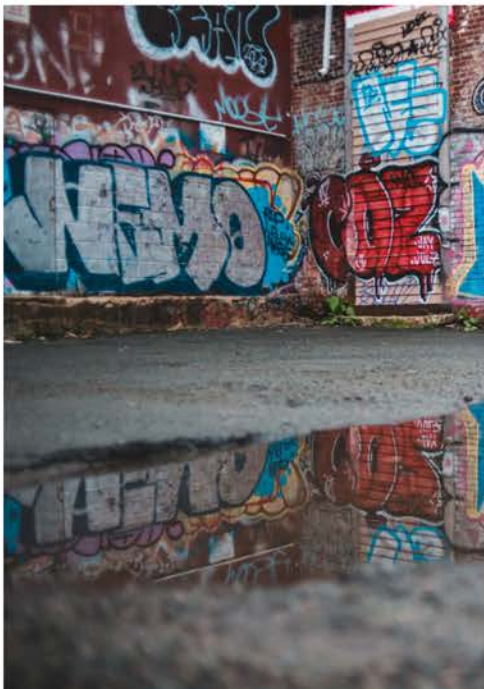


END HOMELESSNESS ST. JOHN'S **#WECANENDIT**

COMMUNITY PLAN **ANNUAL UPDATE** 2020 - 2021



LAND ACKNOWLEDGEMENT

We respectfully acknowledge the land on which we gather as the ancestral homelands of the Beothuk, whose culture has been lost forever and can never be recovered. We also acknowledge the island of Ktaqmkuk (Newfoundland) as the unceded, traditional territory of the Beothuk and the Mi'kmaq. And we acknowledge Labrador as the traditional and ancestral homelands of the Innu of Nitassinan, the Inuit of Nunatsiavut, and the Inuit of NunatuKavut. We recognize all First Peoples who were here before us, those who live with us now, and the seven generations to come. As First Peoples have done since time immemorial, we strive to be responsible stewards of the land and to respect the cultures, ceremonies, and traditions of all who call it home. As we open our hearts and minds to the past, we commit ourselves to working in a spirit of truth and reconciliation to make a better future for all.

OTHER ACKNOWLEDGEMENTS

Photography was provided by Erik McLean via Unsplash, as well as supplemental stock images. The layout and design work was completed by Matt George with input from Jennifer Tipple and Doug Pawson. Print version of this document was completed by The HUB.

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End Homelessness St. John's
25 Buckmaster's Circle
St. John's, NL
A1C 4V7



At EHSJ, we work toward a vision in which every resident of St. John's has

A PLACE TO CALL HOME



The idea of ending homelessness seems daunting at times, but we appreciate a challenge. We chose the tagline #wecanendit because we believe we can. We love the idea of systems change to ensure better outcomes for all our neighbours – even if it means working ourselves out of a job.

#WECANENDIT

The St. John's Community Plan to End Homelessness is a true community effort. It is proof of the fact that

WE WORK BETTER WHEN WE WORK TOGETHER



Together, we will ensure that

ST. JOHN'S IS THE NEXT COMMUNITY IN CANADA TO END HOMELESSNESS

MESSAGE FROM COMMUNITY ADVISORY BOARD



Angela Crockwell



Beverley Clarke

The first year of the “St. John’s Community Plan to End Homelessness 2019-2024” was also the first year of the global pandemic. As much of the world was shutting down in March 2020 the community sector pivoted quickly to adjust operations to ensure the safety of staff and participants. The focus was on providing basic services and supports to those most vulnerable – those already homeless or at imminent risk of becoming homeless – in this most difficult and challenging time.

Those working within the sector provided a coordinated response, working together to provide basic necessities such as food, clothing, shelter, and personal protective equipment and supplies. Many organizations began to offer meal programs, home delivery services, and housing and homelessness interventions remotely. This pivot to meet immediate needs meant that some of the work outlined in the Community Plan for 2020-21 would not be achievable; however, much of the planning work continued, as highlighted in the Annual Update to the Community Plan.

It was quickly realized at the federal, provincial, and municipal levels that additional funding was needed to support and protect the general population. And more specifically, funding was made available through the Government of Canada via Reaching Home: Canada’s Homelessness Strategy to provide additional services and supports to our vulnerable neighbours. With this additional funding, End Homelessness St. John’s was able to allocate funding to organizations within the community sector to provide such basics as funding for food security, harm reduction, PPE for staff and clients, and designated shelter beds for those in need of a safe place for isolation.

Through working closely with community and government partners, new services and ways of working have further enhanced the work outlined in the Community Plan. In many ways, the pandemic highlighted the needs of those most vulnerable and the necessity of the community sector.

We would like to acknowledge the incredible efforts of our community partners, and the frontline staff who stepped up and offered these essential services during such stressful and ever-changing times. We would also like to acknowledge the challenges faced by many as they struggled to keep themselves safe while not knowing if they would have the basics of food, clothing, and shelter. We will continue towards our collective goal of being the next community in Canada to end homelessness, so everyone has a safe and affordable place to call home.

Beverley Clarke and Angela Crockwell
CAB Co-Chairs

CAB Members

Angela Crockwell - Chair
Thrive

Andrew Harvey

First Light

Cindy Murphy

John Howard Society NL

Daniel Kudla

Memorial University

Gail Thornhill

Stella’s Circle

Heidi Edgar

CMHA-NL

Laura Winters

St. John’s Status of Women’s Council

Michelle Greene

Iris Kirby House

Mohammed Abdallah

Connections for Seniors

Steven Barrett

Salvation Army Wiseman Centre

Ex Officio:

Bev Clarke - Chair - EHSJ Board

Renee Ryan - Poverty Reduction Strategy

Doug Pawson - EHSJ

Janine Snelgrove - Service Canada

Judy O’Keefe - Eastern Health

Krista Gladney - City of St. John’s

Brad Glynn - EHSJ Board

Melanie Thomas - NL Housing

MESSAGE FROM EHSJ EXECUTIVE DIRECTOR



Doug Pawson

What a year it's been. I'm not sure how others felt over the past year – but it felt as if the weeks went by slowly, but the months went by quickly. Over the past year though, our community has shown tremendous resilience and we're looking forward to building on that momentum well into the future.

When the COVID-19 pandemic struck, the EHSJ team was only a couple weeks away from departing the City of St. John's and transitioning into our new purpose-built non-profit with the sole focus on ending homelessness in St. John's. In the spirit of systems change, however, we knew we couldn't let the pandemic go to waste. When EHSJ received funding as part of the Government of Canada's Emergency Response, we knew there were opportunities to make strategic investments into critical supports that could lead to lasting changes well-beyond the pandemic. As part of EHSJ's COVID-19 response, we worked with community and public systems partners to develop a series of responses including:

- A designated isolation site for shelter clients
- A partnership with Eastern Health to implement a Harm Reduction program in the community
- Two rounds of funding focused on housing and housing stability (the second round of funding in winter 2021 leveraged a cost-matched partnership with NL Housing Corporation)

While we had to pivot to develop pandemic responses for our most vulnerable neighbours, EHSJ also continued to make strides towards the objectives and goals outlined in the St. John's Community Plan to End Homelessness 2019-2024. Some of the notable work the EHSJ team did included:

- Launching HomeConnect in spring 2020. Since its launch HomeConnect has onboarded over 25 landlords and facilitated tenancies for over 40 clients in the community.
- Planning, development, and implementing HIFIS 4.0. EHSJ has piloted HIFIS 4.0 with two community partners with the goal of onboarding all shelters in 2021-2022 and beyond.
- The pandemic forced EHSJ to pause Coordinated Access, but we're re-launching Coordinated Access to Homes, with new resources and capacity embedded in the community.

While the pandemic forced EHSJ to pivot to ensure community and system-wide responses, we have also made considerable strides on the actions originally outlined in the Plan. In this first Annual Update to the Plan, we highlight key accomplishments over the past year, share lessons learned, and outline what's next for EHSJ in 2021-2022.

I am incredibly proud of the EHSJ team and our community and public systems partners for all their work to support our neighbours experiencing or at risk of homelessness through the pandemic.

I would also like to share our gratitude for the support received from the Community Advisory Board, the EHSJ Board of Directors, and our entire community. We are optimistic the world will return to a new normal soon, and we're even more committed to building out the systems required to end homelessness in St. John's.

Doug Pawson
Executive Director

Board Members

John Brooks - Chair
Beverley Clarke - Vice-Chair
Lisa Crockwell - Secretary
Trevor Giles - Treasurer
Ann Marie Hann
Brad Glynn
Brittany Wells
Jesse Donaldson
Marion Pardy
Meaghan Philpott

Ex Officio:

Doug Pawson - End Homelessness St. John's
Janine Snelgrove - Service Canada
Judy Tobin - City of St. John's
Julia Mullaley - NL Housing

EXECUTIVE SUMMARY

Welcome to the 2020-2021 Annual Update of the St. John's Community Plan to End Homelessness 2019-2024. This Plan is led by End Homelessness St. John's (EHSJ) on behalf of community and government partners in the homeless-serving system.

The Plan was intentionally designed to be a living document, updated annually to be responsive, agile, and capable of adapting to needs as they emerged. When we released the Plan in August 2020, we promised that we would release an update every year to share our major updates and changes, progress to date, and next steps for the upcoming fiscal year. This is the first Annual Update.

We structured each update into three sections: what we accomplished, what we learned, and next steps. Our goal is to provide a clear, accessible document with a high degree of readability. This includes the addition of several block quotes to highlight some key areas of interest.

2019-2024 COMMUNITY PLAN PRIORITY AREAS

EHSJ's five priority areas remain the same: Systems Coordination, Knowledge Mobilization, Community Investment, Leadership and Advocacy, and Stakeholder Engagement. The first three priority areas represent areas of active investment of resources through the Community Plan, whereas the last two priority areas represent the supports and structure required to ensure successful implementation of the Community Plan.

While the priority areas are unchanged, some key activities have moved between priority areas to reflect what we've learned this past year.

Major changes include the following:

- *Implement key performance indicators* moved from Systems Coordination to Knowledge Mobilization
- *Develop training agenda* was removed from Knowledge Mobilization, to be integrated into all priority areas as required
- *Enhance local, provincial and national profile* moved from Knowledge Mobilization to Stakeholder Engagement (included in Participate in the local, provincial and national conversation)

COVID-19 RESPONSE STRATEGY

The biggest change in terms of implementing the Community Plan was the unanticipated arrival of the COVID-19 pandemic. In 2020-21, EHSJ's COVID-19 response strategy became the unofficial sixth priority area in our Community Plan.

In 2020-21, the Government of Canada allocated an additional \$394.2 million in Reaching Home funding to address the pandemic. The St. John's allocation totalled \$2.5 million. This strategy required immense effort and consultation on behalf of our team and the community. Collectively, we doubled down to respond to the pandemic and expend our pandemic funding responsibly.

