



2024-2027

# Multi-Year Budget

City of London



## Business Case #P-9 - Giwetashkad Implementation

Primary Strategic Area of Focus: Reconciliation, Equity, Accessibility, and Inclusion

Primary Outcome: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

Primary Strategy: Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest.

Business Case Type: Additional Investment

Description: Continued implementation of the Giwetashkad Indigenous Homelessness Strategic Plan

Service(s): Housing Stability Services

Lead: Kevin Dickins, Deputy City Manager, Social and Health Development

Business Case Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2024	2025	2026	2027	2024 to 2027 Total
Annual Tax Levy Impact	\$355	\$710	\$710	\$710	\$2,485
Annual Incremental Tax Levy Impact	\$355	\$355	\$0	\$0	\$710
Estimated Annual Tax Levy Impact %	0.05%	0.04%	0.00%	0.00%	0.02% Average
Estimated Annual Taxpayer Impact \$ <sup>1</sup>	\$1.59	\$3.18	\$3.18	\$3.18	\$2.78 Average

Subject to rounding.

1) Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy).

## What is Included in the Base Budget?

Base Budget Table (\$ Thousands)

Existing Base Budget	2023	2024 to 2027 Total
Total Tax Levy Funded – Operating	\$250	\$1,000
Full-Time Equivalents	0	0
Total Capital	\$0	\$0

Subject to rounding.

### Base Budget Summary:

The Giwetashkad Indigenous Homelessness Strategic Plan currently funded through existing municipal, provincial and federal funding sources, supports access to culturally appropriate housing and homelessness services for Indigenous peoples. Those who identify as indigenous and are experiencing homelessness, approximately 500 individuals, do so at a much higher rate that is disproportionate as compared to many other priority populations. The City of London supports the goals, objectives, and outcomes of the Giwetashkad Indigenous Homelessness Strategic Plan and by utilizing cultural knowledge and practices, the plan aims to promote truth and reconciliation and break the cycles of historic and ongoing trauma faced by Indigenous people in Canada. The yearly cost to operate this program is \$990,000. (\$740,000 provincial, \$250,000 municipal)

This program is an effective tool in advancing Council's Strategic Plan as the program provides a range of options to meet the unique needs of indigenous people by aligning an indigenous led system response that supports individuals to access a range of housing and support options more effectively.

### Business Case Summary

This business case will support the continued policy and program realignment work the Housing Stability Services (HSS) team has already undertaken. An additional investment into this program will support approximately 400 indigenous identified homeless individuals who are in need thereby supporting the Housing and Homelessness and Reconciliation, Equity, Accessibility, and Inclusion outcomes and strategies of the council's strategic plan.

The development of The Giwetashkad Indigenous Homelessness Strategic Plan was led by Atlohsa Family Healing Services in consultation with stakeholders, including individuals with lived experience of homelessness. The Giwetashkad Advisory Circle, an advisory group that includes key stakeholders, supported the development of the Giwetashkad Indigenous Homelessness Strategic Plan. Programs are aimed at reducing homelessness and creating housing stability for Indigenous individuals and families experiencing or at risk of homelessness and operates in partnership with London's Coordinated Access System.

The Giwetashkad Plan sets out a vision of home as a place of safety, belonging, and relationship. It provides specific recommendations for addressing Indigenous homelessness. Using a community-driven, Indigenous-led, and culture-based community engagement process, the voices and perspectives of Indigenous community members with lived and/or living experience of homelessness are at the heart of this plan. City of London council has supported the initial implementation of the Giwetashkad plan through realignment of existing provincial and federal funding sources to support the business case implementing programs related to indigenous housing programs, street outreach and a cultural competency community education program through an indigenous housing first model.

In response to the increasing pressure to support indigenous homelessness, the HSS team has supported the initial implementation of the Giwetashkad indigenous homelessness strategic plan to better assist individuals who identify as indigenous and who are experiencing homelessness. The implementation of this plan has been ongoing and with this additional investment, a more robust indigenous led response that supports indigenous homeless individuals with additional culture-based services and supports that reflect the indigenous experience of homelessness will be possible. These services include indigenous housing first support model, indigenous led outreach services for engaging unsheltered indigenous individuals, as well as an indigenous led rapid rehousing program.

