting of SCPI Activities.....	25

A. Purpose of Guidelines

This handbook is to be used as a guide by community organizations applying for funding under the Supporting Communities Partnership Initiative (SCPI), a key element of the Government of Canada's homelessness strategy, delivered by Human Resources Development Canada (HRDC).

It will answer the following questions:

- What are the goals of the Homelessness Initiative?
- What are the different programs under this initiative and how does an organization apply to participate?
- What is SCPI?
- How does an organization apply for SCPI funding?
- What is the approval/contract process for SCPI projects?

B. About the Homelessness Initiative

Background

On December 17, 1999, the Government of Canada announced that it would invest \$753 million over three years in a strategy to help reduce and prevent homelessness across Canada. This initiative, unveiled by the Honourable Claudette Bradshaw, Minister of Labour and Federal Coordinator on Homelessness, and the Honourable Alfonso Gagliano, Minister of Public Works and Government Services Canada and Minister responsible for the Canada Mortgage and Housing Corporation, builds on successful past experiences and fosters partnerships among all levels of government — municipal, provincial/territorial and federal — and the private and voluntary sectors. The Homelessness Initiative recognizes that no one level of government or sector of our society can solve homelessness.

Ten communities have been specifically identified as eligible for provisions under this initiative: Vancouver, Calgary, Edmonton, Winnipeg, Toronto, Hamilton, Ottawa, Montréal, Québec City and Halifax. Other communities, or groups of communities working jointly in a single geographic area, with an absolute homelessness problem may also be eligible to participate. Identification of these other communities will be made jointly by the federal and provincial/territorial governments.

Supporting Community Partnerships Initiative (SCPI)

Summary

The Supporting Communities Partnership Initiative (SCPI) is the cornerstone of the Government of Canada's strategy to combat homelessness. Through the SCPI, the federal government will provide \$305 million over three fiscal years, 2000–2003, to assist communities with absolute homelessness problems. The initiative encourages communities to work with provincial, territorial and municipal governments and private and non-profit organizations to address the immediate needs of homeless people and take steps to reduce and prevent homelessness. The SCPI provides flexible funding for local strategies and encourages other partners to participate.

Although homelessness exists across Canada, the particular problems associated with it may be quite different from one community to another. Consequently, the SCPI promotes a community-based approach. Further, it is designed to enable community service providers in a particular community to work together to jointly plan, prioritize activities and recommend how funds should be disbursed.

Objectives

The SCPI has five broad, long-term objectives:

- to ensure that no individuals are involuntarily on the streets by providing sufficient shelters and adequate support systems;
- to significantly reduce the number of individuals requiring emergency shelter and transition and supportive housing by providing, for example, sufficient health services, low-cost housing, discharge planning, early intervention and prevention initiatives;
- to help individuals move from homelessness to self-sufficiency;
- to help communities strengthen their capacity to address the needs of their homeless population; and
- to improve the social, health and economic well-being of people who are homeless.

In addition, the SCPI has the following five objectives for the period 2000–2003:

- to alleviate the hardship of those who are absolutely homeless by increasing, for example, the number of beds available in shelters (either indirectly, by providing alternative housing for current long-term shelter residents, or directly, by providing additional shelter space);
- to promote a “continuum of supports” approach to reducing homelessness;
- to strengthen the capacity of communities to serve homeless people and reduce homelessness by bringing community service providers together to develop plans that address all the needs that are common to homeless people;
- to address the issue of homelessness at a community level by promoting the development of collaborative processes and broad-based partnerships among all stakeholders — i.e., the private, non-profit and voluntary sectors, labour organizations and all levels of government; and
- to develop a base of knowledge, expertise and data about homelessness and share it among all concerned parties and the general public.

C. Other Homelessness Programs

Youth Employment Strategy

Through the Youth Employment Strategy, the federal government allocated has allocated \$59 million over three years to address homelessness among youth. Youth Service Canada (YSC) and Youth Internship Canada (YIC), both under Human Resources Development Canada's (HRDC) Youth Employment Initiatives, have been given the responsibility of assisting the homeless youth population.