We're most proud of three COVID-19 initiatives:

- We established the dedicated COVID-19 isolation site for shelter clients and/or individuals experiencing homelessness who screened in for COVID-19 testing and require isolation, with dedicated shelter staff, security and supports in place.
- In partnership with Eastern Health, EHSJ invested in a cost-shared harm reduction team to provide dedicated supports for shelter clients. This initiative has expanded to be available to all community-level clients as part of the Downtown Healthcare Collaborative.
- In partnership with NL Housing, EHSJ developed a two-phase Request for Proposals (RFP) for projects that enable a scattered-site support approach to housing stability. This team is also being used to add over 200 spots of caseload capacity to Coordinated Access to Homes (CAH).

COMMUNITY PLAN HIGHLIGHTS TO DATE

While the COVID-19 response took a lot of our energy, EHSJ made great strides in 2020-21 toward implementation of the Community Plan.

Here are a few highlights:

- We rebranded Coordinated Access as **Coordinated Access to Homes (CAH)**, a conscious effort to focus on rapidly matching clients to housing and related supports. We revised and revamped all parts of the CAH process, from the Consent Form to the By-Name List.
- In May/June 2020, we launched the **HomeConnect program**, our rental inventory program of private market rentals. This includes a host of value-add tools, such as move-in/out inspections, as well as the \$10,000 landlord protection fund.
- EHSJ ramped up our advocacy work this year, with many efforts this year related to COVID-19. This included **advocacy around the CERB and Income Support** and the importance of a **system-wide pandemic response**.

NEXT STEPS IN 2021-22

With our COVID-19 response in place, the EHSJ team has recommitting our energy to the Community Plan. This time next year, we look forward to updating you on the key next steps we have outlined for 2021-22. These include:

- Completion of **systems mapping and integration with the By-Name List**. This initiative will ensure that the supply of available resources matches the needs of our most vulnerable neighbours, helping us to identify systems gaps and areas of potential investment.
- With Phase I of our **HIFIS 4 implementation project** complete, we will complete the onboarding of all emergency shelters (Phase II) and other service providers engaged in CAH, such as direct housing providers and housing supports (Phase III).
- We will continue in our stakeholder engagement efforts, including launch of the **EHSJ Communications Plan** and relaunch of our **Lived Experience Council**, both of which seek to further integrate the voice of Indigenous experience.

IN SUMMARY

As always, the support and participation of our government and community partners is essential to our work. The COVID-19 pandemic response brought us together and encouraged us to work together creatively and quickly. Once again, this highlights the shared value of collaboration – the belief that we are stronger when we work together.

While the tumultuous months of the pandemic tested our strength, it also reminded us of the importance of the work we do. Our vision – ensuring that everyone in St. John's has a place to call home – is more important than ever.





EHSJ GUIDING PRINCIPLES



HOUSING AS A HUMAN RIGHT

We adhere to the Housing First philosophy in everything we do. We believe that everyone deserves housing, and that people are better able to move forward with their lives if they are first housed.



COLLABORATION

We believe we are stronger when we work together. Our relationships are built on a shared vision that we can end homelessness in our community.



CONFIDENTIALITY

We honour the confidentiality of all the people we serve and with whom we interact by ensuring we only share information that will help achieve housing stability.



SOLUTIONS FOCUS

We embrace the importance of being outcome driven and looking creatively for the best solutions within the resources that are available. We take measured risks and pivot when necessary.



INTEGRITY AND ACCOUNTABILITY

We engage ethically, transparently, and respectfully in our actions. We listen to each other and ensure we create a safe space for everyone to participate. We are prepared to be held accountable in everything we do.

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COVID-19 RESPONSE STRATEGY

This item was not in the original St. John's Community Plan to End Homelessness 2019-2024. It has been added as a separate priority area due to the immense efforts and resources required of the EHSJ team in response to the COVID-19 pandemic and our community's allocation of the Government of Canada's Emergency Response funding.

In March 2020, the Government of Canada announced \$157.5 million in additional Reaching Home COVID-19 emergency response funding. EHSJ received \$979,034 in this initial response funding. In September 2020, the Government of Canada announced an additional \$236.7 million in Reaching Home funding for its COVID-19 Response, and \$1.5 million in new funding was designated for St. John's.

To access the new funding, the previous allotment had to be fully expensed. Further, all funds must be expensed by no later than June 30, 2021.

The funding must be used for the following types of activities:

- Extend emergency COVID-19 measures (e.g., investments to reduce shelter overcrowding, secure isolation facilities)
- Invest in activities that promote housing stability (e.g., placements into permanent housing, particularly for individuals currently in temporary accommodations)
- Undertake activities to prevent future inflows into homelessness (e.g., paying rent/utility arrears, landlord-tenant mediation services)

EHSJ considered priorities for funding allocation to best support our community. A survey was circulated to members of EHSJ's Community Advisory Board (CAB), and a focused engagement session was held to discuss the results and gain further input from the group.

The following broad priority areas were identified:

- Secure emergency spaces to address needs arising out of COVID-19, including secure isolation facilities and investments to reduce shelter overcrowding
- Increase and maintain the safety of sites, staff and clients through adequate personal protective equipment (PPE) and cleaning supplies
- Safely support individuals experiencing homelessness throughout the COVID-19 pandemic from a health and harm reduction perspective
- Promote housing stability and prevent future inflows into homelessness through sufficient housing supports
- Enable food security and distribution in the community



COVID-19 RESPONSE STRATEGY



In 2020-21, here's what we accomplished:

- **Designated COVID-19 isolation site:** This site was created for shelter clients and/or individuals experiencing homelessness who screened in for COVID-19 testing and require isolation, with dedicated shelter staff, security and supports in place.
- **Personal protective equipment (PPE) fund:** EHSJ purchased and maintained a stock of PPE supplies for community agencies, and also supported agencies through reimbursement for PPE supplies.
- **Harm reduction nurse team:** In partnership with Eastern Health, EHSJ invested in a cost-shared harm reduction nurse team to provide dedicated supports for shelter clients.
- **Food Helpline (211):** In partnership with Food First NL, EHSJ addressed food security during the COVID-19 pandemic. Through investment the Food Helpline, EHSJ funding supported efforts to coordinate and distribute emergency food support services throughout our community.
- **Scattered-site approach to housing stability:** In partnership with NL Housing, EHSJ developed a Request for Proposals (RFP) for projects that enable a scattered-site support approach to housing stability. This team is also being used to add capacity to Coordinated Access to Homes (CAH).



In 2020-2021, here's what we learned

- **Disbursal of funds by June 30, 2021:** EHSJ was challenged with how to invest in funds and activities that could be completed by June 30, 2021. While some Canadian communities invested in capital projects (such as purchasing hotels), our consultations did not identify many opportunities for capital investment to support a COVID-19 response. Our stakeholders indicated the need for supports, which are difficult to maintain sustainably in a short timeframe.

- **Unknowns in COVID-19 spread:** In budget planning, we had to ensure that our designated COVID-19 response site was adequately maintained. However, no one can predict how COVID-19 will affect our community, so funding had to be allocated based on the possibility of an outbreak in the shelter system.
- **Need for flexible response plan:** We had to learn how to maintain flexibility in response to evolving pandemic needs, to ensure that our response plan was agile and adaptable to meet new challenges as they arise. We also had to maintain fluidity to respond to new federal and local cost-matched funding.



In 2021-22, here are our next steps

- **Extension of designated COVID-19 isolation site:** EHSJ will extend the secure COVID designated isolation site, supports and resources until they are no longer required (currently estimated to conclude by March 2022).
- **Planning for 2021-2022 emergency response funding:** EHSJ will work with its Community Advisory Board (CAB) to determine how best to utilize the third allotment of incremental emergency response funding for fiscal year 2021-2022.
- **Continuation of response plan:** We will continue our COVID-19 response efforts in response to shifting context and changing community needs.



WITH OUR COVID-19 RESPONSE IN PLACE, THE EHSJ TEAM HAS RECOMMITTED OUR ENERGY TO THE COMMUNITY PLAN. THIS TIME NEXT YEAR, WE LOOK FORWARD TO UPDATING YOU ON THE KEY NEXT STEPS WE HAVE OUTLINED FOR 2021-22



SYSTEMS COORDINATION

WHAT IT MEANS

Homelessness sits at a complex intersection of socioeconomic issues and system responses. Systems Coordination involves the coordination of all community and government stakeholders that intersect with the homeless-serving system in St. John's. In its unique role as the system planning organization for the St. John's homeless-serving system, EHSJ takes the lead in this priority area.

WHY IT'S IMPORTANT

Systems Coordination means that we, as a community, understand the demand for and supply of homeless-related services, so that our system is designed to match supply to demand. If we get Systems Coordination right, we will reach our goal of ending homelessness. The initiatives outlined here are essential to mapping out how we will do that in St. John's.

HOW WE'LL DO IT

Systems Coordination is largely composed of systems mapping and the implementation and continuous improvement of Coordinated Access, including the By-Name List, assessment and prioritization. This priority area is also responsible for maintaining Housing First fidelity, and meeting Built for Zero – Canada (BFZ-C) standards.

Areas of implementation in the 2019-2024 Plan include the following:

- Conduct systems mapping
- Build a strong system of Coordinated Access
- Prevent system discharge into homelessness
- Implement key performance indicators (moved to Knowledge Mobilization priority area)



CONDUCT SYSTEMS MAPPING

Systems mapping includes all aspects of the social safety net – community, health, justice, income support, and any systems that intersect with homelessness. EHSJ's goal is to strive for a reality where supply equals demand to ensure housing stability.



In 2020-21, here's what we accomplished

- **Catalogue of local organizations:**
We catalogued local homeless-serving organizations, stratifying them according to level and type of service – housing and shelter providers, direct homeless-serving organizations (for example, case management), and indirect homeless-serving organizations (for example, food banks).



In 2020-21, here's what we learned

- **Importance of systems mapping to the Community Plan:** Systems mapping is a foundational step in the Community Plan and is a driving force behind the other priority areas. It is critical for our team to have a common understanding of what systems mapping entails and how it supports the bigger picture of ending homelessness in St. John's.
- **Sufficient resources:** It is crucial to ensure sufficient resourcing to both complete a comprehensive mapping of relevant community resources and to maintain this mapping to ensure it is accurate and updated.



In 2021-22, here are our next steps

- **Lifting up systems mapping:** Starting in June 2021, EHSJ will transfer oversight and coordination of systems mapping to the Director of Strategy, with support from the Manager of Systems Coordination. This change reflects the importance of systems mapping to all priority areas, not just Systems Coordination.
- **Completion of the systems mapping catalogue:** Building on work to date, we will collect detailed information from homeless-serving organizations on specific programs, such as eligibility, caseload capacity and length of stay, and use this information to refer resources to Coordinated Access to Homes. This will also help to identify systems gaps and areas of potential investment.
- **Integration of By-Name List:** We will build on our By-Name List to obtain comprehensive system-wide data on the numbers of individuals experiencing or at risk of homelessness so that we can continue to ensure the supply of available resources matches the needs of our most vulnerable neighbours.