The community is impacted by this change in that there will be less indigenous identified individuals experiencing homelessness using the current homeless response system. This additional investment will also prevent indigenous individuals from losing their current housing and will support a more robust indigenous led process to reduce the reliance on emergency shelters. The city currently administers approximately \$990,000 in funding to implement the Giwetashkad plan with funding from a number of sources including Municipal, Provincial and Federal funding. The multi-year budget ask of \$710,000 annually supports a number of indigenous led services for continued implementation of the Giwetashkad Indigenous Homelessness Strategic Plan at a total cost of \$1,700,000.(\$990,000 plus the ask of \$710,000)

The city staffing needs to continue to implement the existing program and proposed additional investment will be accommodated through existing provincial and federal funding to support housing and homelessness programs.

## Financial and Staffing Impacts

Operating Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total
Expenditure	\$355	\$710	\$710	\$710	\$2,485
Revenue: Grants	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: User Fees	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Savings from Existing Budget	-\$0	-\$0	-\$0	-\$0	-\$0
Revenue: Other (Homeless Prevention Program and Reaching Home)	-\$0	-\$0	-\$0	-\$0	-\$0
<b>Net Tax Levy</b>	<b>\$355</b>	<b>\$710</b>	<b>\$710</b>	<b>\$710</b>	<b>\$2,485</b>

Subject to rounding.

## Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Relevance Profile for this Business Case:



### Environmental:

This business case does not include any new greenhouse gas emission sources or increased emissions from existing sources. This business case is not expected to have any impact on greenhouse gas emissions in the community. This business case is not expected to have any impact on community adaptation and resilience.

### Socio-economic Equity:

This request for additional investment supports a commitment to eliminating systemic racism and oppression through many current practises of the housing stability system, including a commitment to supporting indigenous led housing responses and other equity-deserving groups. Use of the Anti-Racism and Anti Oppression Framework and Equity Tool is being implemented in the decision-making processes and is being integrated into the community leadership decision making groups supported by the housing stability services team.

### Governance:

The risk of not proceeding with this additional investment business case is that, as current indigenous led programs are at capacity, there is an inability for the housing stability system to prevent, divert or end homelessness for indigenous peoples experiencing homelessness in a quick manner. This increases the pressure and demand on the existing emergency shelter system that is already over-capacity and unable to fully meet the cultural needs of indigenous peoples. The Housing Stability team monitors this program monthly and reviews quarterly financial reports. Outcome reporting on the services are part of the yearly Housing report to committee and council in May/June of each year.

## Additional Details

Previous council reports on this matter:

- [Sole Source Award for the Implementation of The Giwetashkad Indigenous Homelessness Strategic Plan \(CPSC: March 2 2021\)](#)
- [Single Source Procurement of Resting Spaces \(Single Source #SS20-29\) and Programs \(Single Source #SS20-37\) for Indigenous Individuals Experiencing Homelessness \(CPSC: December 15, 2020\)](#)
- [Contract Award Recommendation for Housing Stability Services – Request for Proposal 20-07 \(CPSC: March 31, 2020\)](#)

### Purpose of the Giwetashkad Business Plan

Building on the opportunity for transformative change in how Indigenous homelessness is addressed in London, the Giwetashkad Business Plan to Address Indigenous Homelessness in London (Giwetashkad Business Plan) serves as the road map for implementing an Indigenous led and culture-based Indigenous housing focused approach to achieve the vision of bringing people home.

The Giwetashkad Business Plan outlines the vision for and feasibility of implementing an Indigenized Housing First Model, outlining four strategic directions:

1. Implement an Indigenous Housing First Model
2. Build internal capacity
3. Cultivate community leadership
4. Advocate for systems change

This Giwetashkad Business Plan was developed to support the implementation of these four strategic directions and should be considered a companion document to the Giwetashkad Strategic Plan. [Link](#)