Much like Aboriginal homelessness projects, youth homelessness projects will not require a 50 percent community contribution, nor will the funding be limited only to communities identified under the SCPI. However, all youth projects funded in a city that is receiving SCPI assistance must be linked to the overall Community Plan to address homelessness in that particular community. For an explanation of a Community Plan, see pages [ms. p. 10] and [ms. p. 16].

Organizations that would like to participate in this initiative should contact their nearest HRDC Youth Officer or *Government of Canada City Facilitator for further information.

- *In most cases, the Government of Canada (GOC) City Facilitator (Homelessness Initiative) will work at a Human Resources Center of Canada. However, that may vary from region to region, but your local HRC office can provide you with that information.*

Urban Aboriginal Strategy

Through the Urban Aboriginal Strategy (UAS), announced in January 1998, the federal government allocated \$59 million to address the needs of Aboriginal people. The UAS brings together federal departments in an effort to ensure that federal programs more effectively serve urban Aboriginal communities.

Under the strategy, the Regional Council of Senior Federal Officials in each province or territory will develop a plan to flow funding to specific federal departments to allow them to deliver projects that will reduce and prevent Aboriginal homelessness.

Aboriginal homelessness projects will not require a 50 percent community contribution, nor is funding limited only to the communities identified under the SCPI. However, Aboriginal projects funded in a city receiving SCPI assistance must be linked to the overall Community Plan to address homelessness in that particular community. Aboriginal concerns must be integrated into the SCPI plan through consultation with Aboriginal people and their representation on the Planning Committee.

Organizations interested in participating in this process or in applying for funding under this component should contact the Government of Canada City Facilitator nearest them for more information. The Coordinator can advise as to which federal departments will be delivering funding in their respective region and provide the names of contacts.

Canada Mortgage and Housing Corporation (CMHC) Programs

CMHC has three programs that are potential funding sources for projects being considered under the Homelessness Initiative: the Residential Rehabilitation Assistance Program (RRAP); the Shelter Enhancement Initiative (SEI); and the Mortgage Insurance Fund.

Residential Rehabilitation Assistance Program

The RRAP has the following four components:

- 1) Rental RRAP provides financial assistance for landlords owning existing affordable housing to pay for mandatory repairs to self-contained units occupied by low-income tenants.
- 2) Rooming House RRAP offers repair assistance to owners of existing rooming houses who offer affordable rents to low-income individuals.
- 3) RRAP for Persons with Disabilities provides assistance to owners of existing units occupied by low-income persons with disabilities who require special modifications to their residences to improve accessibility.
- 4) RRAP Conversion provides financial assistance to convert non-residential properties into affordable, self-contained rental units or bed-units.

Please note that RRAP is for existing buildings only and cannot be used for new construction.

Shelter Enhancement Initiative

The Shelter Enhancement Initiative (SEI) provides financial assistance to repair existing shelters for women , children and youth who are victims of family violence. Where needed, the funding can also be used to create new shelters or second-stage housing.

Mortgage Insurance Fund

The Mortgage Insurance Fund provides guarantees on loans of up to 85 percent of the value of rental property. The loans, obtained through *National Housing Act*-approved lenders, may be used to fund new construction or to purchase existing buildings.

Federal Real Property for the Homeless Fund

The Surplus Real Federal Property for the Homeless Fund was created to help communities combat often-prohibitive capital costs that many homelessness projects face, such as those incurred in purchasing land and buildings. The fund provides \$10 million (\$4 million in 00-01, \$3 million in 01-02 and \$3 million in 02-03) worth of surplus federal properties for homelessness projects. The fund encourages federal departments to identify surplus properties by compensating them for lost revenues when the property is transferred to a group for the purpose of assisting homeless people.

Public Works and Government Services Canada (PWGSC) and Human Resources Development Canada (HRDC) along with the assistance of the Canada Mortgage and Housing Corporation (CMHC) will work as partners to implement and manage this initiative: HRDC will assume the lead responsibility for approving proposals; CMHC will assist HRDC and proponents in developing proposals; and PWGSC will manage the fund.