“

SYSTEMS MAPPING IS A
FOUNDATIONAL STEP IN
THE COMMUNITY PLAN
AND IS A DRIVING FORCE
BEHIND THE OTHER
PRIORITY AREAS

”

STRENGTHEN COORDINATED ACCESS

Coordinated Access (CA) is a standardized, community-wide system that streamlines the process for people experiencing homelessness to access housing and supports. CA is an internationally recognized best practice and a key requirement of Reaching Home. The 2014-2019 Plan prioritized implementation of CA, which was launched in St. John's in November 2017. Stakeholder consultation, including a focus group held in August 2019, indicates that while the community strongly supports CA, there is room to strengthen the process and serve more individuals.



In 2020-21, here's what we accomplished

- **Coordinated Access to Homes:** We rebranded Coordinated Access as Coordinated Access to Homes (CAH). This was a conscious effort to focus on rapidly matching clients to housing and related supports.
- **New CAH Consent and Intake Forms:** We developed new forms in the spring of 2021, improving readability to support informed consent, and collecting the information required to ensure appropriate matching of housing and supports for each client.
- **Revised By-Name List:** Through our participation in Built for Zero Canada (BFZ-C), we developed a revised By-Name List (BNL) to collect enriched data on clients engaged in CAH. The BNL enables us to efficiently match individuals to housing and supports, and helps us measure our progress toward ending homelessness in St. John's.



In 2020-21, here's what we learned

- **Importance of sustainability:** The suspension of Coordinated Access in March 2020 underscored the importance of sufficient staff supports and adequate community resources to rise to any challenge affecting the lives of our vulnerable neighbours, including a pandemic.
- **Clear communication:** It is important that all CAH stakeholders have a common understanding of the objectives, processes and anticipated outcomes of CAH.



In 2021-22, here are our next steps

- **Continuous improvement:** With CAH relaunch scheduled for spring 2021, EHSJ will review all processes and documentation of CAH (including the CAH manual and policies) to ensure they are updated and to identify opportunities for continuous improvement and shared accountability.
- **Contingency planning:** EHSJ will complete contingency planning for CAH to ensure system integrity and sustainability, even amid constant change and uncertainty.
- **Alignment with VAT national framework:** The Vulnerability Assessment Tool (VAT), the assessment tool of choice for St. John's, is currently being revised by the national Systems Planning Collective with updates scheduled for fall 2021. In the interim, EHSJ's three local VAT Trainers developed refresher training for local Assessors for use in CAH until the new framework is complete.

The screenshot shows the 'COMMUNITY PORTAL' website for 'END HOMELESSNESS ST. JOHN'S'. The navigation bar includes: ABOUT US, OUR WORK, EVENTS, RESOURCES, COMMUNITY PORTAL, and HOW WE CONNECT. The main content area features several sections:

- UPDATE AS OF JULY 30, 2021:** A notice about new Consent and Intake Forms.
- COVID-19 CLIENT SUPPORTS:** Information on available support services.
- IMPORTANT NUMBERS:** Contact information for emergency services.
- BACK LINKS:** A list of useful links including 'EHSJ Consent Form 2021', 'EHSJ Intake Form 2021', 'EHSJ Supported Veterans Claim Form', 'EHSJ Fund Instructions', 'EHSJ Fund Application', 'EHSJ Fund Budget Form', 'Supported Veterans Guide', and 'DOWNLOAD SOFTWARE'.

At the bottom of the screenshot, a red banner reads: "New Consent & Intake forms are available on the Community Portal at www.wecanendit.com/communityportal".

PREVENT SYSTEM DISCHARGE INTO HOMELESSNESS

Enhancing the integration of public systems to reduce discharging into homelessness was one of the outcomes identified in the 2014-2019 Plan. Preventing system discharge into homelessness is re-emphasized in this Plan through our commitment to BFZ-C. The BFZ-C BNL Scorecard includes collecting information on key connections at inflow to determine where participants are entering homelessness from (i.e. housing, shelter, hospital). Understanding sources of inflow will help our community to identify systems gaps and therefore areas where homelessness can be prevented before it even occurs.



In 2020-21, here's what we accomplished

- **Partnership with Eastern Health:** We identified opportunities for improved program delivery and partnership with Eastern Health, as demonstrated by the formation of the cost-shared harm reduction nurse team. (For more information, refer to the Coordinate COVID-19 Response Strategy section in the Community Investment priority area.)



In 2020-21, here's what we learned

- **Need for data through BNL:** While national research confirms that discharge from systems such as justice, healthcare, and child welfare contribute to the occurrence of homelessness, it is difficult to inform a strategic plan to address this in the absence of comprehensive data on individuals experiencing homelessness in our community.



WE KNOW THAT OUR RESPONSE MUST BE INFORMED BY OUR COLLEAGUES IN THE HEALTHCARE, JUSTICE, AND CHILD WELFARE SYSTEMS, AND MUST BE DELIVERED IN COLLABORATION WITH THEM



In 2021-22, here are our next steps

- **Need for further collaboration with public systems stakeholders:** Having said that, we know that our response must be informed by our colleagues in the healthcare, justice, and child welfare systems, and must be delivered in collaboration with them.
- **Creation of working group:** EHSJ will create a community-wide committee around public system discharge into homelessness, in the form of a working group to the Community Advisory Board (CAB).
- **Integration of data through BNL:** EHSJ will ensure that data collected via the By-Name List is designed to inform change and action on public system discharge into homelessness. This data will be used to inform the plan moving forward.

IMPLEMENT KEY PERFORMANCE INDICATORS

This section has been moved to the Knowledge Mobilization priority area.

KNOWLEDGE MOBILIZATION

WHAT IT MEANS

Knowledge Mobilization is identified as a priority area for EHSJ given the amount of data it collects, the importance of data sharing, and the opportunities to participate in and inform research on homelessness in St. John's. Knowledge Mobilization is focused on how what we learn can be leveraged and shared throughout the community – including data collection and research opportunities.

WHY IT'S IMPORTANT

Collecting data about the most vulnerable people in our population is a privilege that comes with immense responsibility. Knowledge Mobilization ensures that we strive for comprehensive, real-time data to understand the needs of the people we serve and to do our best to support our neighbours in our community. This area also informs our Key Performance Indicators (KPIs), enabling us to demonstrate our progress toward our goal of ending homelessness. A central feature of Knowledge Mobilization is ensuring that the knowledge acquired can be circulated to the right stakeholders at the right time – therefore, it is important that it is closely linked with the Stakeholder Engagement priority area.

HOW WE'LL DO IT

Knowledge Mobilization broadly includes the implementation of the Homeless Individuals and Families Information System (HIFIS) 4 implementation and a research agenda.

Areas of implementation in the 2019-2024 Plan include the following:

- Implement key performance indicators (moved from Systems Coordination priority area)
- Continue HIFIS 4 pan-provincial rollout
- Develop research agenda
- Develop training agenda (removed from Knowledge Mobilization priority area; to be integrated into other Priority Areas as required)
- Enhance national profile (moved to Stakeholder Engagement priority area)



IMPLEMENT KEY PERFORMANCE INDICATORS

The use of key performance indicators (KPIs) is critical for EHSJ to assess its progress toward its goal of ending homelessness. As mentioned in the 2019-2024 Objectives and Outcomes section of the Community Plan, a common set of indicators for Reaching Home mandatory community-level outcomes will be established, but they are not mandatory and at time of writing they are not yet available. Once they are released, they will be reviewed to determine if they will be used for this Community Plan. BFZ-C also involves extensive use of KPIs as a means of measuring progress. KPIs are applicable at the program level as well as the community level to ensure that programs are meeting their targets. Program-level KPIs can also be used for future planning, refinement of program models, and funding decisions.



In 2020-21, here's what we accomplished

- **Performance measurement framework:** We assessed options for a performance measurement framework that can be adopted for our local context.
- **Integration of tools and outcomes:** We ensured data collection tools developed across EHSJ programs, such as the By-Name List, capture data required to measure outcomes associated with Reaching Home and BFZ-C.
- **Dashboard alpha:** We established a Tableau Online environment as a forum for sharing KPI dashboards as they are developed. (Tableau is a visual analytics platform used to help people see and understand data in order to solve problems; for more information: [https://www.tableau.com/.](https://www.tableau.com/))



In 2020-21, here's what we learned

- **Importance of reflecting community contributions:** There are many perspectives among stakeholders in the homeless-serving community. The challenge will be to select outcomes and measures that allow everyone to see their contribution toward achieving our goal of ending homelessness.



In 2021-22, here are our next steps

- **Creation of working group:** EHSJ will form a working group of EHSJ staff and community representatives, reporting to the CAB. This group will consult with key stakeholders to confirm a performance measurement approach and identify KPIs to track progress toward our shared goals.
- **Continuous review of KPIs and progress:** Our team will work internally with EHSJ program areas to identify key indicators and monitor progress toward required outcomes under Reaching Home and BFZ-C.
- **Public interactive dashboard:** EHSJ will develop and share an interactive dashboard (using Tableau) that allows EHSJ and its stakeholders to monitor progress on KPIs.

“ THERE ARE MANY PERSPECTIVES AMONG STAKEHOLDERS IN THE HOMELESS-SERVING COMMUNITY. THE CHALLENGE WILL BE TO SELECT OUTCOMES AND MEASURES THAT ALLOW EVERYONE TO SEE THEIR CONTRIBUTION TOWARD ACHIEVING OUR GOAL OF ENDING HOMELESSNESS ”

CONTINUE HIFIS 4 PAN-PROVINCIAL ROLLOUT

A shared database for the homeless-serving system is the first step to better understanding how and where people are being served in order to do it better. The Homeless Individuals and Families Information System (HIFIS), developed by the Government of Canada, was identified for implementation in the 2014-2019 Plan. Shelters provincially, and some service providers, are already using HIFIS 3.8. Reaching Home mandates implementation of HIFIS 4 (or a comparable management information system) for all Designated Communities. HIFIS 4, a web-based version with more functionality in terms of data sharing and standardized reporting, was introduced in 2015. Once HIFIS 4 is implemented, it will be much easier to generate performance reports at both the program and system level in the local homeless-serving system.