Non-profit organizations and other levels of government are eligible to receive federal surplus lands to assist homeless people in cases where their community has a demonstrable homeless population and their proposal is supported by a recognized Community Plan. The fund will cover the difference between the market value of the property and the amount of money that the successful organization can afford to pay. Priority will be given to projects that are part of an SCPI Community Plan.

For further information on this initiative, contact your City Facilitator.

D. Components of the Supporting Community Partnerships Initiative (SCPI)

Community Plan

A Community Plan to reduce and prevent homelessness provides a focal point for joint community action. The Community Plan should:

- Give community service organizations a framework within which to work together to achieve common goals;
- Assist the community to make the best possible use of scarce resources by reducing overlap and duplication;
- Enable the community to evaluate its progress in reaching its shared objectives; and
- Set a common vision for fund-raising activities.

A Community Plan will take different forms in different communities. Ideally, it will be a long-term, comprehensive approach to homelessness that deals with the full range of needs of people who are homeless or who are at risk of becoming homeless. This kind of approach is often referred to as a “continuum of supports” approach.

It is important that there is broad community involvement in the development of the plan. Service providers and other interested organizations in the community should be consulted. In particular, the plan should reflect the needs of the key groups at risk in the community, for example, urban Aboriginal people, women and their children, youth, immigrants, refugees, ex-offenders, substance abusers and persons suffering from mental illness.

It is also important that there are links with other community initiatives, both existing and emerging. HRDC officials will work with communities to assist them in developing their plans and will play an ongoing role in ensuring that communities are well positioned to receive SCPI funding for eligible projects.

Even though not all activities outlined in the plan may be eligible for funding under SCPI’s Homelessness Initiative, the plan itself should endeavor to identify the complete range of activities necessary to address the reduction and prevention of homelessness, regardless of where the funding may come from. In order to qualify for matching federal SCPI funds, non-federal government funding sources must be identified, with evidence of this confirmed funding appended to the Community Plan.

Communities are encouraged to establish community plans that suit local circumstances. Nonetheless, these plans must provide information on nine elements that are outlined in “The Community Plan: The Nine Basic Components” on page [ms. P. 16]. Briefly, these elements are as follows:

- 1) Geographic area targeted by the plan
- 2) Objectives and expected results
- 3) Description of methodology or process used to develop the Community Plan
- 4) Assessment of existing supports and services, including needs and gaps
- 5) Priorities
- 6) Sustainability
- 7) Evaluation strategy
- 8) Communications strategy
- 9) Community Financial Contribution

Community Planning Groups

Community Planning Groups are ad hoc organizations formed to coordinate the research and discussions necessary to develop a plan to address homelessness in a particular community. Typically, they include representatives from local community service providers, funding organizations, various levels of government and the private sector. Where possible, representatives from the Aboriginal and youth sectors are also involved.

Community Planning Groups undertake the following:

- Work with service providers, HRDC City/Regional Homelessness Coordinators, funding sources and the various levels of government to determine the priority needs of the homeless and identify funding sources;
- Develop the Community Plan based upon the nine elements outlined in the preceding; and
- Submit the plan to the Community Entity (if formed) or the HRDC City Coordinator.

Community Entity

A Community Entity is an incorporated organization that is responsible for the implementation of a Community Plan. In most cases, it will also have played an important role in the development of the Community Plan.

The Community Entity contracts with the federal government for SCPI funds and is responsible for determining which community service providers receive funding for specific projects that fit within the priorities outlined in the Community Plan.

Community Entities are responsible for:

- Bringing together service providers, funding sources and other interested parties including the HRDC City Facilitator, to develop a “continuum of supports” plan (this will usually involve the creation of a Community Planning Group and Community Advisory Board);
- Submitting the Community Plan to the GOC City Facilitator;
- Implementing the SCPI portion of the Community Plan;
- Identifying and liaising with Aboriginal and youth organizations involved in Urban Aboriginal Strategy and Youth Employment Strategy homelessness projects, respectively;
- Identifying funding from partners other than the federal government to meet the minimum 50 percent community contribution;
- Sending out requests for proposals based upon the identified priorities in the Community Plan once the federal SCPI funds are approved;
- Receiving proposal recommendations from the Community Advisory Board and making final funding decisions;
- Receiving SCPI funds and being accountable for the flow of funds to community service providers;
- Working with all partners, including local and regional GOC Homelessness staff and the National Secretariat on Homelessness, to develop communications strategies for announcing activities to assist with homelessness;
- Monitoring and reporting on the development, implementation and success of their Community Plan, including the expenditures incurred, the number and type of initiatives funded, the success in filling gaps in services, new partnerships forged, etc.; and
- Participating in evaluations undertaken by the federal government on the SCPI.

Community Service Providers

Community Service Providers and agencies participate in the Homelessness Initiative at a number of levels. They can:

- Participate in community planning activities;
- Prepare proposals for consideration by review and recommendation by Community Advisory Boards;

- Provide reports on the main outputs of their projects to Community Entities or directly to HRDC if no Entity exists (shared delivery model); and
- Participate in program evaluations.

Community Advisory Boards

The Community Advisory Boards (or Steering Committees, Action Committees, Governance Committees) typically comprise partners from different levels of involvement in the homelessness issue, including public, private and not-for-profit organizations. They work with the Community Planning Group, the Community Entity and the HRDC City Facilitator to ensure that the priorities identified in the Community Plan are met through the funding process. Community Advisory Boards:

- Review project proposals for eligibility under the SCPI and relevance to Community Plan priorities, and make recommendations to the Community Entity or directly to HRDC if no Community Entity exists; and
- Where possible, include representation from youth and Aboriginal communities.

Individual Projects

All activities eligible for federal funding under the SCPI must fit within the program’s objectives and the Community Plan. Priority will generally be given to projects that address absolute homelessness — i.e., projects that get homeless people off the streets.

Some of the key areas that will be funded under the federal contribution to the SCPI will include

- emergency shelter spaces;
- transitional and supportive housing;
- supportive health and employment services;
- prevention strategies;
- outreach services that link homeless people with resources;
- multi-service centres that provide food, clothing, showers, hygiene services, service referrals, etc.;
- initiatives that strengthen the capacity of community organizations to conduct strategic planning and board training, access educational opportunities and encourage multi-sectoral and multi-organizational partnerships; and
- other activities that form part of a “continuum of supports” approach to reduce homelessness.

Project proposals will be considered by a Community Entity, if one is in place, or, if not, by HRDC. This process is detailed in Section E of this Guide.

E. Applying for SCPI Funding

Allocation of Funds

Eighty percent of SCPI funding will be allocated to the “most affected” communities: Vancouver, Calgary, Edmonton, Winnipeg, Toronto, Hamilton, Ottawa, Montréal, Québec City, and Halifax.

The remaining 20 percent of the SCPI funding will be allocated by province/territory. Within each province/territory these funds will be directed to communities with a homelessness problem, other than those “most affected” communities listed above. These additional communities will be identified through consultation between the federal government and each individual provincial/territorial government.

Eligible Organizations

Individuals, not-for-profit organizations and municipal governments are eligible to receive funding. Public health and educational institutions *may* be eligible for funding with the agreement of a provincial or territorial government.

For-profit enterprises are eligible for funding, provided that the nature and intent of the activity is non-commercial and conforms to the Community Plan. In addition, for-profit enterprises may receive funding to assist them in providing homeless people with work experience.

Eligible Costs

Planning

In each eligible community, contributions may be made to cover the full reasonable and direct costs of preparing a plan to reduce homelessness and disseminating information about that plan. These costs may include those incurred to rent meeting space for community consultations, hire a consultant to facilitate the planning process and draft a plan, and publish and distribute the plan.

Implementation

SCPI contributions may cover any or all portions of the reasonable and direct costs of developing, administering, delivering and evaluating projects that fall within the Community Plan. Contributions may be provided for capital projects. In the event that a proposal is approved for funding, the eligible costs of a project will be specified in detail in a contribution agreement.