In 2020-21, here's what we accomplished

- **Signing of Data Provision Agreement:** EHSJ signed the Data Provision Agreement with the Government of Canada that allows EHSJ to download and begin using HIFIS 4 across the St. John's homeless-serving community. We also drafted the legal documents required for HIFIS 4 implementation.
- **HIFIS 4 Masterclass:** EHSJ's Manager of Knowledge Mobilization enrolled in the HIFIS 4 Masterclass offered by ACRE Consulting, a leading authority on HIFIS 4 implementation (<https://courses.acreconsulting.ca/pages/masterclass>).
- **HIFIS 4 plan development and Phase I implementation:** We developed a plan to implement HIFIS 4 and initiated Phase I with two homeless-serving agencies, The Gathering Place and Connections for Seniors. Through Phase I, we developed a preliminary inventory of programs, services, and staff roles that will be using HIFIS 4.



In 2020-21, here's what we learned

- **Need for customization:** HIFIS 4 is not an out-of-the-box solution. It involves extensive requirements from homeless-serving agencies and customization to meet local needs. Communities get out of HIFIS 4 what they put in, so additional resources are needed to fully leverage HIFIS 4's capabilities.
- **Alignment of HIFIS 4 with other community initiatives:** HIFIS not only supports the day-to-day operations of agencies, but it also supports other programs and processes such as Coordinated Access to Homes and community investment opportunities. Data collection, therefore, must align with those broader requirements.

Integration with systems mapping initiative:

Implementation of HIFIS 4 requires detailed information about homeless-serving agencies. This includes all services and their locations, staff roles, capacity, and so on, which would be catalogued during the systems mapping initiative.



In 2021-22, here are our next steps

- **Phase II and III implementation:** We will complete the onboarding of all emergency shelters onto HIFIS 4 (Phase II). We will onboard other service providers engaged in Coordinated Access to Homes, such as direct housing providers and housing supports (Phase III).
- **Training and helpdesk support:** We will develop an ongoing training and helpdesk support program for HIFIS 4 users.
- **Formalization of working group:** We will further build and formalize a committee of local and provincial HIFIS 4 stakeholders, to take the form of a working group that reports to EHSJ's CAB.

DEVELOP RESEARCH AGENDA

A research agenda is key to the collection, analysis and dissemination of data and information to support ending homelessness in St. John's. The Knowledge Mobilization priority area is responsible for leading the implementation of the research agenda, securing dedicated resources to fund research initiatives (such as grants and academic partnerships), and coordinating Point in Time (PiT) Counts in 2022 onward.



In 2020-21, here's what we accomplished

- **Preliminary plan for research network:** We developed a preliminary plan to create a network of subject matter experts and researchers to inform the work of our community.
- **2021 PiT Count enumeration:** We completed the 2021 St. John's Point-in-Time (PiT) Count enumeration exercise in early April 2021. This is due to the fact that we cancelled the 2020 PiT Count, scheduled for late March 2020, due to the COVID-19 pandemic.



In 2020-21, here's what we learned

- **Wealth of knowledge:** There is a wealth of knowledge in our community and across the country that can contribute to our understanding of homelessness and build the evidence needed to drive change, including academia, policy experts and local advocates.



In 2021-22, here are our next steps

- **Implement research network:** EHSJ will convene a core group of local subject matter experts and researchers to plan next steps.

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THERE IS A WEALTH OF KNOWLEDGE IN OUR COMMUNITY AND ACROSS THE COUNTRY THAT CAN CONTRIBUTE TO OUR UNDERSTANDING OF HOMELESSNESS AND BUILD THE EVIDENCE NEEDED TO DRIVE CHANGE

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DEVELOP TRAINING AGENDA

This section has been removed from the Knowledge Mobilization priority area. It is to be integrated into other priority areas as required.

ENHANCE LOCAL, PROVINCIAL AND NATIONAL PROFILE

This section has been moved to the Stakeholder Engagement priority area.

COMMUNITY INVESTMENT

WHAT IT MEANS

Community Investment refers to how EHSJ invests its funding into housing options, community resources and programming, ensuring that initiatives complement the province's homeless-serving funding envelopes. EHSJ focuses on investments that demonstrate innovation, cost-effectiveness, sustainability, and flexibility. Emphasis is placed on initiatives that fill identified systems gaps and bolster existing offerings, including pilot projects, emerging best practices and other innovative measures.

WHY IT'S IMPORTANT

EHSJ has both the capacity and the will to try new things and take risks as required to end homelessness in St. John's. Through the Systems Coordination and Knowledge Mobilization priority areas, EHSJ uses an evidence-based approach to identify areas of unmet need and systems gaps. As a result, we can invest in programming and resources that support housing stability for our vulnerable neighbours. While EHSJ does not have the mandate or budget to directly fill all systems gaps, it is also positioned to advocate for systems change on behalf of the community (see Leadership and Advocacy section).

HOW WE'LL DO IT

Areas of implementation in the 2019-2024 Plan include the following:

- Introduce dedicated community investment strategy
- Introduce dedicated housing supports strategy
- Identify opportunities for innovative programming and pilot projects



INTRODUCE DEDICATED COMMUNITY INVESTMENT STRATEGY

This priority area requires the development of a community investment strategy rooted in the Housing First philosophy. Community investments include those delivered by EHSJ, those delivered by the community, as well as those managed by EHSJ on behalf of public funders to ensure systems alignment and consistent outcomes. The community investment strategy involves the following functions:

- Monitoring the systems map and making recommendations for investment where mismatched supply and demand create systems gaps.
- Delivering community investment initiatives to the community, including Supported Referrals, Rental Assistance, and other forms of innovative programming. As a note, Supported Referrals and Rental Assistance were previously their own sections but have now been integrated into the Community Investment strategy.
- Managing the performance of community investments to ensure the accountability of public funds and the delivery of best practices in a local context.
- Developing and managing contracts, including budgets and delivery targets, for both programs delivered by EHSJ and those managed on behalf of other public funders.



In 2020-21, here's what we accomplished

- **First round RFP:** As part of the COVID-19 response funding, EHSJ issued a Request for Proposals (RFP) for community agency projects in December 2020. Financial assistance was given to 10 community agencies to provide services specific to meeting the needs of people experiencing or at risk of homelessness during the COVID-19 pandemic.
- **Second round RFP:** In partnership with NL Housing, EHSJ released a second RFP to help extend and expand the emergency response to COVID-19. Funding supported the extension of projects funded through the first RFP, new projects, and projects as part of a collaboration and partnership-based housing support model.
- **Enhancement of Supported Referrals:** EHSJ enhanced capacity of our Supported Referrals program, a flexible and customized program that provides financial resources to support housing

stability. The program's budget doubled in 2020-21, compared to 2019-20, in order to accommodate lost income and higher needs in the community due to COVID-19.

- **Maintenance of Rental Assistance:** EHSJ maintained a Rental Assistance top-up fund for past program participants of previous programs funded by EHSJ.



In 2020-21, here's what we learned

- **Shift to pandemic-related investments:** There was an unanticipated shift in 2021 from community investment plans to pandemic-related investments. While our projects looked different than what we anticipated undertaking this year, the partnerships and funded projects have created a strong foundation for community investments to come.
- **Importance of outcomes-based reporting targets:** We learned the importance of setting clear and comparable outcomes-based reporting targets as part of the RFP funding initiatives. Doing so has enabled us to align community agency service categories and set comparable targets on which we can report back to funders and the community.
- **Partnership with public systems:** Many lessons were learned on how to partner with public systems and how to build the foundation required to do so successfully.



In 2021-22, here are our next steps

- **Further enhancement and evaluation of Supported Referrals:** EHSJ will enhance the Supported Referrals program budget to respond to evolving need and will also conduct ongoing process evaluation.
- **Data analysis to inform investment:** We will analyze data from both systems mapping and the By-Name List to inform areas for program delivery or funding investment.

INTRODUCE DEDICATED HOUSING SUPPORTS STRATEGY

This priority area also requires the development of a housing supports strategy ensuring that a range of housing options exist in St. John's to meet emerging needs. This includes implementation of a housing inventory and related supports, with the purpose of enhancing the quality of the rental market and expanding rental options. Despite a high vacancy rate, there is still a lot of competition for the most affordable rental units as many clients have very limited budgets for their housing needs. This strategy aims to incentivize landlords to offer quality, affordable units, featuring a risk mitigation fund to provide added supports, security and peace of mind. This strategy also has the potential to earn social enterprise revenues.

The housing supports strategy involves the following functions:

- Developing and managing HomeConnect, our rental inventory program, including value-add tools such as standardized templates and move-in/out inspections, and an in-trust system for security deposits
- Supporting individuals on the By-Name List exclusively to find housing as soon as possible
- Integrating internal programs (such as HomeConnect) with CAH to ensure that individuals have the appropriate supports in place to achieve housing stability
- Identifying opportunities to leverage and expand social housing options in the city



In 2020-21, here's what we accomplished

- **Launch of HomeConnect:** In May/June 2020, in the early days of the COVID-19 pandemic, EHSJ launched the HomeConnect program and website ahead of schedule. At a time when public health officials were telling us to stay home, this allowed us to better support our most vulnerable neighbours who did not have a place to call home.
- **Landlord protection fund:** As part of HomeConnect, we established a landlord protection fund to cover landlords should they incur physical damages lost rental revenue and rental revenue for short-term vacancies. A HomeConnect landlord can claim up to \$10,000 per tenancy.
- **Multimedia advertising campaign:** In August 2020, EHSJ developed a multimedia advertising campaign to attract new landlords to HomeConnect. By the end of 2020-21, we had onboarded HomeConnect's first 25 landlords.
- **Community Housing Transformation Centre (CHTC) grant:** EHSJ made a successful application to the CHTC for \$101,000 to reinforce the HomeConnect model and enhance staffing supports.



In 2020-21, here's what we learned

- **Importance of support plans:** We quickly learned the importance of establishing the supports needed to ensure a successful tenancy. The agency onboarding process now includes a 1:1 conversation between the support agency and EHSJ's Tenancy Support Lead to ensure minimum monthly check-ins take place.
- **Process improvements:** Automated processes and clear timelines enable move-ins to happen smoothly and ensure tenancies are set up for success from the start. One example is the move-in checklist, which guides community agencies through the tenancy setup process.
- **Dedicated staff support for both landlords and agencies:** At first, the Landlord Engagement Lead acted as point of contact for both landlords and community agencies. This caused confusion and potential conflicts of interest when tenancy problems were faced. We resolved this by adding a second staff position, the Tenancy Support Lead, to support agencies. HomeConnect runs much more smoothly, with less confusion and quicker response times.



In 2021-22, here are our next steps

- **Continued process improvements:** We will continue program and process improvements for HomeConnect, seeking feedback from landlords, community agencies and tenants and adjusting where possible.
- **New tools to support tenancies:** These will include informational resources, video resource clips, tenancy checklists and a new Welcome Home tenancy kit initiative.
- **Education and training opportunities:** These will be available for both landlords and community agencies to support successful tenancies.