Community Plan Development

This guideline is intended to help a community develop a continuum of supports plan *prior to* submission of the plan for funding review under the Supporting Communities Partnership Initiative (SCPI). This should be used in conjunction with other guidelines, particularly the subsequent sections on Community Planning Projects and The Community Plan: The Nine Basic Elements

Preconditions

Prior to starting the planning process, the following conditions should be met:

- There is a clear understanding of the geographic area to be covered by the plan – generally these will be cities, although they can include a “greater urban area” where planning at this level of aggregation will be effective.
- Significant homeless problems within the community have been determined – generally through evidence of people involuntarily on the streets or who have access only to temporary shelter.
- The Government of Canada and the Province/Territory agree that a plan should be developed in this community and SCPI funding support made available.
- There is evidence that key community organizations are “on side” and will participate in planning and implementation.

Getting Started

Before starting to establish objectives and begin drafting the plan, generally it is useful to do some fact-finding as well as collect and assess information and documents that already exist. In some cases, there are existing plans (e.g. on city core improvement) that can be building blocks for the homelessness plan. Community, government and other partners looking to initiate planning might address the following questions:

- Are there existing plans or reports that have already identified relevant objectives, assets, gaps and priorities?

- How can *all* the key community players take part in planning in the near-term future and in decision-making and administration later on?
- How can urban Aboriginal people and organizations best be included in all aspects of this initiative?
- Are there a few key players that can “steer” the planning process on behalf of the larger community?
- What is full range of human and financial resources, as well as tools, that can be harnessed to deliver an effective continuum of supports?
- Is there a community organization that has the potential to be accountable as the administrative entity under SCPI, or could the municipal government take on this role?
- How can evaluation and reporting be addressed in the plan and later on during implementation?

Engagement

Once groundwork has been done to develop ingredients for the plan, it is critical to proceed with consulting and involving all the relevant community players in the planning process and to validate the plan as it is written. There are different ways of doing this, although planning meetings or workshops are frequently used. In some cases working groups are established to develop recommendations on key issues. It is desirable to engage a full range of public and private partners to ensure that they will represent the full range of interests of homeless people and to develop the partnerships which are the heart of the homelessness initiative.

Drafting the Plan

The community’s homelessness plan is a document made available to the public in hard copy and, frequently, on a webpage. The plan need not be a long, complicated, document. It can, in fact, be a short paper that speaks concisely to the key issues, builds upon community consensus, and makes cross-references to more detailed reports and analyses relevant to the circumstances of homeless people in the community.

The process might, for example, go as follows:

- For a short period of time a community steering group discusses problems and approaches to homelessness, reviews and builds upon available reports and data, begins the work of identifying assets and gaps, and identifies the key community players, especially front-line service providers
- A community workshop is held to discuss and validate the analysis and proposals of the steering group
- A consultant, under the direction of the steering group, prepares a first draft of the plan
- The plan is circulated to key community stakeholders for review
- The report is revised and approved by the steering group

- The plan is submitted for approval of SCPI elements by the Federal Coordinator on Homelessness
- Once approved, the plan is released to the public and becomes the basis for implementation of specific initiatives
- The plan remains a “living” document, to be revised if circumstances change.

The plan must address nine elements to be eligible for SCPI funding: objectives; geographic area; assets and gaps (continuum of supports); community plan development process; priorities; sustainability; evaluation; communication strategy; and the community’s (financial) contribution. A checklist on these elements is available in a related guideline.

Smaller Communities

The plans of smaller communities can be as high quality as those of large cities, even though the planning process will be shorter and cost much less. The following are some suggestions that smaller communities may wish to consider for a simple planning process:

- Use the nine SCPI elements as the outline (format) of a simple plan
- Review the process followed by other, similar communities and borrow good practices and materials that have worked well there (the Government of Canada (GOC) community facilitator and the National Secretariat on Homelessness can provide you information)
- Connect with other communities and, if they are close enough, consider ways of partnering (e.g. a consultant undertaking a needs assessment for several communities at once)
- Seek as much help as possible from government and other partners in undertaking the work

Ways the GOC (City Facilitator and National Secretariat on Homelessness) can Help Communities in Planning

- Contribute *funding* to a representative community organization or to a municipal government to help pay the costs of preparing the community plan, e.g. consultancy costs, workshop, etc.. Total planning funds for all of Canada for the three-year period from 2000-01 to 2002-03 is \$3 million. The GOC city facilitator can provide more information on eligibility and the maximum amount of funding available for your community. These funds do not require a matching 50% community contribution and are separate from the SCPI funds allocated to communities (See the next section – Community Planning Projects)
- Provide detailed information and feedback on the *nine elements* needed for SCPI eligibility.
- Actively *participate* with other government and community partners in discussions and analyses on such key topics as identification of assets and gaps, strategies for partnership building and for leveraging other resources, and evaluation.