IDENTIFY OPPORTUNITIES FOR INNOVATIVE PROGRAMMING AND PILOT PROJECTS

With the flexibility provided through Reaching Home, EHSJ is also well positioned to try new things and take risks, with a focus on cost-effectiveness and sustainability. Innovative programming is designed to address opportunities and best practices, remove obstacles to housing stability, and close gaps identified through systems mapping. Pilot projects allow our community to evaluate feasibility and potential impact with minimal financial investment. Potential areas of interest include addressing challenges such as rising home energy costs and lack of energy efficiency in older homes, with a focus on ensuring that the practice of collecting outstanding utility arrears does not push households into homelessness.



In 2020-21, here's what we accomplished

- **Grant for co-housing models:** We secured a City of St. John's Housing Catalyst fund grant through the Community Housing Transformation Centre (CHTC) to study opportunities and challenges of co-housing models for our community.



In 2020-21, here's what we learned

- **Importance of systems mapping:** Identifying opportunities for innovation hinges on having a strong understanding of our current system and being able to identify the gaps. Systems mapping, which is still underway, influences our ability to introduce new initiatives in a targeted approach.
- **Importance of By-Name List:** We identified that without By-Name List (BNL) data, we are unable to inform the needs and gaps in our system. We are limited in our ability to design and target innovative approaches as this data informs the outcomes and impact of programming and projects.



In 2021-22, here are our next steps

- **Co-housing research project:** We will engage a research consultant to complete our co-housing research project.
- **Systems mapping of publicly funded programs:** As part of the systems mapping initiative, we will inventory publicly funded programs and explore innovative solutions to address public system and service delivery inefficiencies and gaps.

“
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LEADERSHIP AND ADVOCACY

WHAT IT MEANS

As a purpose-built non-profit with an independent Board of Directors, EHSJ is in a unique position to play a leadership and advocacy role in St. John's. Furthermore, as the Community Entity for St. John's in 2020-2021 and beyond, EHSJ is tasked with securing the necessary resources to support the new Community Plan to End Homelessness and championing an end to homelessness in St. John's.

WHY IT'S IMPORTANT

Through the Systems Coordination and Knowledge Mobilization priority areas, EHSJ is building and maintaining a comprehensive perspective on the homeless-serving system and how people move within and between the system. EHSJ works with, but is independent from, both the community and public sector, and is therefore poised to advocate for evidence-based solutions to systems-level gaps and challenges.

Areas of advocacy identified through the Community Plan consultation process include:

- The need for more supportive housing
- Changes to the income support program, including income support for singles
- The need for more approaches to harm reduction
- The need for a low-barrier emergency shelter run by a community organization
- Proactive usage of the shelter system, i.e. successful diversion, stays that are rare, brief and nonrecurring

HOW WE'LL DO IT

This priority area is primarily led by the EHSJ Executive Director in consultation with the Board, CAB, EHSJ staff and other stakeholders. Areas of importance include the following:

- Advocate for public policy changes
- Demonstrate need for more support-based housing
- Support case for low-barrier shelter capacity
- Support greater harm reduction focus

ADVOCATE FOR PUBLIC POLICY CHANGES

Ideally, public policies strive to achieve person-centered, cost-effective outcomes. However, due to the complexity of issues that lead to homelessness, public policies can have unintended negative consequences, particularly for vulnerable people in our community. Through the Systems Coordination, Knowledge Mobilization and Community Investment priority areas, EHSJ seeks to advocate for areas in which our community can do better.



In 2020-21, here's what we accomplished

- **Advocacy around the CERB and Income Support:** Many of EHSJ's advocacy efforts this year related to COVID-19. In July 2020, EHSJ released a policy paper on the impact of the Canada Emergency Response Benefit (CERB) for our most vulnerable neighbours, specifically the impact on Income Support recipients. In fall 2020, EHSJ met with the Minister who was at that time responsible for the Income Support program to discuss the economic and social costs confronting those who had their Income Support benefits suspended or cut off due to receiving the CERB.
- **Leadership on system-wide pandemic response:** EHSJ's Executive Director, Director of Strategy and Board Chair met with then-Premier Dwight Ball, MHA Ches Crosbie, and MHA Alison Coffin to discuss coordinating system-wide COVID-19 pandemic responses in June 2020.
- **Income Support data trends:** EHSJ maintains data related to Income Support, including year-over-year analysis of demographic trends and the monthly caseloads, and has been able to estimate the cost savings of the Income Support program due to declining caseloads during 2020-2021. EHSJ also maintains a running tally of the number of NL residents who received COVID-19 federal benefits.



In 2020-21, here's what we learned

- **Importance of evidence-based, systems-level data:** The COVID-19 pandemic underscored something we already knew – the importance of data in advocating for public policy changes, including participation in coalitions, such as the Just Recovery coalition.

- **Continual focus on relationships:** The pandemic and the 2021 provincial election resulted in a lot of shifting and instability in the 2020-21 provincial political landscape. We learned we must be flexible in response to these shifts, and we hope that hope 2021-2022 will provide a more stable environment for developing relationships with key provincial officials responsible for portfolios related to EHSJ initiatives and programs.



In 2021-22, here are our next steps

- **Continuing advocacy:** EHSJ will continue to support the Government of Newfoundland and Labrador by advocating for initiatives and pilot projects that will more effectively support the needs of our most vulnerable neighbours and will address any systems gaps and inefficiencies.
- **Continued social policy recommendations:** EHSJ will convene with sector leaders to develop and advance social policy papers, including increasing Income Support shelter allowances for single, unattached individuals.

“ THE COVID-19 PANDEMIC UNDERSCORED SOMETHING WE ALREADY KNEW – THE IMPORTANCE OF EVIDENCE-BASED, SYSTEMS-LEVEL DATA IN ADVOCATING FOR PUBLIC POLICY CHANGES ”

DEMONSTRATE NEED FOR MORE SUPPORT-BASED HOUSING

Support-based housing is not one-size-fits-all. It is necessary to articulate the various support-based housing models, which ones exist in our community, the need/demand for each model, and what capacity is still needed. Moving forward, EHSJ is focused on informing the need for support-based housing in St. John's, as well as its role in this area.



In 2020-21, here's what we accomplished

- **Launch of HomeConnect:** At the beginning of the COVID-19 pandemic, EHSJ launched HomeConnect (for more information, refer to the Introduce Dedicated Housing Supports Strategy section under the Community Investment priority area).



In 2020-21, here's what we learned

- **Role of Rapid Housing Initiative (RHI) in NL:** The Government of Canada launched the RHI in 2020 to assist communities around the country gain access to capital for building new, modular, affordable housing and repairing dilapidated units. Unfortunately, no projects in Newfoundland and Labrador were selected. We'll continue to work with the Government of Newfoundland and Labrador to support applications in 2021-22.



In 2021-22, here are our next steps

- **Explore existing rental supply:** Given the vacancy rate in St. John's is higher than the national average at 7.5% in 2020, EHSJ will continue to explore existing supply of rental housing as prospective options to support the development of affordable and support-based housing.
- **Co-housing opportunities:** EHSJ will engage a consultant to explore the prospects and problems associated with developing co-housing/house-sharing projects for low-income individuals in St. John's (for more information, refer to the Identify Opportunities for Innovative Programming and Pilot Projects section under the Community Investment priority area).

- **Analyze supply and demand to inform investments:** Using data informed by Coordinated Access to Homes and the systems mapping initiative, EHSJ will analyze the current stock of support-based housing available in St. John's and identify potential gaps for investment.

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SUPPORT-BASED HOUSING IS NOT ONE-SIZE-FITS-ALL. IT IS NECESSARY TO ARTICULATE THE VARIOUS SUPPORT-BASED HOUSING MODELS, WHICH ONES EXIST IN OUR COMMUNITY, THE NEED/DEMAND FOR EACH MODEL, AND WHAT CAPACITY IS STILL NEEDED
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SUPPORT CASE FOR LOW-BARRIER EMERGENCY SHELTER CAPACITY

In an August 2019 focus group, community stakeholders emphasized the need for more community-based, low-barrier emergency shelter capacity. Sometimes all emergency shelters are full and must turn people away, while other times people have been barred from accessing services. This has led to the emergence of many private shelters, which operate on a for-profit basis and do not have the same incentive to participate in community initiatives such as Coordinated Access to Homes. In the fall of 2019, an ad hoc group was formed by the Minister Responsible for the Newfoundland and Labrador Housing Corporation (NL Housing), including EHSJ. EHSJ will continue to support NL Housing and the community in exploring possible solutions for community-based, low-barrier emergency shelter capacity rooted in the Housing First philosophy of supporting people quickly into suitable, permanent housing.



In 2020-21, here's what we accomplished

- **Community consultations:** EHSJ was part of consultations led by NL Housing to discuss the need for a low-barrier shelter in the spring and summer of 2020.
- **Review of RFP:** EHSJ reviewed the Request for Proposals (RFP) for the emergency low-barrier shelter prior to it being released to ensure Coordinated Access to Homes and HIFIS 4 would be integrated as requirements for the successful proponent to participate.



In 2020-21, here's what we learned

- **Temporary low-barrier shelter:** The temporary low-barrier shelter was implemented as the Government of Newfoundland and Labrador's COVID-19 pandemic response, and opened in October 2020.



In 2021-22, here are our next steps

- **Permanent low-barrier shelter:** EHSJ will continue to work with NL Housing to support the onboarding of the permanent low-barrier shelter and will also support the development of appropriate shelter standards for the low-barrier shelters and other shelters throughout the community.
- **Opportunities to access and maintain housing:** Through Coordinated Access to Homes, EHSJ will ensure that shelter clients are given the same opportunities to access the supports and resources necessary to achieve and maintain housing stability.

- **Shelter onboarding to HIFIS 4:** EHSJ will prioritize onboarding the low-barrier shelter to HIFIS 4. In fact, The Gathering Place, the site of the temporary low-barrier shelter selected in 2020, is one of the two community agencies piloting HIFIS 4 as part of Phase I. (For more information, refer to the Continue HIFIS 4 Pan-provincial Rollout section of the Knowledge Mobilization priority area.)

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THROUGH COORDINATED
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SUPPORT GREATER HARM REDUCTION FOCUS

Harm reduction services that are seen as priority for St. John's include managed alcohol programs, supervised consumption services, and harm reduction-focused shelter standards. While harm reduction is broader than the homeless-serving system, EHSJ can certainly play a role in ensuring that all its initiatives are instilled with a harm reduction focus. Further, EHSJ can leverage its communication strategy to ensure that harm reduction is understood by stakeholders, including the public. Harm reduction practices are in common use every day, from appointing a designated driver to using condoms.



In 2020-21, here's what we accomplished

- **Dedicated harm reduction team:** As part of EHSJ's COVID-19 response, a harm reduction team including one Nurse Practitioner and four Registered Nurses began operations in December 2020 to support the COVID-19 designated site for shelter clients and/or individuals experiencing homelessness who require isolation.
- **Coordination with street-level services:** The shelter workers at the COVID-19 designated site coordinated with the harm reduction team to support street-level activities with Thrive's Street Reach program and AIDS Committee of NL's Safe Works Access Program (SWAP).