- Provide *information* on other community plans and planning practices
- Help communities develop *partnerships* and reduce barriers to participation.

Community Planning Projects

Communities identified as being eligible for SCPI funding may apply for full funding of costs of developing their plan, based on a continuum of supports. All proposals for funding to support community planning must:

- a) Describe the process that the community will follow to develop its plan, including research topics and methods, community consultations, surveys, etc.;
- b) Describe the activities to be undertaken in a sequenced time-framed work plan;
- c) Identify the roles and responsibilities of stakeholders, which may include community service providers, the Community Planning Group, the Community Entity and the Community Advisory Board, and estimate the cost of developing the plan;
- d) Include in their budgets all sources of funding, although there is no absolute requirement for a community contribution; and
- e) Provide a time frame for the complete planning process.

After the appropriate community consultation, the completed planning proposal must be submitted to the GOC City Facilitator for review.

The Community Plan: The Nine Basic Components

In order to be eligible to receive SCPI funding, eligible communities must prepare a Community Plan to reduce and prevent homelessness that which considers, at a minimum, the following nine components.

1. Geographic Area

Describe the geographic area over which the SCPI funding applies.

2. Objectives

The objectives clearly state the outcomes that your community expects to achieve by March 31, 2003, through the implementation of its community plan. The Government of Canada's objectives on homelessness (Section B of this Guide) and your community's more specific objectives must be compatible.

3. *Community Plan Development Process*

Describe the process followed to develop the community plan, including what actions were taken to ensure that the process was open and included participation by all interested stakeholders, giving particular attention to the inclusion of Aboriginal groups, youth groups and homeless persons.

Include, as an attachment to the plan, lists of participating organizations from any workshops, working groups or meetings that your community held as part of its community plan development process.

Your community plan must also address how stakeholders and others (particularly Aboriginal groups, youth groups and groups representing homeless people) will be included in the on-going decision-making associated with implementing your plan.

A Community Plan provides a focus for joint community action and the plan should be developed using an inclusive consultation process that allows all interested groups and individuals to contribute to its development.

The Government of Canada has provided specific program funds to support youth and Aboriginal people, therefore, communities that wish to access SCPI funding must ensure that individuals from these groups, or agencies serving these groups, have been offered the opportunity to participate in the development of the Community Plan.

4. *Assets and Gaps*

Homelessness is most effectively reduced through the implementation of a “continuum of supports” approach to help individuals move from absolute homelessness to self-sufficiency.

Using a ‘Continuum of Supports’ approach, list the supports and services for homeless people (*the assets*) that currently exist in your community - services, human resources, equipment, buildings, land, etc. Use this list to then identify the supports and services that are needed and do not exist (*the gaps*), to meet the needs of the homeless people in your community.

The information on assets and gaps may be lengthy, so refer to it in summary form within the text of the plan, and include the details as an attachment.

5. *Priorities*

The essence of a Community Plan is the identification of priority issues by the community. The community will then highlight the specific aspects (target areas) of each priority issue that it proposes to address over the life of the Community Plan.

Your community will use the analysis of the gaps within its “continuum of supports” to identify the areas of greatest need (*priorities*) for homeless people in your community -- these priorities may be broad and have a long-term focus.

The short-term nature of the SCPI requires that your plan identify the specific aspects of these priorities (*target areas*) that your community will address over the three years of the SCPI (April 1, 1999 to March 31, 2003). For each target area, a list of potential initiatives or combination of initiatives and an estimate of their cost, articulated by year, must be included. It is very important that the link between the gaps, the priorities and the target areas are clearly articulated in your community plan.

Following the completion of the plan, your community will solicit proposals for the initiatives to address these target areas.

Key to the three year plan is how to best sequence projects or initiatives that have been identified through the assets and gaps analysis. While the needs of each community are different, there are some overall issues that should be considered in the sequencing of initiatives:

1) Multi-year funding needs: Some initiatives may require two or three years of funding. To insure that these initiatives are fully funded before the SCPI ends on March 31, 2003, it is recommended that the plan consider initiating this project early in the planning period.

2) Contributions from other sources: SCPI encourages the linkage of this initiative with other federal and provincial/territorial initiatives, where feasible and appropriate. Planning should consider how the availability of funding from other sources may have an impact on when a certain initiative can be funded.

6. *Sustainability*

Ideally, Community Plans provide long-term, comprehensive approaches to homelessness. Although they may not list specific projects, it is important that communities explore approaches to support the sustainability of their longer-term projects.

The intent of the SCPI is to support the development of community capacity to address issues of homelessness and, where possible, support the provision of services and supports to homeless individuals. The Government of Canada wishes to avoid creating dependency on federal SCPI funding, particularly as it is approved for a three-year period only. For this reason, projects must be completed within the three-year funding time span, or include a financial plan for longer-term sustainability.

This section should include a description of the intent of the Community Entity or Advisory Committee regarding partnership approaches, support from other levels of government, fund-raising, time frames for projects, demonstration or pilot processes, etc.

The community plan must include information on how it proposes to address proposals that will create funding needs beyond March 31, 2003, the end of the SCPI.

- In those cases where a future funding source is secured, reference this in your plan and keep evidence of this source on file.
- In cases where future funding sources are not yet secured, the funding sources may be projected. These cases should be discussed with the Government of Canada Facilitator.

7. *Evaluation Strategy*

This element actually encompasses aspects of both reporting and evaluation.

- 1) Your plan must outline the measures that will be used to report, to the community and governments, on the progress of implementing your plan during the three years of the SCPI. This would be the types of measurable outcomes anticipated from the individual initiatives that will draw upon the SCPI funding.
- 2) Your plan should include a commitment and a process for reviewing and updating the plan on at least an annual basis.
- 3) Your plan must also outline the methods that will be used at the end of the three years of the SCPI to determine if your community plan has met its objectives.

8. *Communications Strategy*

It is essential that interested individuals and community agencies have free access to the Community Plan and, where appropriate, be able to access information on calls for proposals related to funding specific initiatives within the plan's list of priorities. The Community Plan, therefore, must include a communications strategy that details how information will be communicated to interested parties within the community.

As well, your plan will outline the process and schedule for annual reporting to the community and stakeholders, including governments, on progress towards achieving the plan's objectives

9. *Community Financial Contribution*

In order to qualify for matching federal funds, confirmed non-federal funding sources must be identified and proof of the funding must be appended to the Community Plan — e.g., letters, documentation from the funding source, certification by an officer of the donor organization, etc. The types of funding that will be recognized for 1-1 matching with SCPI dollars includes:

- Provincial/Territorial and Municipal money and in-kind contributions committed from April 1, 1999 forward that are identified as addressing the homeless issue and are consistent with the community's continuum of supports plan;
- Funding and in-kind services raised by service providers and private sector organizations committed from April 1, 1999 forward that are identified as addressing the homeless issue and are consistent with the community's continuum of supports plan, excluding provincial and municipal funding already identified;

Matching funding does not include funding provided by the Government of Canada through other programs or funding provided to provinces and territories to manage a program such as social housing or training. It also does not include funding for established basic programs that are the traditional responsibility of the provincial government such as basic health care.

Where a Community Plan has a shortfall in the matching funds necessary to attain its full federal allocation, the plan should contain a strategy on how the full required matching fund levels would be realized.

This financial information may be lengthy, so it could be referred to in summary form within the text of the plan, with the details included as an attachment. This appended information should also include the total costs

for the plan, including the matching funds (up to the maximum allocation for that community) requested from the Supporting Community Partnerships Initiative.

Community Entity

When the Community Plan has been completed, the community, in consultation with the GOC City Facilitator, may choose to designate responsibility for delivery of the plan to a Community Entity. If this is the case, a proposal must be developed to detail the manner in which the Community Entity will operate, addressing those areas not covered by the Community Plan. This proposal would normally be submitted for review and approval along with the Community plan.