In 2020-21, here's what we learned

- **Finding opportunity in crisis:** A global health pandemic was a catalyst in being able to usher in substantive new resources in the cause of ending homelessness. These include the development of a harm reduction team, expedition of EHSJ's advocacy work, and co-design and co-implementation of cross-functional projects with key public systems partners.



In 2021-22, here are our next steps

- **Vaccine rollout:** The shelter workers at the COVID-19 designated site will coordinate with the harm reduction team to support the vaccine rollout in the community in spring and summer 2021.
- **Managed Alcohol Program (MAP):** EHSJ and Eastern Health will continue to look at ways to sustain harm reduction programming at the local level, including through a Managed Alcohol Program (MAP) in the community.

- **Additional supports to harm reduction team:** EHSJ will work with Eastern Health to integrate additional medical supports to the harm reduction team, including a pharmacist and occupational therapist. These resources will be part of Eastern Health's Downtown Healthcare Collaborative. EHSJ will support these resources to be available to clients at the community level through Coordinated Access to Homes (CAH).



WHILE HARM REDUCTION IS
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STAKEHOLDER ENGAGEMENT

WHAT IT MEANS

EHSJ recognizes the importance of meaningful engagement, community consultation, and partnerships in supporting its goal of ending homelessness in St. John's. To do this effectively, EHSJ seeks to integrate community expertise in various functional areas through committees, advisory boards, and other forums. EHSJ aims to formalize how it integrates the voice of lived and living experience of homelessness. Finally, EHSJ seeks to engage with stakeholders at the national level, including the federal government, national organizations, and peers in other jurisdictions, to share best practices in ending homelessness and position St. John's as a community of note on the national stage.

WHY IT'S IMPORTANT

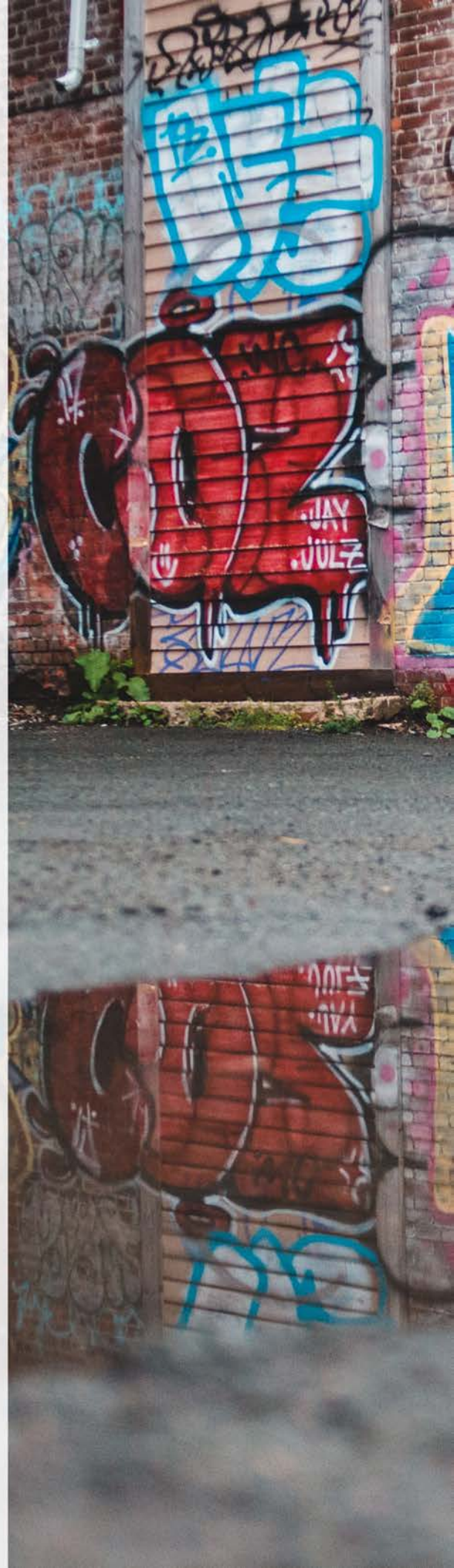
Because of the complex nature of the issues leading to homelessness, stakeholder engagement is critical to ending homelessness in any jurisdiction. The St. John's homeless-serving system prides itself on its ability to communicate and collaborate, even in times of uncertainty. A coordinated response to ending homelessness means acknowledging that, as a community, we work better when we work together.

HOW WE'LL DO IT

This priority area is primarily led by the Manager of Communications in consultation with the Executive Director, staff, and other stakeholders.

Areas of note include the following:

- Engage Indigenous experience of homelessness
- Engage the voice of lived and living experience
- Develop communications strategy
- Revise committee structure
- Pursue wider partnerships
- Participate in the local, provincial, and national conversation (this item merges similar items from the Stakeholder Engagement priority area and the Knowledge Mobilization priority area)
- Enhance local, provincial, and national profile (moved from Knowledge Mobilization priority area)



ENGAGE INDIGENOUS EXPERIENCE OF HOMELESSNESS

EHSJ is committed to working with local Indigenous organizations and service providers. Reaching Home provides additional community funding through an Indigenous Homelessness stream. When the Community Plan was released, the local Indigenous Community Entity (CE) had not been formally announced. Since then, the Labrador Friendship Centre in Happy Valley-Goose Bay has been named as the Indigenous CE for Newfoundland and Labrador. EHSJ commits to work with Indigenous partners to ensure partnership and a coordinated approach to ending Indigenous homelessness, with participation of Indigenous service providers in Coordinated Access. This includes ensuring that housing options and culturally relevant supports reflect Indigenous values, beliefs and practices where required.



In 2020-21, here's what we accomplished

- **Partnership with the provincial Indigenous CE:** When the Labrador Friendship Centre was officially announced as the local Indigenous CE for Newfoundland and Labrador, EHSJ was thrilled to congratulate our colleagues in Happy Valley-Goose Bay. We are looking forward to a continued partnership and information exchange on initiatives such as COVID-19 funding, CAH and HIFIS 4.
- **Participation on First Voice:** In March 2021, First Light invited EHSJ to sit on the Housing and Homelessness Sub-Committee of First Voice: Urban Indigenous Coalition. This forum will allow EHSJ to learn more about housing and homelessness in an Indigenous context and to ensure that our initiatives reflect this understanding.
- **Indigenous land acknowledgement:** EHSJ has developed an Indigenous land acknowledgement for use at EHSJ events (in-person and virtual) and in documentation moving forward.
- **Integration of the Indigenous definition of homelessness into CAH:** Through the CAH Working Group, EHSJ is coordinating with First Light and other local service providers to ensure that our definitions of homelessness and imminent risk of homelessness are integrated with the Indigenous definition of homelessness.



In 2020-21, here's what we learned

- **Importance of learning and reflecting:** Like many individuals and organizations in Canada in the past year, EHSJ is in learning mode about the Indigenous context in Canada and how we can work with Indigenous communities. The more we learn, the more we are committed to

better understanding the Indigenous experience of homelessness in our community and translating that into more effective supports in our systems response to homelessness.

- **Importance of Truth and Reconciliation:** EHSJ recognizes the importance of Truth and Reconciliation, which acknowledges that a pathway to understanding of Indigenous homelessness in Canada requires specific understanding of the unique needs of Indigenous peoples.



In 2021-22, here are our next steps

- **Continued involvement in Indigenous initiatives:** EHSJ is committed to ensuring that we are engaged in initiatives such as First Voice, and other opportunities to participate in events and initiatives with local, regional, and national Indigenous leaders.
- **Integration of the voice of Indigenous experience:** EHSJ also seeks to integrate the voice of Indigenous experience into our communications and strategic planning. One critical step is the inclusion of the Indigenous perspective on our Lived Experience Council (see next section), which will be relaunched in 2021-22 when it is safe to gather in-person.
- **Cultural diversity training:** In a partnership between EHSJ, the City of St. John's, and First Light, we will be organizing cultural diversity training for EHSJ staff and stakeholders including community agencies and landlords. All EHSJ staff will take part in this training, which will also be offered to our stakeholders, including community agencies and landlords.

ENGAGE THE VOICE OF LIVED AND LIVING EXPERIENCE

EHSJ recognizes the necessity and value of ensuring the voice of lived and living experience is incorporated into everything we do. In 2016, EHSJ launched a Lived Experience Council composed of people with lived and living experience of homelessness who were willing to meet and share their perspectives to inform the work of EHSJ. Moving forward, EHSJ seeks to review national best practices in order to revamp the Council, reflecting the demographic profile and perspectives of the population with experience of homelessness.



In 2020-21, here's what we accomplished

- **Feedback from individuals with lived and living experience:** While we were unable to restart the Lived Experience Council in person due to the COVID-19 pandemic, EHSJ sought feedback from individuals with lived and living experience of homelessness through members of the CAH Working Group, including The Gathering Place and First Light.



In 2020-21, here's what we learned

- **Importance of accessible communications:** In the context of the COVID-19 pandemic, EHSJ learned that it is important to be able to equitably engage the voice of lived and living experience. A range of communication methods is ideal to accommodate both individuals who do not have access to computers and Internet as well as individuals who are unable to convene in person.



In 2021-22, here are our next steps

- **Relaunch of Lived Experience Council:** Now that Newfoundland and Labrador has a plan to lift long-term public health measures, EHSJ will renew efforts to revise a dedicated Lived Experience Council. This Council is the forum by which EHSJ seeks input and perspective, and also where we ensure that our tools and initiatives are meeting the needs of our most vulnerable neighbours.
- **Integration into our Guiding Principles:** We are seeking to update our Guiding Principle of "Collaboration" to emphasize the importance of the voice of lived and living experience.

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MOVING FORWARD, EHSJ SEEKS TO REVIEW NATIONAL BEST PRACTICES IN ORDER TO REVAMP THE COUNCIL, REFLECTING THE DEMOGRAPHIC PROFILE AND PERSPECTIVES OF THE POPULATION WITH EXPERIENCE OF HOMELESSNESS

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DEVELOP COMMUNICATIONS STRATEGY

EHSJ's communications strategy outlines how it communicates with all stakeholder groups, whether within or outside the homeless-serving system. One stakeholder group of note is the general public. EHSJ seeks to communicate in a way that is accessible to all stakeholders, so that people understand the many dimensions of homelessness and how ending homelessness benefits our entire community.



In 2020-21, here's what we accomplished

- **EHSJ Communications Plan:** EHSJ researched and developed the EHSJ Communications Plan, which is to be formally completed in September 2021.
- **Virtual engagement during pandemic:** In response to the COVID-19 pandemic, which decreased our ability to hold in-person events and meetings, EHSJ developed a schedule of EHSJ Lunch & Learn events and webinars to engage with an array of stakeholders. These webinars are also recorded and added to a repository on the EHSJ website for future reference.
- **Growth in online and social media presence:** In our first year as a non-profit, our online presence grew as we added followers and subscribers. In 2020-21, we achieved 910,000+ social media views; 7,400+ link clicks from social media; and 21,000+ website visits. From this, we developed a monthly online analytics report to better inform our communications strategy and direction.



In 2020-21, here's what we learned

- **Challenge of creating a fulsome yet flexible Communications Plan:** The EHSJ Communications Plan intertwines with all EHSJ initiatives, and certain aspects depend on information and data collection that is still evolving. This Plan requires a strategic balance between "big picture" outlook and finer implementation details.



In 2021-22, here are our next steps

- **Real-time KPI dashboard:** EHSJ staff will team up to work on a real-time dashboard for key performance indicators (KPIs) related to homelessness in St. John's, which will integrate with the EHSJ website where possible.
- **Positioning of EHSJ as an online leader on homelessness in St. John's:** EHSJ will continue to grow the online and social media presence in a consistent way to position EHSJ as a leader on homelessness and intersectional issues such as poverty. This includes continuously updating the EHSJ website, enhancing our presence on emerging platforms, and building our social media follower counts.

2020-2021 SOCIAL MEDIA STATS



TOTAL IMPRESSIONS
1,100,195



TOTAL LINK CLICKS
4,741



TOTAL LIKES
1,811



RETWEETS & SHARES
915



VIDEO VIEWS
722

PURSUE WIDER PARTNERSHIPS

EHSJ identifies the value of innovative partnerships with organizations that traditionally lie outside the homeless-serving system, such as academia, student groups, and the private sector. For example, EHSJ has worked with Enactus Memorial and the Memorial Centre for Social Enterprise to raise awareness of homelessness and engage in innovative ways to pursue the goal of ending homelessness. EHSJ will expand its circle of partnerships in response to opportunities within the community, such as hosting a Poverty Challenge.



In 2020-21, here's what we accomplished

- **Ongoing partner engagement:** Many of the typical opportunities for these partnerships were put on hold during the COVID-19 pandemic. However, EHSJ has continued to engage with its stakeholders, including students in Memorial University's MBA in Social Enterprise and Entrepreneurship (MBA-SEE) program.



In 2020-21, here's what we learned

- **Importance of engaging with areas that intersect with homelessness:** The COVID-19 pandemic highlighted the many ways in which social issues and initiatives intersect with homelessness and housing stability. With this enhanced understanding, we will likely see more opportunities for partnerships outside the traditional homeless-serving system.



In 2021-22, here are our next steps

- **Continued pursuit of partnership:** EHSJ will continue to pursue areas of opportunity for innovative partnerships and relationships with academia, student groups, the private sector, and other stakeholders.

REVISE COMMITTEE STRUCTURE

Committees and other groups provide EHSJ with the opportunity to integrate local expertise, experience, and perspective on specific topics. EHSJ has led or participated in many committees on topics ranging from Coordinated Access to training to HMIS implementation. To gain diversity of perspectives and respect the time of contributors, EHSJ will review its existing committee structure and propose a new structure.



In 2020-21, here's what we accomplished

- **Creation of working groups to the CAB:** EHSJ implemented a revised plan for the committee structure. Moving forward, all committees will take the form of working groups that will report to the Community Advisory Board (CAB). This will ensure that the work of these groups is aligned with the Community Plan to End Homelessness. One such group is the Coordinated Access to Homes Working Group, which was (re)launched in December 2020.



In 2020-21, here's what we learned

- **Effective communications tools:** With the technological jumps made in the wake of the COVID-19 pandemic, EHSJ has been able to engage with its committees and working groups in different formats, such as online conferencing and surveys. Even as restrictions are lifted, EHSJ will continue to avail of these tools to communicate effectively with these groups.



In 2021-22, here are our next steps

- **Addition of working groups:** EHSJ will continue to implement new working groups as defined by the updated structure.

EHSJ WILL CONTINUE TO PURSUE AREAS OF OPPORTUNITY FOR INNOVATIVE PARTNERSHIPS AND RELATIONSHIPS WITH ACADEMIA, STUDENT GROUPS, THE PRIVATE SECTOR, AND OTHER STAKEHOLDERS

PARTICIPATE IN THE LOCAL, PROVINCIAL AND NATIONAL CONVERSATION

As a Community Entity through Reaching Home and as a system planning organization, EHSJ shares knowledge, successes and lessons learned at many levels. Locally and provincially, EHSJ takes part in initiatives such as conferences, speaker panels, and media interviews. These opportunities enable EHSJ to engage in important community conversations around homelessness and related issues, create awareness of EHSJ's initiatives and partnerships, and educate the public on EHSJ's mission. EHSJ also benefits from engaging with national organizations, including the federal government, the Canadian Alliance to End Homelessness (CAEH), the Canadian Housing and Renewal Association (CHRA), and the Canadian Observatory on Homelessness (COH). Where possible, EHSJ engages in conferences, working groups and committees at the national level to exchange information and inform policy.

In 2020-21, here's what we accomplished

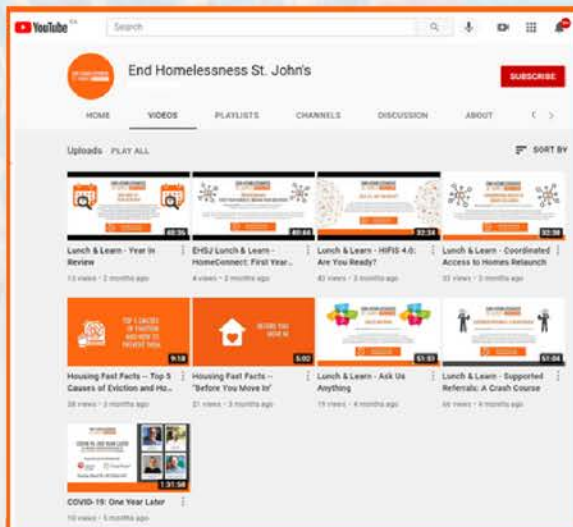
- **National presentations:** EHSJ staff regularly present at national events, such as CAEH's annual National Conference on Ending Homelessness, CHRA's annual National Congress on Housing and Homelessness, and Future of Good events.
- **National committee representation:** EHSJ senior staff serve on the boards of both CAEH and CHRA. As well, EHSJ's Director of Strategy continues to co-chair the national Homelessness Data Advisory Committee, which is led by Employment and Social Development Canada (ESDC).
- **Local and national media appearances:** In 2020-21, EHSJ Executive Director, represented EHSJ in 20+ interviews for radio, television, and print interviews, including several at the national level, on key topics related to homelessness, and particularly with respect to the impact of the COVID-19 pandemic on the lives of our most vulnerable neighbours.

In 2020-21, here's what we learned

- **Opportunity to reach more people:** The COVID-19 pandemic resulted in the transition of events to a virtual or hybrid format. These formats provide an opportunity for EHSJ to get our message out to more people in a variety of formats and to continue to grow our profile.

In 2021-22, here are our next steps

- **Continued presence at conferences, committees and events:** EHSJ will continue to pursue opportunities to present at local and national conferences and to sit on local and national committees, adapting as required to suit the format. As part of the Communications Plan, the Manager of Communications will work with all staff to support these events.



This year EHSJ established an ongoing Lunch & Learn series.

Topics covered include:

- Supported Referrals: A Crash Course
- Ask Us Anything!
- Coordinated Access to Homes Relaunch
- HomeConnect: First Year Hurdles, Second Year Successes
- HIFIS 4.0: Are You Ready?
- 2020-2021: Year in Review

These are all available on demand on our YouTube page.

APPENDICES

The following tables are updated versions of those included in the original Community Plan, with revised timelines and status updates.

SYSTEMS COORDINATION

CONDUCT SYSTEMS MAPPING		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Create partnerships with all community and public service providers in St. John's	To integrate all agencies and systems that support the homeless-serving system, including health, justice, income support, etc.	April 2020 to March 2021	Ongoing	In progress
Capture and catalogue all resources and services	To determine what exists and for whom (eligibility, accessibility, caseload capacity, etc.)	April 2020 to March 2021 ongoing	September 2020 to March 2022; ongoing	In progress
Refer resources to Coordinated Access, as required	To ensure resources are available to those who need them the most (see Strengthen Coordinated Access)	April 2020 to March 2021 ongoing	Ongoing	In progress
Identify systems gaps and work with partners to determine ways to close them	To ensure that the supply equals demand – that the resources available are continually meeting the needs of people in our community	April 2020 to March 2021 ongoing	September 2020 to March 2022; ongoing	In progress
Determine baseline numbers of individuals experiencing or at risk of homelessness (through By-Name List)	To establish a starting point from which to measure progress toward the goal of ending homelessness in St. John's (i.e. % reduction)	April 2020 to March 2021	April to September 2021; ongoing	In progress
Analyze participant demographics, needs and wants on a regular basis	To understand and quantify needs and wants and determine how well they match up with resources available	April 2020 ongoing	July to December 2021; ongoing	Not started

STRENGTHEN COORDINATED ACCESS TO HOMES		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Achieve a quality CA system	To meet BFZ-C requirements and maximize the efficiency and reach of CA	Basic quality by March 2021 Advanced quality by March 2022	Basic quality by October 2021 Advanced quality by March 2022	In progress
Achieve a quality By-Name List	To meet BFZ-C requirements and ensure CAH has extensive reach in the community	Basic quality by March 2021 Advanced quality by March 2022	Basic quality by October 2021 Advanced quality by March 2022	In progress
Add resources and capacity to CAH	To ensure resources are available to those who need them the most	April 2020 to March 2021; ongoing	April 2021 to March 2022; ongoing	In progress
Speed up the flow-through of participants through CA	To ensure resources are available in a timely manner to those who need them most	Ongoing	Ongoing	In progress
Conduct review of Vulnerability Assessment Tool (VAT) process	To ensure quality and efficient delivery of the VAT	Ongoing Completion by October 2020	Review planned for June 2021; ongoing	In progress
Improve communications with community around CAH (including repositories on EHSJ website)	To ensure that information is easy to access, is written clearly and concisely, and enables consistent usage (i.e. latest version available)	Ongoing	Ongoing	In progress
Ensure a CAH contingency plan at EHSJ	To ensure continuity of CAH in case of emergency or prolonged staff absence	April to September 2020	September 2021 to March 2022	Not started
Update CAH manual	To ensure that CAH efficiency and effectiveness is constantly supported through policies and procedures	April 2020 to March 2021; ongoing	October 2020 to October 2021; ongoing	In progress