At a minimum, the proposal should contain the following information:

- Summary of the entity and its mission;
- The essence of the proposal, including how the entity will operate in a matter consistent with the priorities in the Community Plan;
- Goals and objectives for the Community Entity;
- Multi-year workplan that describes the specific activities to be undertaken to implement the priorities of the Community Plan;
- Clear description of the process to be used to solicit proposals from community service providers to address the priorities in the Community Plan;
- Detailed description of the assessment, recommendation and approval process to be used for individual project proposals, including the involvement of external groups such as a Community Advisory Board and other partners;
- Description of the Community Entity's staffing requirements and administrative procedures, including relevant human resource practices such as hiring and staff evaluation. The level of detail required will depend upon how established the Entity is;
- Administrative costs of managing the implementation of the community plan and SCPI funds. SCPI can provide up to 50%, or the maximum allocation for that community, whichever is less, of the total of these administrative costs plus the costs of the initiatives in the community plan;
- Financial accounting and reporting practices to be used;
- Background information on the Community Entity and a description of its ability to manage the proposed activities. The level of detail will depend upon how established the Entity is;
- In addition to the evaluation and monitoring procedures described in the Community Plan section, an outline of how the Entity will monitor and review its internal operations.

The completed Community Plan and the additional Entity Information should then be integrated into one proposal and submitted to the GOC HRDC City Facilitator for review.

Projects

Projects Within a Community Plan

Where there is a completed Community Plan and SCPI funds have been allocated, communities have the following two choices to manage individual projects that address plan priorities:

- a) The Community Entity will solicit, review and fund individual project proposals, as described above; or
- b) A shared model will be used where individual projects will be solicited directly by the HRDC City Facilitator. These proposals will normally be reviewed by a Community Advisory Board and by HRDC. HRDC will be responsible for the administration of these projects.

In either instance, project proposals should contain the following information:

- A project summary that includes what Community Plan priorities it will meet;
- Project goals and objectives;
- Expected outcomes;
- An operational plan and description of project activities;
- Project milestones with dates;
- Evaluation and monitoring procedures;
- A list of all partner organizations and a description of each organization's involvement;
- A description of how these activities will be sustained should the proposed activities not be completed by the SCPI end date (March 31, 2003) and if there are ongoing costs associated with these activities;
- Project budget by cost category;
- The source and amounts of funding from partners with written confirmation from each one;
- A description of financial accounting practices;
- Sponsor background information and a description of the sponsor's ability to manage the project;
- Details with respect to all salaried positions, including job descriptions, pay levels, length of term and hours of work as well as a description of the proposed hiring process including who

will be involved and what criteria and process will be used (the wages for project staff should reflect the local prevailing rate for similar positions), and

- An evaluation plan, including a description of how and at what stages the project's progress and success will be measured.

The completed project proposal should be submitted to the HRDC City Facilitator (if shared model) or to the Community Entity.

Urgent Need Projects

While a community is in the process of completing its plan and prior to finalizing all the required elements of that plan, there may arise a sudden urgent need for a project to address absolute homelessness. Funding for such a project will be considered, provided that the community can demonstrate that:

- The proposed activity is time-sensitive in its implementation;
- It has been identified as a priority for the community through a public process;
- It has the formal endorsement of all members of the group developing the Community Plan as falling within the priorities of the Community Plan once the plan is completed;
- The federal and, where appropriate, provincial Homelessness Facilitator has certified that the project meets the objectives of the SCPI.

In addition to addressing these requirements, an urgent need project proposal must have the same elements as a regular project proposal.

F. Approval and Contracting of SCPI Activities

Community Planning Projects, Community Plans and Community Entity Proposals will be reviewed by HRDC officials and referred to the federal Minister Responsible for Homelessness for approval. Urgent need project proposals and projects in communities using the shared model will also be reviewed by HRDC officials and are subject to approval by the Minister.

In all cases, applicants will receive either a notice of approval or rejection of the application. No hiring of staff, commitments of any type, or expenditures should be undertaken until you have been informed of project approval. Any expenditure incurred prior to the agreed start date, as described in the official approval, will be the organization's sole responsibility and is not eligible for reimbursement.