PREVENT SYSTEM DISCHARGE INTO HOMELESSNESS		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Create partnerships with public systems	To ensure shared goal of reducing discharge into homelessness	Ongoing	Ongoing	In progress
Form a community-wide committee around public system discharge into homelessness	To gain input from all stakeholders involved in public discharge	October 2020; ongoing	October 2021 to March 2022; ongoing	Not started
Collect data on inflow into homelessness from public systems (via By-Name List)	To establish baselines of current system discharge into homelessness in order to measure ongoing progress	April 2020 to March 2021; ongoing	April 2021 to March 2022; ongoing	In progress
Support public systems in mapping discharge process, including who provides support internally (i.e. social workers, case managers, classification officers) and externally (i.e. partnership with other agencies)	To identify the resources that are currently available as well as areas where resources are stretched too thin or are unavailable	April 2020 to March 2021; ongoing	October 2021 to March 2022; ongoing	Not started
Map out process of successful public discharge with focus on housing stability (i.e. secure proper identification, search for housing, arrange income support, get supply of prescription medication)	To identify the agreed-upon items in reducing homelessness through preplanned public system discharge, including who is responsible for what	April 2020 to March 2021; ongoing	October 2021 to March 2022; ongoing	Not started
Advocate for more support in public system discharge planning where required	To ensure resources are available to reduce homelessness through preplanned public discharge planning	April 2020 to March 2021; ongoing	April 2022 to March 2023; ongoing	Not started

KNOWLEDGE MOBILIZATION

IMPLEMENT KEY PERFORMANCE INDICATORS		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Form a community-wide committee around objectives, outcomes and KPIs	To gain insight from community partners with expertise in KPIs	April 2020 ongoing	September 2021 to March 2022	Not started
Review Reaching Home indicators for core outcomes once they are released	To determine if these indicators are a good reflection of outcomes at the community level	April 2020 ongoing	April 2021 to March 2022	In progress
Review BFZ-C KPIs and ensure they are integrated fully in EHSJ's work	To ensure a better understanding of KPIs from industry experts	April 2020 ongoing	November 2020 ongoing	In progress
Develop and standardize KPIs to measure outcomes and impacts, both at the community and program levels	To ensure that EHSJ has KPIs that clearly measure its progress toward the overall goal of ending homelessness	April 2020 ongoing	April 2021 ongoing	In progress

CONTINUE HIFIS 4 PAN-PROVINCIAL ROLLOUT		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Revise and redeploy HIFIS 4 pan-provincial rollout strategy	To better understanding how and where people are being served in order to do it better, integrating key learnings to date	Ongoing	January 2021 to March 2022; ongoing	In progress
Revise NL HMIS Steering Committee as required	To engage local and provincial stakeholders with stake in data management, sharing, and training	April to June 2020	January 2021 to March 2022	In progress
Develop and encourage a culture of data collection provincewide	To ensure a better understanding of KPIs from industry experts	Ongoing	Ongoing	In progress

DEVELOP RESEARCH AGENDA		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Develop research agenda, including funding opportunities	To better understand homelessness in our community, and therefore how to end it	Ongoing	April 2021 to March 2022; ongoing	In progress
Form community-wide research committee	To leverage expertise of public agencies, academia, and community agencies with research capacity	Ongoing as of October 2020	September 2021 to March 2022	Not started
Coordinate PiT Counts	To meet national PiT Count requirements and gain biannual snapshot of homelessness	Ongoing (biannually)	Biannually	Enumeration completed in April 2021; will continue biannually

COMMUNITY INVESTMENT

INTRODUCE DEDICATED COMMUNITY INVESTMENT STRATEGY AND STAFF		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Develop Community Investment strategy	To invest in the community based on gaps and need/demand, while trying new things and taking risks	Ongoing as of July 2020	Current to date; ongoing until 2024	In progress
Secure contract management of publicly funded programs	To ensure greater alignment and consistent outcomes, regardless of funding source	Ongoing	Ongoing until 2024	In progress
Enhance capacity of Supported Referrals	To enhance housing stability by matching flexible supports through Coordinated Access to Homes	Ongoing	Current to date; ongoing until 2024	In progress
Formalize Rental Assistance Fund	To enable previous program participants to maintain housing stability even after program completion	Ongoing	Current to date; ongoing until 2024	In progress

INTRODUCE DEDICATED HOUSING SUPPORTS STRATEGY AND STAFF		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Develop housing supports strategy	To create housing stability by enhancing quality of rental market and expanding rental options	Ongoing	Complete; ongoing until 2024	Complete
Implement risk mitigation fund	To expand rental inventory by providing added supports, security and peace of mind for landlords	Ongoing	Complete; ongoing until 2024	Complete
Pursue social enterprise opportunities related to housing supports	To pursue sustainability through revenue generation opportunities	Starting April 2021	Starting April 2022	On hold
Identify opportunities to expand housing options in St. John's	To ensure options are available to satisfy need (i.e. size, location, accessibility, etc.)	Ongoing	Ongoing until 2024	In progress

IDENTIFY OPPORTUNITIES FOR INNOVATIVE PROGRAMMING AND PILOT PROJECTS		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Analyze ongoing areas of need for innovative programming and pilot projects	Ensure Community Investment strategy is informed by real-time data, By-Name List, and inflows into and outflows from homelessness	Ongoing	April 2021 to March 2022; ongoing	In progress

LEADERSHIP AND ADVOCACY

ADVOCATE FOR PUBLIC POLICY CHANGES		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Monitor and analyze public policies that intersect with homelessness	To ensure that public policies have positive outcomes (and minimize unintended consequences) in areas such as income support, public transit, etc.	Ongoing	Ongoing	In progress
Propose solutions and public policy changes as required	To ensure that public policies are informed by systems-level data including need/demand, public systems costs and systems mapping	Ongoing	Ongoing	In progress

DEMONSTRATE NEED FOR MORE SUPPORT-BASED HOUSING		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Establish common definitions of and models for supportive housing	To ensure that stakeholders – including community agencies, funders and participants – understand the various models available	April 2020 to March 2021	April 2021 to March 2023	In progress
Analyze the current supply of support-based housing	To ensure that decisions on support-based housing are based on accurate information on what is already available in the community	April 2020 to March 2021	April 2021 to March 2023	In progress
Quantify need/demand for support-based housing	To ensure that decisions on support-based housing models are based on accurate information about real-time need/demand	April 2020 to March 2021	April 2021 to March 2023	In progress
Advocate and make recommendations regarding support-based housing	To ensure that future advocacy and recommendations are based on common definitions and accurate information about supply and demand	Ongoing	Ongoing	In progress

SUPPORT CASE FOR LOW-BARRIER EMERGENCY SHELTER CAPACITY		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Quantify current state of supply of community and private shelter capacity in St. John's	To provide accurate information on what is already available in the community and options for modification	In progress Completion by June 2020	June 2020	Completed
Quantify the need/demand for shelter capacity	To provide accurate information about real-time need/demand, including populations currently un/underserved by existing shelters	In progress Completion by June 2020	September 2021 to March 2022	Ongoing
Advocate and make recommendations for solutions to meet the need for low-barrier shelter emergency capacity	To ensure recommendations are made based on accurate information and rooted in Housing First, with the goal of securing long-term housing stability	In progress	Ongoing	In progress

SUPPORT GREATER HARM REDUCTION FOCUS		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Take stock of current harm reduction initiatives in St. John's	To determine how the community already succeeds at incorporating a harm reduction lens into services and programs	April 2020 to March 2021	Spring 2020	Completed by EH
Conduct a needs assessment for harm reductive initiatives in St. John's, including scan of other jurisdictions	To determine the gaps in where harm reduction initiatives require implementation, such as managed alcohol programs and supervised consumption sites	April 2020 to March 2021	Summer 2020	Completed by EH
Advocate and make recommendations for solutions to meet the need for a greater harm reduction focus	To ensure recommendations are based on accurate information and to clarify the meaning and purpose of harm reduction from a public perspective	Ongoing	Ongoing	In progress

STAKEHOLDER ENGAGEMENT

ENGAGE INDIGENOUS EXPERIENCE OF HOMELESSNESS		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Engage with local Indigenous CE and local Indigenous partners	To ensure partnership and a coordinated approach to ending Indigenous homelessness	Ongoing	Ongoing	In progress

ENGAGE THE VOICE OF LIVED AND LIVING EXPERIENCE		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Review national best practices in lived and living experience	To gain understanding of how other jurisdictions have successfully integrated the voice of lived and living experience	In progress Completion by March 2020	Ongoing	In progress
Formalize and revise EHSJ's Lived Experience Council	To ensure that the voice of lived and living experience is deeply embedded in the Community Plan	In progress Completion by June 2020	Completion by December 2021	In progress

DEVELOP COMMUNICATIONS STRATEGY		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Create and implement branding strategy	To ensure stakeholders understand what EHSJ is and what it does as it transitions to a non-profit organization	In progress Completion by March 2020	N/A	Completed
Create and launch communications strategy (including website, newsletter, social media, etc.)	To address and monitor the information needs of all stakeholder groups	In progress Completion by March 2021	In progress Completion by September 2021	In progress

REVISE COMMITTEE STRUCTURE		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Review current committee structure	To analyze how well current structure meets the need for stakeholder engagement and where the gaps are	March to June 2020	Ongoing	In progress
Propose and implement new committee structure	To integrate learnings from committee review into new recruitment plan, terms of reference, etc.	July to September 2020	Ongoing	In progress

PURSUE WIDER PARTNERSHIPS		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Determine and pursue areas of opportunity for innovative partnerships	To build relationships with the wider community and to reach a wider audience	Ongoing	Ongoing	In progress

PARTICIPATE IN THE CONVERSATION		ORIGINAL	REVISED	
ACTION	WHY IT'S IMPORTANT	TIMELINE	TIMELINE	STATUS
Engage proactively with stakeholders locally and across the country (site visits, conferences, committees, etc.)	To pursue opportunities to learn about best practice, to share successes and lessons learned in St. John's, and to inform public policy at the local and national levels	Ongoing	Ongoing	Ongoing
Enhance visibility of EHSJ locally, regionally and nationally	To enhance profile of both EHSJ and St. John's as a community by sharing knowledge, successes and lessons learned	Ongoing	Ongoing	Ongoing

ACRONYMS

BFZ-C

Built for Zero Canada

BNL

By-Name List

CAB

Community Advisory Board

CAH

Coordinated Access to Homes

CE

Community Entity

CERB

Canada Emergency Response Benefit

EHSJ

End Homelessness St. John's

HIFIS

Homeless Individuals and Families Information System

HPRR

Homelessness Prevention and Rapid Rehousing

HPS

Homelessness Partnering Strategy

ICM

Intensive Case Management

KPIs

Key Performance Indicators

PiT

Count Point in Time Count

PPE

Personal Protective Equipment

PSH

Permanent Supportive Housing

RFP

Request for Proposals

VAT

Vulnerability Assessment Tool



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END HOMELESSNESS
ST. JOHN'S **#WECANENDIT**

COMMUNITY PLAN
ANNUAL UPDATE
2020 - 2021



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